Ghana Agricultural Development and Value Chain Enhancement (ADVANCE)

GENDER ASSESSMENT

SUBMITTED TO:
Brian Dusza
AOTR, USAID Ghana
P.O. Box 1630
Accra, Ghana
E-mail: BDusza@usaid.gov

SUBMITTED BY:
ACDI/VOCA
John 'Bick' Riley
Chief of Party
50 F St., NW, Suite 1075
Washington, DC 20001
E-mail: JRiley@acdivocaghana.org

WITH IMPLEMENTING PARTNERS:

July, 2010

This report covers activities under USAID Cooperative Agreement No. 641-A-00-09-0026-00

Gender Assessment

ADVANCE PROGRAM CONSULTANT REPORT July 2010

This Report was produced by consultant Charity Kabutha.

The authors' views expressed in this publication do not necessarily reflect neither the views of ACDI/VOCA nor those of the United States Agency for International Development.

TABLE OF CONTENTS

LIST OF ACRONYMS ..... **V**

GLOSSARY OF GENDER CONCEPTS ..... **V**

ACKNOWLEDGEMENT ..... **VI**

EXECUTIVE SUMMARY **1**

CHAPTER ONE: INTRODUCTION **5**

1.1 Background *5*
1.1.1 THE GENDER CONTEXT *5*
1.1.2 RATIONALE OF GENDER INTEGRATION/MAINSTREAMING *6*

CHAPTER TWO: GENDER ASSESSMENT METHODOLOGY **11**

2.1 SAMPLING *11*
2.2 DATA COLLECTION TOOLS *11*
2.5 DATA COLLECTION *14*
2.6 INFORMATION GATHERED *14*

CHAPTER THREE: GENDER ASSESSMENT RESULTS **16**

3.1 DIFFERENCES IN ROLES FOR MEN AND WOMEN *16*
3.2 DIFFERENTIAL ACCESS TO RESOURCES *20*
3.3 POWER RELATIONSHIPS *22*

CHAPTER FOUR: HOW GENDER DIFFERENCES ARE LIKELY TO IMPACT ADVANCE PROJECT **28**

4.1 POTENTIAL IMPACTS ON IMPACT OF ADVANCE *28*
4.2 POSSIBLE EFFECT OF ADVANCE ON STATUS OF WOMEN *29*

CHAPTER FIVE: IMPLICATIONS OF GENDER DIFFERENCES ON FARM BUDGET **31**

5.1 WOMEN'S HIDDEN COSTS *31*
5.2 IMPLICATIONS OF HIDDEN COSTS ON WOMEN'S PARTICIPATION AND PROFITS *32*
5.3 STRATEGIES FOR REDUCING INTERMEDIATION COSTS *32*

CHAPTER SIX: MONITORING AND EVALUATION **33**

6.1 INDICATORS FOR TRACKING INVOLVEMENT OF WOMEN AND SOCIAL TRANSFORMATION *33*

CHAPTER SEVEN: CONCLUSION AND RECOMMENDATIONS **34**

7.1 CONCLUSIONS *34*
7.2 RECOMMENDATIONS *35*

BIBLIOGRAPHY *39*

ANNEXES **40**

LIST OF ACRONYMS

ACDEP	Association of Church Development Projects
ADVANCE	Ghana Agricultural Development and Value Chain Enhancement (ADVANCE) Project
AfDB	African Development Bank
ASRuD	Association for Sustainable Rural Development
BDS	Business Development Services
CEDAW	International Convention on Elimination of All Forms of Discrimination Against Women
FBO	Farmer-Based Organization
FGDs	Focus Group Discussions
GFSR	Global Food Security Response
IDA	Irrigation Development Authority
LAP	Land Administration Project
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MoFA	Ministry of Food and Agriculture
MoCWA	Ministry of Children and Women Affairs
PMP	Performance Monitoring Plan
UNECA	United Nations Economic Commission for Africa
USAID	United States Agency for International Development

GLOSSARY OF GENDER CONCEPTS

Access	Permission and/or ability to use a resource, but with limited powers. Access can be withdrawn without notice.
Control	Control and authority over a given resource. Resource is secure and assured.
Gender	The socially constructed roles and responsibilities assigned to men and women in a given culture, location and societal structures that support it. Gender is learned, dynamic and changes over time.
Gender Analysis	The systematic gathering and examination of information on gender differences and social relations, in order to identify, understand and redress gender-based inequalities.
Gender Equality	A situation where men and women are seen to be equal, provided with equal opportunities in the society, enjoying equal benefits and are treated the same before the law.
Gender Equity	Fairness and justice, about people receiving their worth in terms of input and contribution. Equity measures such as the affirmative action are used to correct historical imbalances in development.
Gender Issues/Concerns	Specific inequalities between men and women that are associated with their defined roles and positioning in society.
Gender Mainstreaming	Development strategy which ensures that needs, entitlements and experiences of men and women are taken into account in every project, program and within institutions. It is a strategy for making the concerns and experiences of women as well as men an integral part of the design, implementation, and monitoring and evaluation of policies and programs in all political, economic and societal spheres. This ensures that women and men benefit equally, and inequality is not perpetuated. The ultimate goal of mainstreaming is to achieve gender equality.
Gender Relations	Gender relations refer to a complex system of personal and social relations of domination and power through which women and men are socially created and maintained. The relations determine access to power and material resources or are allocated status within society.

ACKNOWLEDGEMENT

This Gender Assessment was undertaken in March-April 2010 for purposes of informing comprehensive integration of gender into the Ghana Agricultural Development and Value Chain Enhancement (ADVANCE) project. Its successful completion was made possible by support and contribution of many organizations, communities and individuals. The ADVANCE team, under the leadership of ACDI/VOCA, provided the necessary logistical support critical for mobilization of field level partners such as farmer groups, farmer organizations, market operators, processors and service providers.

At the field level, technical managers, in conjunction with key partner organizations, including the Association of Church Development Projects (ACDEP), PAB Consult and the Association of Sustainable Rural Development (ASRuD), helped mobilize farmer groups and farmer organizations. These communities willingly shared information on their respective local cultures, gender roles and relations with regard to the ADVANCE target crops, namely, maize, rice, soybeans, citrus, mangoes and pineapple. This support is greatly appreciated.

The technical team that designed research, gathered the data, compiled the results and helped drive the team to assessment sites deserves a special mention. They traversed eight regions in a period of four weeks and in all cases worked beyond the normal call of duty. Their work has provided ADVANCE with an informed framework for systematically integrating gender into the program.

Finally, we thank the United States Agency for International Development (USAID) for their financial support, which made this assessment and planning possible. We believe the framework developed will adequately inform the design and implementation of ADVANCE and provide a sound basis for effectively addressing gender issues and challenges while tracking the program's differential gender impacts on men and women.

To you all, a great thank you!

EXECUTIVE SUMMARY

This gender assessment is a practical demonstration of commitment by the Ghana Agricultural Development and Value Chain Enhancement (ADVANCE) project to effectively integrate gender in the entire value chain of six target crops- maize, rice, soya, citrus, mango and pineapple. ADVANCE is funded by the United States Agency for International Development (USAID) to facilitate transformation of Ghana's agricultural sector in selected commodities. The overall purpose of the program is to achieve increased competitiveness in domestic, regional and international markets. This transformation is expected to result in increased incomes and ultimately contribute to economic growth and poverty reduction. Recognition by ADVANCE that development is not gender neutral and that an overall increase in incomes does not necessarily translate in equitable distribution of benefits and opportunities has given rise to this gender assessment and integration plan.

> A ''comprehensive gender strategy cutting across the various program component is critical to realizing the objectives of Ghana ADVANCE. ACDI/VOCA will promote gender equity by considering the role gender dynamics play in each program activities and seeking to include men and women for the benefit of both. To be meaningfully integrated into the program, gender considerations must be included in all stages of the project, from the design and implementation, through monitoring and evaluation. Data will be disaggregated by sex wherever possible in the monitoring and evaluation''.
>
> *ADVANCE Project Document*

By adopting a gender approach, ADVANCE will greatly contribute to Ghana's long-term commitment to gender equality; a commitment entrenched in international, regional and national instruments.

A: Terms of Reference

a) To study the differences between men and women in terms of (i) the roles they play in the ADVANCE target value chains, (ii) power relationships and (iii) differential access to resources.
b) To determine how these differences are likely to impact ADVANCE program results and to affect the impact of ADVANCE on the status of women in particular.
c) To determine implications of gender differences for farm budget intervention impact modelling (e.g. hidden costs of intermediation).
d) To provide recommendations on how ADVANCE may address the differences and inequalities between men and women in program planning, implementation and monitoring and evaluation, including strategies to ensure gender equity.

The assessment gathered data from eight regions of Ghana, which include Brong Ahafo, Central, Eastern, Greater Accra, Northern, Upper East, Upper West and Volta. Interviews were held with small and large-scale producers, marketers (aggregators, bulk buyers), processors and a wide range of service providers, including farmer-based organizations (FBOs), extension, financial institutions and input dealers, all dealing with the six ADVANCE target commodities. Key ADVANCE management organizations are ACDI/VOCA (Chief of Party), TechnoServe and Winrock International. At the implementation level, this team is locally working with PAB Consult, the Association for Sustainable Rural Development (ASRuD) and the Association of Church Development Projects (ACDEP). These organizations were interviewed on a wide range of gender-related issues but with a focus on their gender capacity and mechanisms for effective gender mainstreaming. This report highlights critical

gender issues and challenges that inform the gender plan of action to guide gender integration work.

B: Key Results

1) Men and women in Ghana are involved in the six ADVANCE target commodities but in different ways and at varying levels. This finding provides an opportunity for ADVANCE to engage with both men and women in ways that will ultimately benefit them economically. For example, women are quite involved in the production of rice, soya and marketing of these two commodities, in addition to mangoes and citrus. Market Queens, who play a critical role in movement of fresh produce from farms to the market, are potentially useful partners for ADVANCE. In production and marketing, men have a much stronger hold on mangoes, pineapples and maize. Men and women are involved in processing, however. The scales of operation differ, with men operating larger enterprises, a pattern associated with their higher resource and risk taking nature.

2) Men and women have different access to resources for production and engagement at other levels of the value chain, with women having much less than men. Some of the critical resources include land, capital, knowledge and skills. For example, fewer women than men have access to land and on a more insecure tenure system. In finance, women have more access to short-term micro-credit for small enterprises, a source that is unsuitable for long-term agricultural projects while men borrow larger amounts. These patterns have implications for effective participation of men and women in ADVANCE.

3) The position of women in society, with regard to work burden and non-risk taking behavior due to fear of failure are likely to compound the already high budgets for adoption and management of the ADVANCE target commodities. For example, women are likely to commit more of their time on the family/husbands farms, compromising their ability to effectively manage their own farms. Women's heavy dependency on micro-credit, aversion to huge loans and working in groups are practices likely to undermine women's ability to fully participate and benefit from this project.

4) Power relations between men and women within households and community institutions such as FBOs and customary leadership structures (Chiefdoms) are clearly unequal, with women being at a great disadvantage. At the household level, men control family farms and assets and income from farm proceeds even where women have made significant contributions. Women constitute a minority in FBOs and are proportionately under-represented in leadership of the same organizations. Administration of communities is in general in the hands of men and cases of women being discriminated by Chiefs on matters of land allocation were cited during this study. This limited power for women has the potential to undermine women's ability to effectively participate in ADVANCE. In some areas, women did in fact indicate that husbands have the authority to decide whether wives can take part in projects.

5) Social attitudes that create and sustain gender inequalities are still strong in all regions. Luckily however, both male and female respondents made a strong case for addressing these inequalities. Men, for example, suggested that male colleagues be sensitized on the value of more equitable gender relations while providing women with skills for more

effective participation in meetings. This finding therefore provides ADVANCE with a great opportunity to intervene at these levels so that women's status improves.

6) Key institutions currently managing ADVANCE are clearly committed to fully integrating gender into ADVANCE. For this to be effectively delivered, the program does require a well-resourced coordinating structure with both human and financial capacity.

7) While some level of gender capacity exists within the consortium group, the assessment revealed need for strengthening through broad-based gender awareness for partners and training of trainers with capacity to reach out to farmer groups and community leadership. A lot of this capacity will be through local members of the ADVANCE consortium, i.e. ACDEP, ASRuD and PAB Consult.

8) ADVANCE has already established the Monitoring and Evaluation (M&E) system with explicit and visible gender inclusion. A recently concluded baseline survey and data collection forms are disaggregated by sex. This effort will ensure that the impacts of ADVANCE on men and women will be easy to identify and action taken to address any unanticipated outcomes. This study also proposes a menu of indicators that could act as a checklist for all actors.

C: RECOMMENDATIONS

1) As the first step to effectively mainstream gender in ADVANCE, this study recommends that the institutional consortium, under the leadership of ACDI/VOCA, establish a well-resourced gender mainstreaming coordinating mechanism. This could take different forms but will at a minimum require a senior coordinator and resources to implement the plan.

2) Gender capacity is necessary for gender mainstreaming. While some capacity exists within and among consortium members, it is clearly inadequate for a huge and complex project such as ADVANCE. The process could start with gender awareness for the leadership of the organizations, followed by training of technical teams and teams of trainers in different regions. The trainers would help address all gender capacity gaps in their respective regions.

3) To address household and community gender-related inequalities and attitudes and the systems that sustain them, it is recommended that the project supports gender awareness work, targeting farmer groups, community leaders/elders who make major decisions on resource allocation and management of FBOs.

4) To strengthen women's participation in FBOs and to become risk-takers, it is recommended that women receive special support in the form of leadership and business training. While training could take different forms, targeted and relevant exchange tours could be supported.

5) To immediately benefit women, it is recommended that ADVANCE specifically target areas where women are currently engaged. Women are active in soybeans, rice and

citrus production and marketing of the same, in addition to mangoes. Women are also in processing.

6) Recognizing that the current ADVANCE M&E system has invested heavily on inclusion of gender-sensitive indicators, the study further emphasizes the importance of remaining fully accountable to gender-based results through enhancing visibility of gender in reporting.

7) In order to address gender knowledge gaps, it is recommended that resources for research be mobilized to generate necessary data that could even inform program direction during the life of ADVANCE. Institutions of higher learning and NGOs are possible candidates for this kind of involvement. Some of the suggested areas for research might include:
   a) Productivity comparative study among male and female farmers, causes and strategies for addressing constraints
   b) Women's participation in FBOs: extent, constraints and opportunities
   c) Gender-based hidden intermediation costs: nature, extent and implications on productivity and household well-being
   d) Successful and less successful case studies: lessons learned and pathways for replication

D: Highlights of Gender Strategic Areas of Action

1. Building a strong mechanism for integrating gender in all operations of the ADVANCE project.

2. Enhancing gender capacity to help bring about sustainable transformation of attitudes and practices in households and institutions.

3. Transformation of gender relations at different levels - households, community institutions and FBOs.

4. Continued enhancement of gender sensitivity of M&E system.

5. Further research to create knowledge on the relationship between gender, agricultural and economic growth.

CHAPTER ONE: INTRODUCTION

The ADVANCE project is funded by USAID, contributing to USAID's Strategic Objective 6- *''increase competitiveness of Ghana's Agricultural Sector in Domestic, Regional and International Markets.''* The program is designed to facilitate a transformation of Ghana's agricultural sector in selected industries to achieve increased competitiveness. This transformation is expected to result in increased incomes and ultimately contribute to economic growth and poverty reduction. The international program management team consists of ACDI/VOCA, in association with TechnoServe and Winrock International. Key local partners include the Association of Sustainable Development (ASRuD), PAB Consult and the Association of Church Development Projects (ACDEP). Commissioning of this gender assessment by ADVANCE underscores its commitment to gender integration as stated in the project document:

> A ''comprehensive gender strategy cutting across the various program component is critical to realizing the objectives of Ghana ADVANCE. ACDI/VOCA will promote gender equity by considering the role gender dynamics play in each program activities and seeking to include men and women for the benefit of both. To be meaningfully integrated into the program, gender considerations must be included in all stages of the project, from the design and implementation, through monitoring and evaluation. Data will be disaggregated by sex wherever possible in the monitoring and evaluation''.
>
> *ADVANCE Project Document*

This assessment has helped generate gender concerns and differentials that hamper commercialization of smallholder farming in Ghana. These issues have been used to develop a gender integration action plan that provides a framework for addressing these challenges.

1.1 BACKGROUND

1.1.1 BRIEF ON ADVANCE

The goal of ADVANCE is to facilitate transformation of Ghana's agricultural sector in selected agricultural industries to help achieve increased competitiveness in domestic, regional and international markets. This transformation will lead to increased incomes, the emergence of a commercial agriculture class and improved services in rural areas, ultimately contributing to economic growth and poverty reduction.

The Project is designed around three interlinked components: 1) value chain competitiveness, 2) market access development, and 3) financial services. Using a comprehensive value chain approach, the project interventions are designed to increase efficiency, value addition and volumes of products delivered to markets. ADVANCE will further facilitate Ghana's role as a breadbasket in West Africa, thus addressing the Global Food Security Response (GFSR) and regional food security strategy.

The project targets six commodities across their entire value chains, from production through marketing and processing. The commodities are maize, rice, soybeans, mango, pineapple and citrus. To maximize economic and social impacts, the project will use all relevant opportunities to enhance the scope and competitiveness of women's enterprises and operations. For example, the program will engage with the "market queens" who control most of the flow of commodities and fresh produce. Through this assessment, other

opportunities for leveraging gender and value chain productivity goals that exist in food crop production, marketing and processing have been identified.

To adequately address the fundamentals of gender inequalities, the project will work with community leaders, input providers and lead firms. This way, women will access technical assistance and services that are critically important on production, marketing and processing.

1.1.2 Geographical Scope of ADVANCE Program

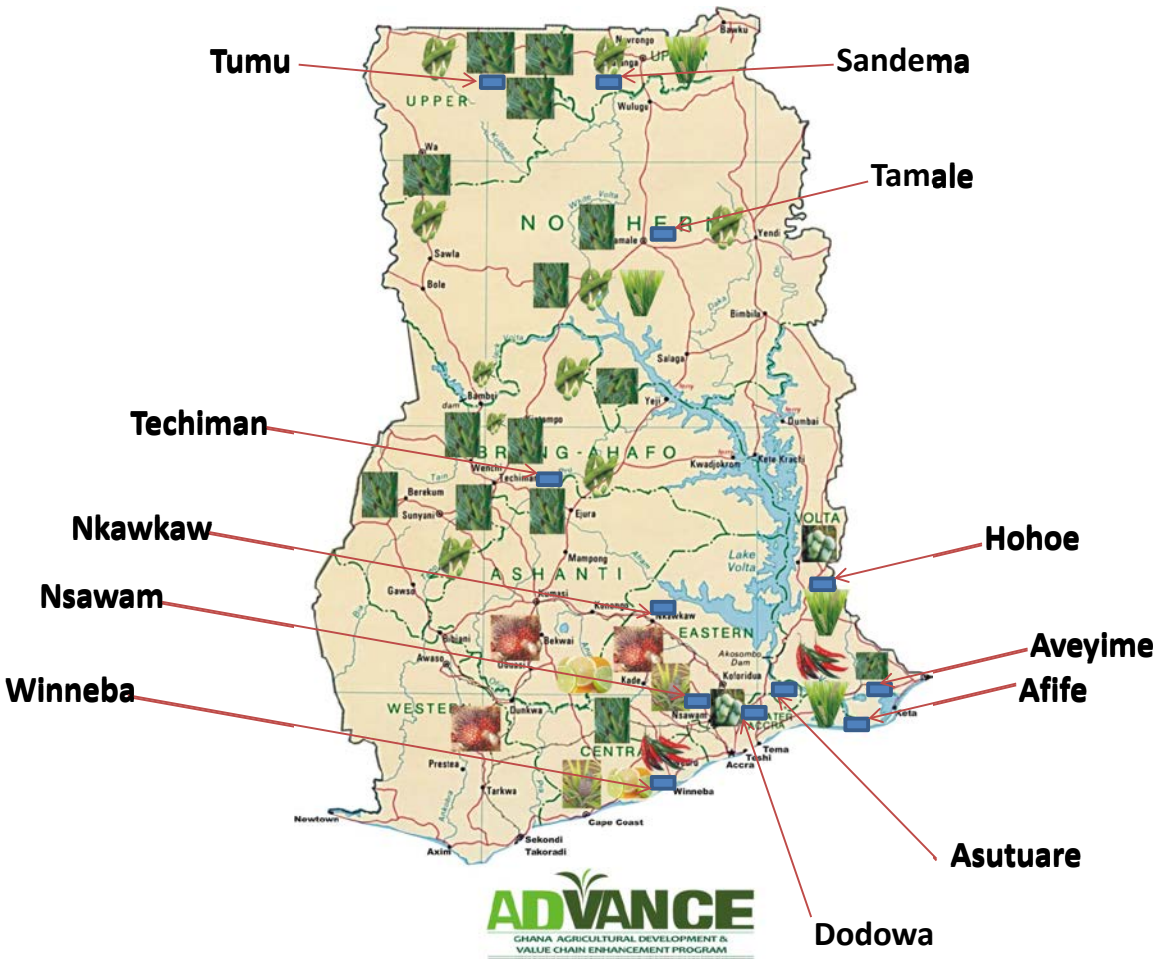
ADVANCE is to work in all 10 regions of Ghana, and while currently in nine regions, is presently working out practical details for the Western Region. To date, a total of 84 Districts have been identified, not including additional districts in the Western Region.

Table 1. ADVANCE Geographical Scope

Zone	Region	No. of Districts
1	Northern	9
	Upper East	5
	Upper West	7
2	Brong Ahafo	14
	Ashanti	11
3	Eastern	17
4	Central	6
	Greater Accra	3
5	Volta	12
	Sub-Total	84
6	Western	To be determined

Table 2. ADVANCE Commodities and Partnerships

Zone	Region	Organization	Commodity
Tamale sub office	Northern	ACDEP	Maize, Soybeans, Rice
	Upper East	ACDEP	
	Upper West	ACDEP	
Techiman sub office	Brong Ahafo	ACDI/VOCA	Maize, Soybeans, Mango
	Ashanti	ACDI/VOCA	
Nkawkaw sub office	Eastern	ACDI/VOCA	Maize, Citrus, Pineapple
		PAB Consult	Mango, Pineapple
Tema sub office	Central	PAB Consult	Rice, Citrus, Pineapple
	Greater Accra	PAB Consult	Rice Mango
Ho sub office	Volta	ASRuD	Maize, Rice, Mango, Pineapple

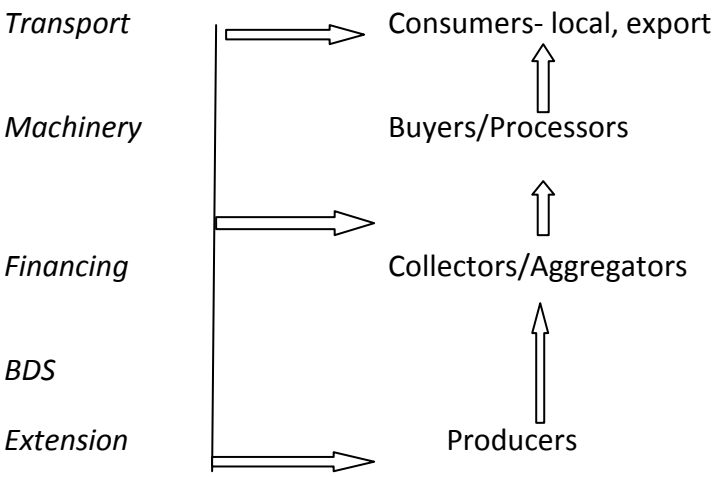


1.1.3 Program Approach

In all the ADVANCE project areas, interventions of the six commodities will cover entire value chains. At production level, the program will work with small and large holder farmers in addition to marketing groups, processors and service providers.

THE VALUE CHAIN FRAMEWORK

Service Providers



1.1.4 Terms of Reference

a) To study the differences between men and women in terms of (i) the roles they play in the ADVANCE target value chains, (ii) power relationships and (iii) differences in access to resources.
b) To determine how these differences are likely to impact ADVANCE project results and to affect the impact of ADVANCE on the status of women in particular.
c) To determine implications of gender differences for farm budget intervention impact modelling (e.g. hidden costs of intermediation).
d) To provide recommendations on how ADVANCE may address the differences and inequalities between men and women in program planning, implementation, and monitoring and evaluation, including strategies to ensure gender equity.

1.2 The Gender Context

Ghana's economy largely depends on agriculture, a sector that contributes 36 percent of the Gross Domestic Product (GDP) and employs 70 percent of the country's labor force. Close to 80 percent of the total agricultural production in the country is by small-scale farmers who predominantly use underdeveloped technology. According to the 2000 Population and Housing Census, Ghana had a population of 18,912,079, 43.8 percent of whom live in urban areas. According to the census, one in three households is headed by women, but with distinct regional variations[1]. Women make up 50.2 percent of the population and 50.1 percent of the labor force, demonstrating that they are engaged in economic activity at about the same frequency as men.

Despite this high level of involvement, women are more disadvantaged than men. They have more limited access to productive resources, heavier workloads and often have to work with unfriendly service delivery systems. All these factors constrain their productivity.

a) In terms of workloads, women work for seven hours as compared to four hours for men.
b) Women have much less access to and control over factors of production such as land, credit and knowledge and skills, all of which undermine their competitiveness in this sector.
c) Women have much less decision-making power at the household level, whether in married relationships or unmarried, particularly if living among brothers. Men make the major decisions about farm operations and accruing benefits.
d) A majority of women are engaged in micro-businesses, with 60-80 percent of them located in rural areas and engaged in food processing, handicrafts, dressmaking and petty trade such as raising poultry, processing palm oil, coconut, groundnuts and shea nuts. While returns from petty businesses are critical for basic livelihoods, it does not deliver huge incomes. Consequently, poverty is highest among women.

In response, Ghana has engaged internationally, regionally and nationally in an effort to address these issues, as reflected here:

a) Ghana has ratified multiple international instruments such as the Convention on Elimination of All Forms of Discrimination Against Women (CEDAW), the Beijing Platform for Action, the African Union Gender Policy, among others.
b) Gender is explicitly reflected in the national Constitution (Article 17 (3)) of the 1992 Fourth Republican Constitution. The article prohibits discrimination on the basis of

[1] Ghana Statistical Services: 2000 Population and Housing Census 2002.

gender (among other characteristics).

c) In 2001, Ghana established the Ministry of Women and Children's Affairs (MoWAC) to coordinate all efforts related to equity and equality.
d) In 2004, Ghana developed a National Gender and Children's Policy. The policy is an integral part of the national development objectives of the country. It particularly sets the agenda for development of women and children within the framework of national development. The overall goal of the policy is to mainstream gender concerns into the national development process in order to improve the social, legal/civic, political, economic and cultural conditions of the people of Ghana, particularly women and children.
e) Ghana passed the Human Trafficking Law in 2005 and the Domestic Violence Bill on May 3, 2007.
f) The country has piloted gender budgeting in sector ministries as a basis for redressing historical inequalities.
g) Gender desks have been established in all lines of ministries.
h) Ghana set up the Land Administration Project (LAP) to develop mechanisms for ensuring equity and equality on land matters.

1.3 Rationale for Gender Integration / Mainstreaming

It is now widely acknowledged that the social and economic cost of ignoring gender is vast. These costs are borne directly by men, women and families in the form of diminished income, health and wellbeing. Exclusion precludes individuals from contributing productively to society, resulting in poverty.

Emerging empirical evidence shows that gender inequalities negatively impact families and the larger economy, a finding supported by emerging macroeconomic analyses on Africa by the United Nations Economic Commission for Africa (UNECA), the African Development Bank (AfDB) and the World Bank. For example, in "Can Africa Claim the 21st Century?" (2000), a study by the three institutions concludes that gender inequality is both an economic and social issue, and that greater gender equality could be a potent force for accelerated poverty reduction in Africa[2]. Comparative evidence from a number of countries, including Zambia, Burkina Faso, Tanzania and Kenya confirm this finding as summarized hereunder.

Gender and Growth: Missed Potential

Burkina Faso: Shifting existing resources between men's and women's plots within the same household could increase output by 10-20 percent.

Kenya: Giving women farmers the same level of agricultural inputs and education as men could increase yields obtained by women by more than 20 percent.

Tanzania: Reducing time burdens of women could increase household cash incomes for smallholder coffee and banana growers by 10 percent, labor productivity by 15 percent and capital productivity by 44 percent.

Zambia: If women enjoyed the same overall level of capital investment in agricultural inputs, including land, as their male counterparts, output in Zambia could increase by up to 15 percent.

Source: Various, in Blackden and Bhanu, 1999.

[2]UNECA. 2004. The Missing Link in Growth and Sustainable development: Closing the Gap. UNECA/AfDB/World Bank.

More recently, similar studies have been undertaken in other countries, including Ghana[3], Kenya, Uganda, Tanzania, and others, all supporting earlier evidence. Below is the Ghana evidence.

- Using an estimated growth model with gender-related human capital accumulation shows that releasing the potential of women to achieve gender parity in economic activity could add as much as 2.5-3 percent to the country's current aggregate output, that is a potential one-half increase in current growth rate
  Source: IFC/World Bank. 2007
- In Ghana, if women and men had equal land rights and tenure security, women's use of fertilizer and profits per hectare would nearly double.

  Source: Gender and Agriculture Source Book. World Bank/FAO/IFAD. 2008

The case for gender integration is strong and acts as a strong motivation for ADVANCE to pursue its commitment to gender integration unreservedly.

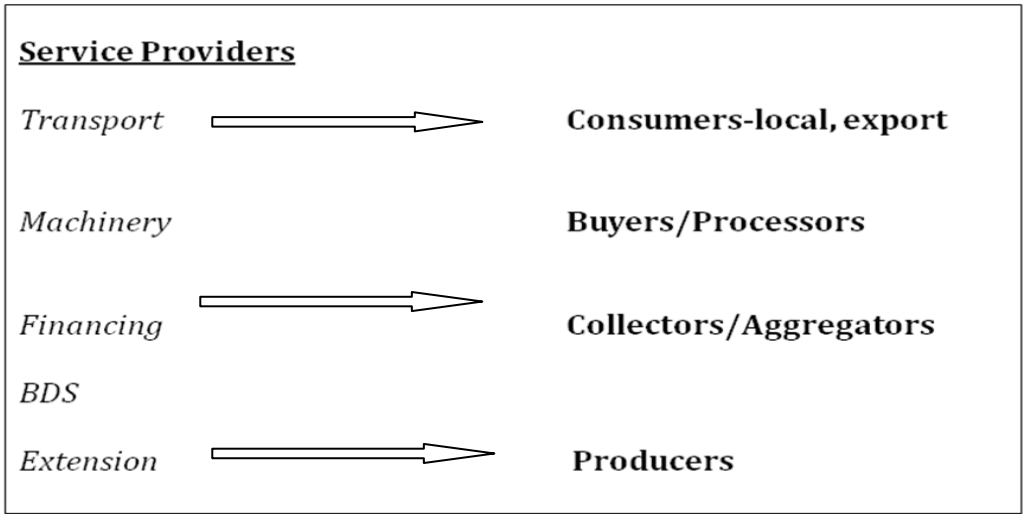
[3] IFC/World Bank/Ministry for Women and Children Affairs, Ghana. 2007. Gender and Economic Growth Assessment for Ghana

CHAPTER TWO: GENDER ASSESSMENT METHODOLOGY

This chapter describes the process and methodology used to conduct the gender assessment. It presents the scope, methods and tools used to analyze the roles of men and women along the value chain of the six ADVANCE target crops, differences in access to and control over resources, power relations and potential impacts of these differentials on the program results and the status of women. The six target crops are maize, soybeans, rice, mango, pineapple and citrus. Since gender issues transcend the whole continuum of all the value chains, consultations were held with producers, marketers, processors and service providers. The overall purpose of this assessment was to generate critical gender-based constraints likely to undermine the performance of the program both economically and on the status of women. Strategies to address gender challenges were concurrently explored.

2.1 Sampling

The sample for this study was purposively and not randomly selected for practical reasons. The choice of this approach was due to the absence of comprehensive sampling frames for each of the commodities along entire value chains because the project is still in the planning stages. To maximize the benefits of the approach, inclusion became a driving principle. Inclusion focused on geographical and cultural diversity within the commodity value chains. The respondents comprised of smallholder farmer groups, large-scale farmers, FBOs, marketers, processors and service providers. Service providers comprised of extension services, financial institutions and input dealers.



2.2 Data Collection Tools

Two key tools were used: (1) key informants and (2) focus group discussions (FGDs).

a) Key informants comprised of large-scale farmers, aggregators, bulk buyers, processors, leadership of FBOs, service providers such as Ministry of Food and Agriculture (MoFA), financial institutions and input dealers. Although not initially included in the Terms of Reference, the study consulted with the ADVANCE consortium, consisting of ACDI/VOCA, PAB Consult, ASRuD and ACDEP to establish their capacity for implementation of the gender action plan.

b) FGDs were held with smallholder farmer groups both organized and/or informal. Men and women were well represented in these groups in all of the eight regions (Table 3).

2.1.2 Smallholder Sample

Table 3. Sample

Respondents	Planned	Achieved		Achieved Total
		Men	Men	
Smallholder groups	N/A[4]	482	436	918
Large-scale farmers	10	7	4	11
FBO leaders	20	16	0	16
Market operators	14	7	6	13
Processors	10	3	5	8
MoFA Extension	7	7	0	7
Financial institutions	7	7	0	7
Input dealers	7	6	2	8
Total	**-**	**535**	**453**	**988**

Figure 1. Smallholder FGDs Respondents – Disaggregated by Sex

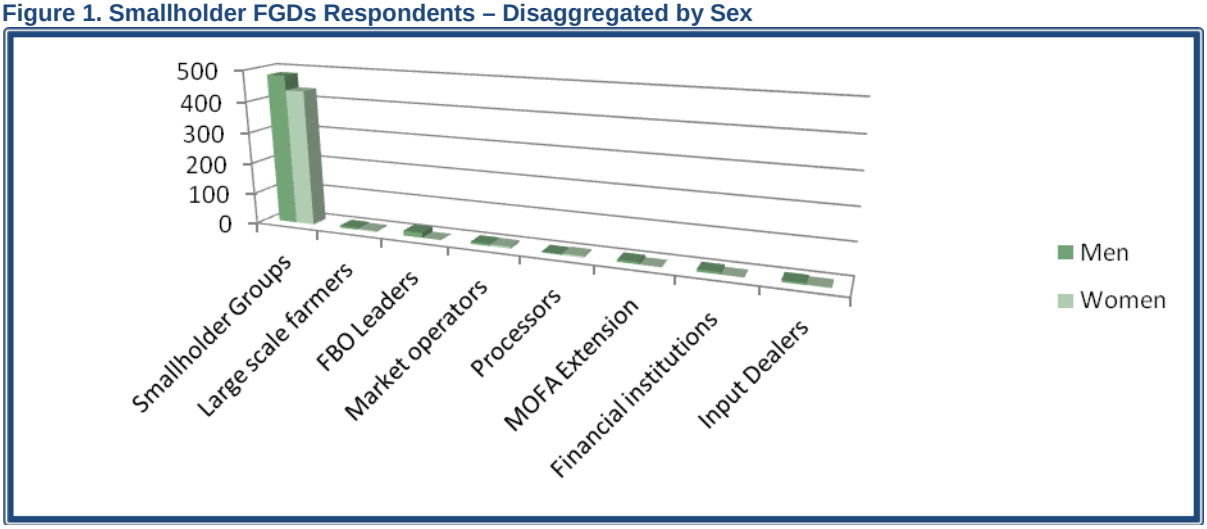


Table 4. Participation of Men and Women in Smallholder FGDs

Assessment Areas	Target Crops	Farmer Groups		Respondents	
		Planned	Achieved	Planned	Achieved
Volta Region: Hohoe, Affife & Aveyeme	Maize, rice, mango & pineapple	7	5	57	57
Eastern Region: Nsawam, Nkawkaw	Pineapple, maize, citrus	10	9	87	50
Greater Accra Region: Dodowa Asutuare	Maize, rice & mango	8	5	53	46
Central Region: Winneba	Citrus	2	2	41	51
Brong Ahafo Region: Techiman	Mango, soybeans & maize	6	4	75	61
Northern Region: Tamale	Soybeans	4	4	70	89
Upper East Region: Sandema	Rice	2	2	42	50
Upper West Region: Tumu	Maize	2	2	55	42
TOTAL		**42**	**34**	**480**	**446**

[4] NA indicates that a specific number of participants were not planned.

Figure 4. Participation of Men and Women in Smallholder FGDs

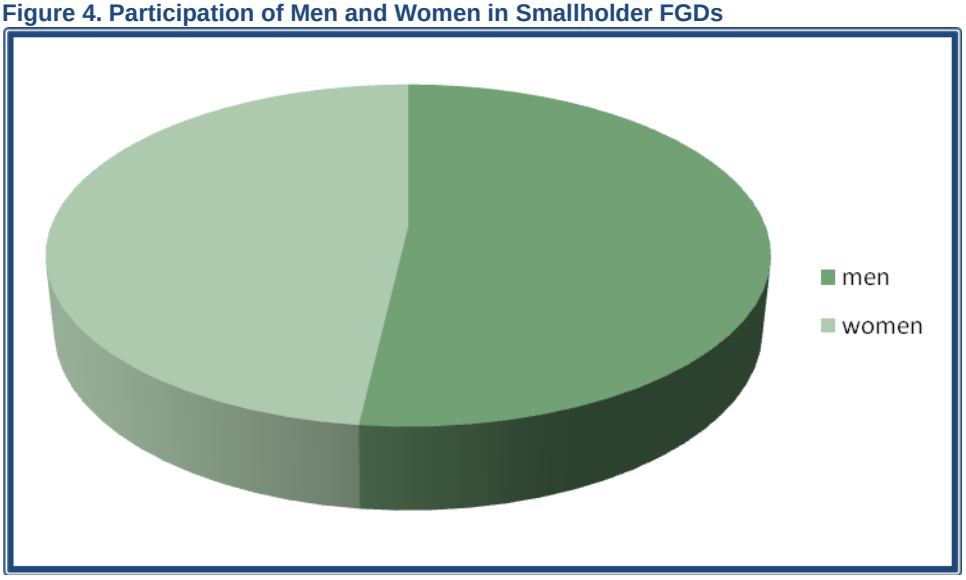


Table 5. Key Informants - Large Farms, Processors, Traders

Assessment Areas	Target Crops	Planned	Achieved	Men	Women
Volta Region: Hohoe, Affife & Aveyeme	Maize, rice, mango & pineapple	8	7	5	2
Eastern Region: Nsawam, Nkawkaw	Pineapple, maize, citrus	8	4	2	2
Greater Accra Region: Dodowa Asutuare	Maize, rice & mango	8	6	2	4
Brong Ahafo Region: Techiman	Mango, soybeans & maize	8	7	5	2
Northern Region: Tamale	Soybeans	8	6	5	1
TOTAL		**48**	**39**	**19**	**11**

Table 6. Service Providers

Assessment Areas	Planned-Service Providers	Achieved-Service Providers
Volta Region: Hohoe, Affife & Aveyeme	3	3
Eastern Region: Nsawam, Nkawkaw	6	5
Greater Accra Region: Dodowa Asutuare	3	3
Brong Ahafo Region: Techiman	3	3
Northern Region: Tamale	3	3
TOTAL	**18**	**17**

2.3 Selection and Training of Enumerators

The field enumerators consisted of six graduate students, three women and three men, all with substantial survey experience. Field operations were managed by a consultant with experience in the administration of field surveys and management of field teams. In preparation for data collection, the enumerators received a two-day training that focused on the project content, gender concepts and data collection tools. As part of the training, the team practices the mock interviews between themselves to test the clarity and relevance of the questions.

2.4 Pre-Testing of Questionnaires

One day was set aside for pre-testing of the questionnaires in the field and an additional day for reviewing the field experience and amending questionnaires appropriately in readiness for the actual fieldwork.

2.5 DATA COLLECTION

Data collection covered eight regions and took 25 days in the Brong Ahafo, Central, Greater Accra, Eastern, Upper East, Upper West, Northern and Volta Regions.

2.6 INFORMATION GATHERED

Information gathered included roles and responsibilities of men and women, their respective access to resources and power relations on each of the six target commodities along the value chain. Additional data was also gathered on potential impacts of gender inequalities on the performance of the program and status of women. Not originally included in the ToR but considered important in implementation of gender integration plan, were (1) institutional gender capacity and gender mainstreaming mechanism assessment and (2) knowledge of the local culture which defines and sustains gender differences.

2.6.1. CONTEXT: SOCIAL CULTURAL ENVIRONMENT

Data gathered included what men and women are socially entitled to and restricted from owning and doing. Knowledge of local culture helps development agencies explore acceptable modes of interaction with the communities.

2.6.2 INSTITUTIONAL GENDER ASSESSMENT

Institutional gender assessment established gender capacities, commitment and accountability of organizations to gender mainstreaming. Gender capacity is critical to gender integration while commitment and accountability ensure that integration occurs through provision of necessary resources and holding individuals and partners accountable in the delivery of targets. Consultations were held with the leadership of ACDI/VOCA, ASRuD, ACDEP and PAB Consult.

2.6.3 ROLES OF MEN AND WOMEN IN ADVANCE TARGET COMMODITIES VALUE CHAINS

Data was gathered on roles of men and women along value chains of the six commodities, moving from production (smallholder and large-scale), to marketing and processing and access to service providers, such as extension, inputs and financial services. Time burden on men and women, including production, community and reproductive work was assessed. Time burden is calculated as the number of hours of actual work from the time an individual gets out of bed to when they retire. Time for leisure is excluded.

2.6.4 POWER RELATIONS

Power relations were derived from the status of men and women and cultural practices including (1) household decision-making, (2) access to factors of production, (3) membership in FBOs, (4) leadership in FBOs, and (5) ownership/management of large farms.

2.6.5 ACCESS TO CONTROL OVER FACTORS OF PRODUCTION FOR ADVANCE TARGET CROPS

Access to and control over resources is key determinants of the ability to adopt technologies and manage them effectively. This area is particularly important for ADVANCE since commercialization is expensive and only those with resources will effectively participate. Access is about having a user right while control is about power and authority. For tree

crops that remain on the farm, such as mangoes, security of land tenure is critical. Investigations focused on land, capital, skills and knowledge, farm implements and so on.

2.6.6 Implications for Inequalities and Strategies for Redressing

Data was gathered on perceived inconsistencies between those who contribute to production and those with decision-making power, as well as potential implications of gender differences for farm budget intervention impact modeling (e.g. hidden costs of intermediation). Finally, the study sought strategies and recommendations for addressing these gender differences.

2.7 Data Collection Process

This was a qualitative study that used two key tools, key informants and FGDs. ADVANCE field officers and partners organized groups for interview. Interviews for smallholder groups were held for men and women separately as much as possible. Questions/checklists prepared ahead of time were used to facilitate discussions. Two enumerators teamed up, one playing the role of a facilitator while the other took notes. This ensured uninterrupted discussions, with opportunity for probing questions when necessary.

2.8 Challenges/Limitations

This was a huge study covering eight regions and six target commodities along their respective value chains including production, marketing and processing. In addition, data collection coincided with the rainy season, occasionally slowing down some operations. In summary, key challenges included:

a) A number of planned groups were either not available or non-existent. For example, mango and pineapple production is predominantly large-scale, making it difficult to get smallholder farmer groups in Volta (Hohoe, Affife and Aveyeme), Greater Accra, Brong Ahafo and Eastern (Nsawam and Nkawkaw) Regions. Similarly, there were no female large-scale mango farmers in the Eastern Region and no female soybean processors and aggregators in the Northern Region. In general, female respondents, particularly for large-scale production and processing, were much fewer than planned.
b) Time was a major constraint, mainly because the assessment sites were far apart, taking a lot of time between sites. Because time allocated per site was fairly fixed, the team often worked late and in some cases, missed some groups.
c) Participating community groups had hoped the research teams would provide food and drinks but because this had not been planned for, they were often disappointed.
d) Being a qualitative study, huge amounts of qualitative data were generated that was challenging to collate and organize. Manual summarizing and synthesizing posed a huge challenge, particularly on issues of cross-tabulation between regions and commodities among others.

CHAPTER THREE: GENDER ASSESSMENT RESULTS

This chapter presents results of the gender study. The results relate to the following areas:

a) Differences between men and women in terms of (i) the roles they play in the ADVANCE target value chains, (ii) power relationships and (iii) differential access to resources.
b) How these differences are likely to impact ADVANCE project results and to affect the impact of ADVANCE on the status of women in particular.
c) Implications of gender differences for farm budget intervention impact modeling (e.g. hidden costs of intermediation). Farm budget documents to be provided in country.
d) Recommendations on how ADVANCE may address the differences and inequalities between men and women in project planning, implementation, and monitoring and evaluation, including strategies to ensure gender equity.

3.1 Differences in Roles for Men and Women

3.1.1 Roles for Men and Women in the ADVANCE Target Value Chains

Men and women in Ghana are involved in different ways and at varying levels in all of the six ADVANCE target crops. In male-headed households, men take charge of family farms but get support from women and other family members. In many areas, women have independent but smaller farms that they manage alongside the family farms. These women will have obtained such land from a variety of sources, such as husbands, inheritance, purchased, leased or the government. On their independent farms, women provide part of the labor but for heavy and more technical tasks, often hire men.

A) Smallholder Agriculture

i) Land Preparation

This activity entails clearing the land, burning bushes, removing stumps and ploughing. Almost without exception, men undertake this activity because it is considered heavy and therefore not appropriate for women. Women support men in this activity by removing stumps and cooking for them. There are some exceptions. For example, in Bonte, Brong Ahafo Region, women are actively involved in land preparation for soybean production. Similarly, women supervise hired labour while in the rice producing areas of Volta, Greater Accra and Upper Eastern Regions. Women participate in clearing the land when it is family land but hire men to prepare the land for own farms. Because culturally, roles for men and women are socially defined, women heading families and those with their own farms incur heavier production costs than men because they have to hire men for many tasks.

(ii) Procurement of Inputs

Men are predominantly responsible for procuring inputs for family farms but women occasionally assist in a few areas such as the Eastern Region. Men generally undertake this role as they are considered a lot more technically savvy, are quite knowledgeable on inputs and in many case, men are the *de facto* owners of family farms. Besides, men have more time than women. Input dealers confirmed that most women have limited knowledge on inputs and require more technical training than men. Occasionally however, women assist their husbands in the activity and, in cases where women have their own farms, they often take responsibility for procurement or send others to procure for them. Some departure was noted in a number of cases, for example, in soybean growing areas of Sang and

Bunbonayili in the Northern Region, where women are quite engaged in procurement of inputs.

(iii) Planting

Planting is a lot more shared between men and women compared to land preparation and purchase of inputs. With maize for example, men do the lining and pegging in preparation for planting while women do the actual planting in the Eastern Region and in Jijen and Santie in the Upper West Region. Women are very engaged in the planting of mangoes and pineapples in Adojire Zongo in the Eastern Region and Fadome Hloma and Gbi Avega in the Volta Region. They are also responsible for the planting of soybeans in Bunbonayili and rice in the Upper East Region. Similarly, women are active in planting rice in Greater Accra, Volta and Upper East Regions. It was also noted that, although traditionally women were barred from planting using broadcasting method, it was common practice in rice growing areas.

(iv) Pest Management

This is predominantly a male role but women assist by fetching water for mixing chemicals, for example, in Tease (Eastern), Lubuse Asutuare (Greater Accra), Klenormadi (Volta) and Naadema (Upper East). In a few areas such as Tademe in Volta and Jijen in Upper West Regions, women do assist in the mixing of chemicals. When women own farms, they normally hire men to undertake pest management-related activities.

(v) Weeding

Although predominantly done by men, women are also involved in a number of areas and on certain crops. Examples include soybeans in Brong Ahafo, pineapple (Porkom) and citrus in the Eastern Region, rice in the Greater Accra, Upper East Regions. Areas where men rarely take part in weeding include rice-growing areas such as Lave, Volta, Lubuse Asutuare, Greater Accra and Naadema, Upper East.

(vi) Harvesting

Preparing for harvesting, men build/ensure that storage barns are ready. Once done, men undertake the actual harvesting, while women assist in gathering the harvested crop. Some noted exceptions include the significant involvement of women in harvesting maize in Jijen and Santie in the Upper West Region. After harvest, men bag and transport the harvest home, a task that women also assist in. In the Eastern and Volta Regions, women contribute significantly to actual harvesting. For example with rice, in the Upper East Region (Simibisi-Naadema and Naadema) women participate while women in the Volta Region (Lave) are hardly involved.

(vii) Processing

Women are quite involved in the processing of crops after harvest. Information from MoFA shows that women have a real interest in processing as most of the technical advice they seek often relates to processing. It was also noted that men are involved in rice processing in Upper Eastern Region.

Table 6A. Roles of Smallholder Men and Women in Processing Target Commodities

Commodity	Men	Women
Soybeans	Men husk and hire women to help	Drying, packaging in sacks and cribs, winnowing and storage Processing done by women
Rice	Drying and bagging, in (Lave) Volta	Drying and removal of particles, thrash, winnow and store
Citrus	No processing on the farm	No processing on the farm
Pineapple	Take produce to the mill Process and store	Process and store Sell produce as harvested

(viii) Selling of Farm Produce

Once harvested, families sell part of the produce with both men and women involved in this activity. It was also noted that when women in male-headed households do the selling, they are expected to give the money to the husbands. However, women with own farms take full charge of selling and managing the returns.

Table 6B. Roles of Men and Women in Selling Farm Produce

Commodity	Men	Women
Maize	• Search for buyers • Sell the produce	• Negotiate price • Sell the produce
Mango	• Sell produce on the farm	• Sell produce on the farm and at the market
Soybeans	• Men in Poanjo-do very involved • Men in Bunbonayili and Sang moderately involved • Men in Kpabia only minimally involved	• Women very involved in selling soybeans in all areas
Rice	• Men in Klenormadi very involved • Men in Nadeema, Simibisi-Nadeema and Lave minimally involved	• Women very involved- especially in Lubuse Asutuare, Lave, Simibisi-Naadema and Nadeema • Moderately involved in Kuhum Ahobenya • Above average involvement in Klenormadi
Citrus	• Sometimes men sell on the farm • Men help in moving the produce to the roadside	• Most of the selling is done by women • Women sell on the farm and in the market
Pineapple	• Sell produce on the farm only in Eastern Region (Adojire Zongo, Oboadaka, Pokrom) • Men in Volta Region- Fadome Hloma, Gbi avega not involved	• Sell the produce on the farm and the market in Volta and Eastern Regions

Roles of Women and Men in Large-Scale Farms

Out of the 10 large farms interviewed, four were owned by women and the other six by men. Some important characteristics were noted:

(i) Although not based on a complete sampling frame, it was quite apparent that there are fewer women who own large farms compared to men as it was difficult to get women with such farms. This was particularly the case with regard to mangoes and pineapples.

(ii) When women own large farms, their farms are smaller than those of men.

(iii) Fewer women than men are employed in the farms for a variety of reasons. Women are considered to be less productive due to their family responsibilities and in some farms nursing mothers are not employed. Men are normally assigned to physically and technically demanding jobs (clearing land, ploughing, felling trees and moving

produce) while women are more in support roles. Men are also responsible for operation and maintenance of machinery and other specialized tasks. Women harvest, gather, de-husk and shell, plant, scare birds, handpick weeds, winnow and bag produce such as rice and soybeans.

(iv) Men have higher wages than women because they undertake tasks that are considered physically demanding as well as those that require specialized skills. As informed by respondents, if women were able to undertake the male activities, they would receive similar wages.

(v) In a number of areas where a family enterprise is managed by a man/husband, the wife and daughters appeared only minimally involved, much less than sons.

(vi) Women were said to be much better than men in detailed tasks that require time and patience.

Table 7. Summary of Roles of Men and Women in Large Farms

Crop	Roles for Men	Roles for Women
Maize	• Land clearing • Ploughing • Weeding • Removal of stumps • All mechanized work	• Harvesting • Gathering maize • De-husking & shelling • Cooking for male workers
Rice	• Planting • Handpicking of weeds • Fertilizer application • Cutting and threshing of rice	• Planting • Handpicking of weeds • Scaring birds • Gathering rice after harvest • Winnowing and bagging
Pineapple	• Ploughing • Slash, harrow • Construct ridges • Plastic mulching	• Fertilizer and weedicide application • Plastic mulching
Citrus	• Picking oranges • Loading them • Weed control-spraying	• Fetching water for spraying • Gathering harvested oranges • Grading of fruit Taking fruit to trucks
Mango	• Operating tractors • Harvesting mangoes • Spraying • Pruning	• Cooking for workers • Handpicking of weeds • General cleaning the farm • Gathering and cleaning and packaging fruit

3.1.2 Market Operators

For this study, operators were categorized into two categories: aggregators and bulk buyers. For practical purposes, aggregators were defined as individuals or groups who pool together small amounts of produce from farmers and sell either wholesale or to in small amounts. They act as middlemen and women who come between the farmers are small or bulk buyers. On their part, bulk buyers deal with larger volumes, sometimes buy from aggregators, might specialize in specific commodities and often have defined quality regulations. Their market outlets include processors and international markets. Out of six aggregators interviewed, two were men and four were women. The bulk buyer sample of eight had four women and four men. Although these numbers give no idea of the levels of involvement of men and women, information from aggregators did indicate that majority of aggregators are women while men are into bulk buying for the following reasons:

a) Men have the necessary capital to engage in large-scale businesses.

b) Certain commodities, such as maize, are bulky and require physical strength that men have. Women are often not in the maize business.
c) Logistics of procuring commodities also influences who gets involved, for example maize has to be fetched from far away and women don't see it as an attractive option.
d) Trading in certain commodities is associated with either men or women; for example, rice and mangoes are associated with women while maize and pineapples are associated with men. Men are said to shy away from aggregating rice and mangoes.
e) Requirements for involvement, particularly in bulk buying reduce women's participation. For example, factories that buy pineapples for processing have set conditions that make it difficult for women to participate. It is a requirement that those involved have their own pineapple farms (minimum 2 acres) as an assurance for consistent supply.

Table 8. Roles of Men and Women in Marketing

Commodity	Male involvement	Female involvement
Soybeans	• Heavier involvement in bulk buying	• Mainly aggregators
Maize	• Very involved- have enough capital for large business • Able to travel far- can use motorbikes • Have the physical strength to carry the commodity	• Not involved much- lack capital, unable to travel far in search of commodity, etc. However more creditworthy than men- good payment records • Do not use motorbikes, not socially accepted • For women, the Market Queens play a key role in determining market prices
Pineapple	• Involved- mainly in bulking • Also involved in production	• Involved- marketers/aggregation, give marketing full attention- unlike men, have no other jobs
Mango	• Few men in marketing- most are into production	• Dominated by women
Rice	• Most are into production because they have land • Not many men involved in trading	• Heavily a women's business. Trading considered a women's job • Women also produce rice on land provided by the Irrigation Development Authority (IDA)

3.1.3 Processors: Roles of Men and Women in Processing

Both men and women are engaged in processing. In the groups interviewed, men were involved in maize, rice and soybeans and for women rice and pineapple. Since the study only consulted with a handful of processors, results cannot be generalized. One noted difference was that operations managed by men were much larger than those managed by women as reflected in number of employees - Table 9.

Table 9. Processing Companies

Region	Company	Commodity	Employees	Male	Female
Brong Ahafo	Fae eburobegsika	Maize	20	20	0
Eastern	Dansy Foods	Pineapple	8	2	6
Northern	Bosbel Vegetable Co.	Soya	11	10	1
Volta	Edenic Mills	Rice	4	4	0
Volta	Atobrah's Mills	Polished rice	3	2	1
Total			**46**	**38**	**8 (17.39%)**

3.2 Differential Access to Resources

A) Land

(i) Men have much higher levels of access and control over land than women. Although women have some level of access, they have smaller pieces of land than men. The Affife Rice and Vegetable Growers Cooperative Society in the Volta Region is a good

example of women's access to land. This is an irrigation scheme managed by the Irrigation Development Authority (IDA). In this scheme, out of a total irrigated area of 880 hectares (potentially 950 hectares), each farmer takes an average of 0.8 hectares, only 229 out of 1,024 members are women (22.36%).

(ii) Women's access to land is more insecure than that of men, particularly when women have obtained land from husbands as men are said to at times demand such land back. During this study, women asked that men allow them to keep the land once allotted.

(iii) Women appear to have greater challenges getting land from Chiefs, and they want advocacy work be done to make it easier for them to get land.

B) Access to Services

(i) Agricultural Inputs

- Men, more than women, take responsibility for procurement and use of agricultural inputs. This is largely because men have more time, are more knowledgeable on inputs (participate more in technical training), have the necessary purchasing power and also own or control the farms. In a few areas, it was also reported that some men keep their wives away from this activity because they suspect that women get into illicit affairs with the staff of agro-chemical companies.
- Because purchasing of inputs is accompanied by training on the use of the product, women continue to be marginalized on matters of technical knowledge. An input dealer in Hohoe Municipality elaborated on women's low level of knowledge on inputs, including operation of equipment/machines. Their response as dealers is to provide women with extensive training when they come to get inputs. Their motivation is that if inputs are well used, yields will improve, resulting in sustained business for the dealers.
- Because women buy smaller amounts of inputs compared to men, women were said not to adhere to instructions but spread the small amounts thinly, resulting in low product performance.

Table 10. Common Characteristics in Purchase and Use of Agrochemicals

Men	Women
Buy chemicals in bulk and more frequently	Buy small amounts and infrequently
More knowledgeable on use of products	Seek technical guidance on products purchased
Good at fixing mechanical gadgets-knap sacks, etc.	Need assistance with technical equipment
Rarely give feedback	Often give feedback on performance of product and technical guidance
	Rarely attend trainings- sometimes husbands refuse- 'men become agitated when service providers are 'dealing' with their wives during training programs' (Hohoe)
	Don't often go to output dealers

(ii) Financial Services

Banks and micro-credit facilities constitute the main financial infrastructure in regions visited. The patterns of use of these sources are discussed below:

- Men, more than women, use banks since men deal with larger and longer-term loans. Micro-credit services usually target women engaged in small businesses.

- Quite often, men access credit through groups. However, women reported being averse to this mode of operation as they fear that some of their members might default and responsibility for repayment passed on to the group. In Akwapim South (Eastern Region), women expressed this fear well; ''w*e have not tried to access finance in a group because we always think that some people might not pay back at the right time and others will not; we do however, acknowledge that borrowing in a group might be easier than on an individual basis.''*
- More men than women were said to divert loans to purposes other than what the money was given out for. Consequently, more men than women are said to default in payments (Akwapem Rural Bank, Eastern Region).
- For loan repayment, women were said to be much more dependable than men, in part because they borrow small but also fear the repercussions for default.

(iii) Extension Services

- Men were said to seek more technical advice than women, in part because they own large farms and are a lot more involved in farming than women. Women, on the other handl, seek more processing information.
- Men, more than women participate in technical trainings, partly attributed to men's better access to resources necessary for application of knowledge and skills gained. Women's lack of time and involvement in activities that directly benefit them, such as business, are cited as reasons for their small number in such trainings. Men did report that they do share knowledge and skills acquired during trainings. Women participate more in trainings when held on farms close home.
- Men seek advice on major ventures while women focus on small operations. This was in part explained by the idea that men are risk takers while women are averse to risks.
- Men are better at applying knowledge and skills gained from trainings compared to women, a fact that is associated with men's better access to relevant resources as well as their risk-taking disposition. Ultimately, men adopt technologies more than women.
- More men than women attend trainings and other relevant meetings, in part because men have more time than women but also because fewer women than men have land.
- Because women have much less knowledge on agro-chemicals and machines, agro-dealers spend a lot more time with women buyers to ensure they use them correctly. When correctly used, results are good, thus promoting return purchases.

3.3 Power Relationships

The assessment revealed quite significant power differences between men and women within households and institutions. These differences are sustained by culture and attitudes even where legal statutes provide for an equal playing ground.

3.3.1 Institutional Power Relations

3.3.1.1 Under-Representation of Women in Farmer-Based Organizations (FBOs)

Fewer women than men are members of FBOs, in part because of their inability to meet the set requirements, particularly land access. Conditions for membership were stated as:

a) Must be a resident of the area.

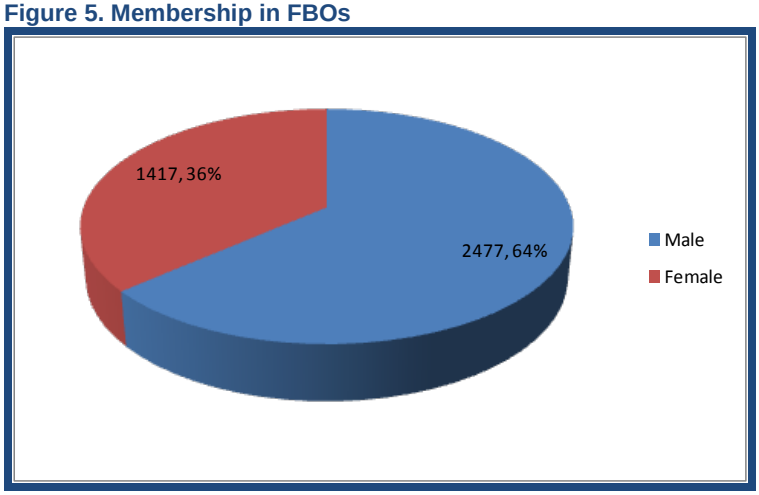
b) Must own/have access to a farm and produce association's crop/s. This could be a challenge for women if they have no access to land or if they do, fail to have the crop in question.
c) Must pay registration fee as stipulated by the association, which varies with associations.
d) Must comply with all rules of the association, such as attending meetings. Because women have time constraint, they have problems attending meetings regularly.
e) Must be of good behavior as judged by character and trust.

Table 11. Membership in FBOs

Region	Membership		
	Total	Men	Women
Greater Accra	2500	1700	800 (32%)
Eastern	217	114	103 (47%)
Brong Ahafo	115	66	49 (43%)
North	247	192	55 (22%)
Central	815	405	410 (50%)
Total	**3894**	**2477**	**1417 (36.36%)**

Source: Farmer Organizations

Figure 5. Membership in FBOs



3.3.1.2 Women's Under-Representation in FBO Leadership

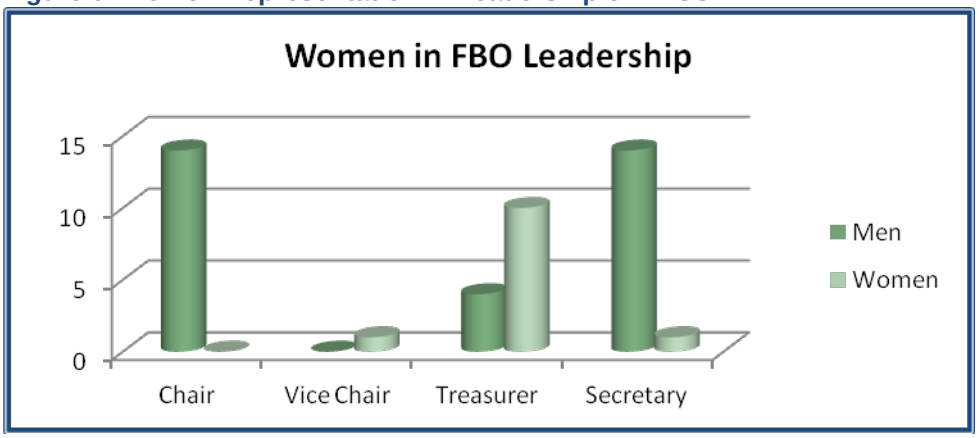
Women are under-represented in the leadership of FBOs. This under-representation has been associated with a number of factors, including their small number in the organizations, illiteracy, lack of time, limited leadership skills and lack of interest in public matters. Male respondents reported that even when women attend meetings, they rarely contribute to the substantive agenda.

Table 12. Representation in Leadership

Representation	Leadership Position				
	Chair	Vice Chair	Treasurer	Secretary	Vice Secretary[5]
Men	14	0	4[6]	14	9
Women	0	1	10	1	3
Total	**14**	**1**	**14**	**15**	**12**

[5] Three positions of Vice Secretary Vacant
[6] One FBO has no Treasurer

Figure 6. Women Representation in Leadership of FBOs



3.3.2 Household and Community Level Relationships:

3.3.2.1 Women's Limited Decision-Making Power

Household gender relations were characterized by significant gender inequalities. In male-headed households, men own and control most factors of production-land, skills, inputs and large equipment, among others. Men make most of the decisions on how income from family farms is distributed and used while wives have limited control over this even when they have made significant contribution. The status of women varies, with some cultures being harder on women than others. For example, in the Bonte area (Brong Ahafo), women reported that although they do not like contributing labor to their husbands' farms because they do not benefit, they have to continue doing it or otherwise they will be divorced. In general, women are quite dissatisfied with this practice and always try to find a way to minimize the contribution so as to engage in activities that directly benefit them. Some of key household gender issues can be summarized this way:

a) Non-compensation for women's labour and women foregoing production in own farms because most of their time is committed to family farms.
b) Men's power to reclaim farms on which women produce.
c) Men's ability to dictate projects women can get involved in.
d) In some areas, married women are required to have husbands act as guarantors when they apply for loans using the family farm (in Klenormadi, Volta Region). Men however reported that this was not viewed as a problem.
e) Women's lack of voice creates unhappiness at the household level. Women indicated that they are very unhappy with their lack of voice and decision-making power and see these inequalities as having the potential to undermine the overall performance of the ADVANCE project. Some of the feelings of men and women are captured here:

How women feel:

- *We feel cheated because we work very hard but have little say on the benefits, Sang*
- *Although men control the benefits, women play some role in budgeting for the family, Amuana Praso and Akim Prade*
- *''Women work so hard in the farm but in the end, men end up controlling the benefit" Tademe, Volta Region*
- *''Women feel that they have laboured in vain as the man takes all the income and this prevents them from giving their best effort'' Sang*
- *''Though men and women work so hard on the farm, the benefits and income are controlled by men" Fodzoku, Volta Region*

- *Men force women to contribute labour to family farms and the punishment is harsh when they fail to do so. In the Volta Region, one respondent reported that women would not refuse to do so because they would be divorced.*
- *It is difficult for women to get money from husbands for inputs; consequently, their yields are lower than those of men.*

Men's response to women's grievances

- *Men control benefits but there is an understanding between the spouses and therefore no difficulties, Amankwakrom, Eastern Region*
- *Men control money while women control food, FodZoku, Volta Region*
- *Men get all the praises and the status while women get none although they will have contributed to the good performance, Tademe, Volta Region*
- *Men benefit the most because they are responsible for maintaining the family, Sang*
- *Men marry additional wives when they have additional incomes*
- *That sharing money with women was out of question and the best way to resolve that is to get women to have their own farms.*
- *Men have power to decide projects women can participate in and women fear that this position could determine their ability to fully participate in ADVANCE target crops.*

3.3.2.2 WOMEN ARE POORER THAN MEN

Men are said to have more money than women for a variety of reasons. They own and control large portions of land and are therefore able to undertake large-scale commercial businesses. In addition, they are not required to explain how they spend the money after they have given the wives the amount required for home upkeep. Men's strong financial base allows men to effectively manage their farming enterprises and on occasion, also venture into other business. For example, those involved in bulk buying of pineapples are required to own at least two acres of the crop to assure the processors an adequate supply. Where the family has equipment for land preparation, the wife has to help with the family farm until the husband is done and then ploughs her own farm. It is on the strength of this strong financial base that men operate large farms and processing firms. The injustices attached to the inequalities are summarized here-as captured from FGDs:

a) While men and women contribute to farm work, benefits are unequally shared, Tease, Eastern Region
b) Men control money on joint projects/farms but women also have money from own farms, Fodzoku, Volta Region
c) Women work wholeheartedly with men but women are always cheated after harvest. Men control the money while women control food, Tademe, Volta Region
d) Men get more training and have a lot of skills because they have more time, Tademe, Volta
e) Men control benefits when farming jointly. When farms are separate, both men and women keep their money, Santie, Upper West Region
f) Husbands control income and dictate who gets what though wives also work hard, Greater Accra Region
g) Men get all the praises and status- stated by men, Tademe, Volta Region
h) Men control money on joint farms but women also have money from their own farms, Fodzoku, Volta Region

Women Have Lower Skills and Capacity than Men

Women are said to have less production and other related skills, thus reducing opportunities for them to benefit from development. Tasks that call for specialized and mechanized skills on the farms and in factories are generally assigned to men while women handle very routine jobs. In pest management, women draw water for men to mix agro-chemicals and spray the crops. In processing plants and in the farms, women undertake non-challenging tasks. Input dealers have to train women on use of every product and help them to fix even basic equipment as they have no such skills. This is disempowering because women almost always need somebody on the farm to help them operate the equipment and apply many of the agro-chemicals.

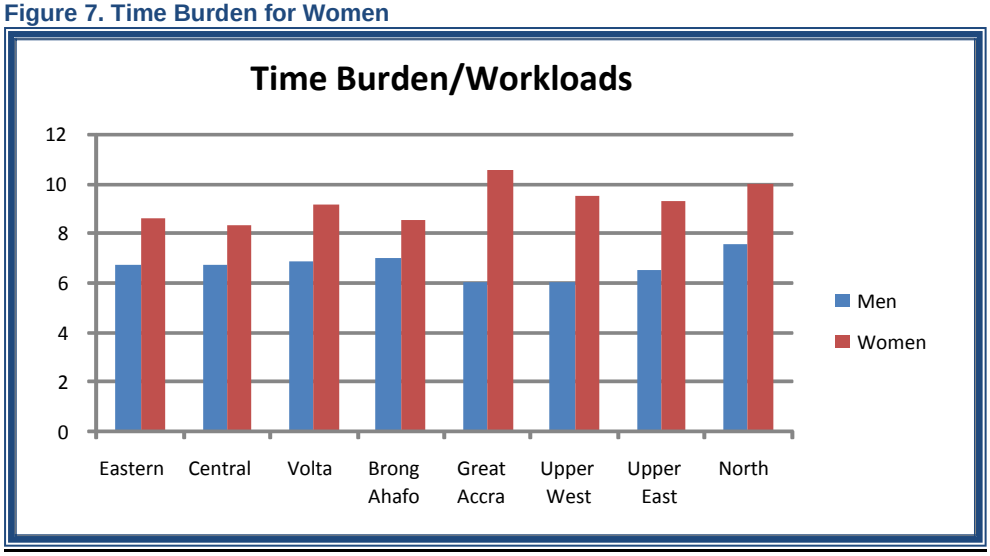
3.3.2.4 WOMEN'S Time Burden/Heavy Workloads

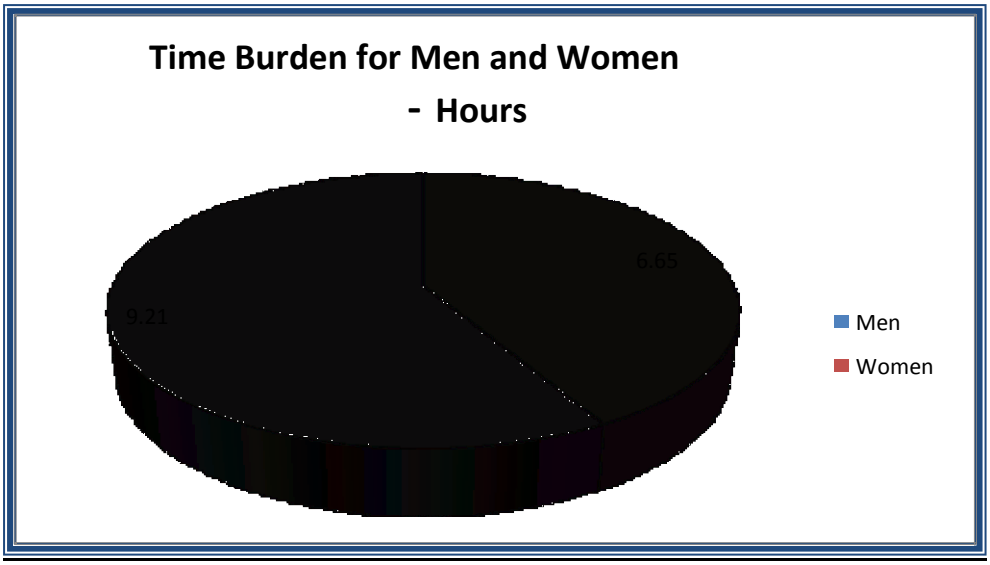
Women have heavier time burdens compared to men and this has implications for their ability to participate in ADVANCE. Time burden or workloads relate to number of hours of work, both productive (farming, business, employment) and reproductive work (domestic work). Workloads vary between seasons but this average pattern remains. This approach also fails to capture the intensity of work (i.e. physical strength). It does give an indication of who would be available for example for trainings or other activities. The fact that women participate more in trainings held on the farms underlines the importance of time.

Table 13. Women's Time Burden

Region	Mean Workloads/Burden	
	Men	Women
Eastern	6.72	8.55
Central	6.67	8.3
Volta	6.85	9.14
Brong Ahafo	7	8.5
Great Accra	6	10.5
Upper West	6	9.5
Upper East	6.5	9.25
North	7.5	10
Mean	**6.65**	**9.21**

Figure 7. Time Burden for Women




Time Burden for Men and Women
- Hours
6.65
9.21
Men
Women

CHAPTER FOUR: HOW GENDER DIFFERENCES ARE LIKELY TO IMPACT ADVANCE PROJECT RESULTS AND STATUS OF WOMEN

This chapter discusses the potential gender inequality-related risks in the performance of the ADVANCE project and the status of women.

4.1 POTENTIAL IMPACTS ON IMPACT OF ADVANCE

Significant gender inequalities exist within the value chains of the six target commodities. These include women's heavy workloads which create inefficiencies and constrain competitiveness and profits. Others include inadequate access to and control over factors of production such as land, capital, extension services and limited decision-making power at both the household and institutions levels. Because current empirical evidence strongly links these gender inequalities to huge economic cost reflected in non-optimal productivity levels, the overall performance of ADVANCE could suffer if current gender inequalities are not effectively addressed. Some of the potential impacts include:

4.1.1 REDUCED PRODUCTIVITY AND PRODUCTION

Reduced productivity and production could be triggered by the following:

a) Women's current productivity levels are already lower than those of men as reported by different FBOs interviewed during the study. The low levels are largely attributable to a range of gender inequalities identified in this study and a significant change can only be realized through strategic interventions on the constraining gender factors.

b) Women's low ability to adapt to farming these commodities. Women have low access to necessary factors of production (i.e. land, capital,). Women's land sizes are smaller than those of men and often on insecure tenure systems. Cases of land given out through husbands but later reclaimed were also reported. Some of the commodities (mango, citrus and pineapple) are capital intensive and take a long time. Women, with their inadequate capital and these other constraints are unlikely to adopt.

c) Women's heavy workload is a constraint. Already women's time burden is way above that of men, with new enterprises, husbands might demand more of women's time for farm operations, thus depriving women any opportunity to work on own farms or engage in businesses that give them direct income. When that happens, women might reduce their labour contribution, thus reducing productivity.

d) Men are currently almost sole decision-makers at the household level, a situation which is said to foment conflict as reported by women. With increased family farm income, which men control, potential for escalation exists, a situation that could ultimately disrupt production and other processes. It was reported that when men have more money, one of the things they do is marry more wives. Strict operations will work best under stable environments.

e) Productivity on family farms could also decline if family labour from family members continues to be unremunerated. Discussions throughout the study revealed the discontent that exists within families, particularly between men and women because the women feel cheated of their labour. When workers are not motivated, they rarely give their best. Conflict is likely to undermine productivity.

4.2 POSSIBLE EFFECT OF ADVANCE ON STATUS OF WOMEN

The impact of ADVANCE on the status of women will to some extent depend on how well gender awareness and advocacy work manages to improve gender relations at the family level. Discussions here take two perspectives, one in which women's status gets worse and another where it improves.

4.2.1 WOMEN'S STATUS DECLINES

LOSS OF INCOME AND ASSETS

a) Women already operate under heavy time constraint as they struggle to balance productive, reproductive and community work. Currently, they contribute labour to family farms even though they rarely participate in decisions related to benefits accruing from the farms. With commercialization of the ADVANCE target commodities, women might have not time to engage in the small businesses, which normally yield some direct income for them.

b) With reduced time in their hands, women are likely to reduce the amount of time they spend on own farms, yields on these farms are likely to decline, further reducing women's source of income.

c) Reduced access to land. With commercialization and possible expansion of farmland, the possibility of men demanding back farmland being used by women exists.

d) Potential Rise in Divorce and Family Instability

Information from FGDs revealed that when men make more money than usual, some marry additional wives, even when the older wife is not happy with the action. These kinds of actions and practices are likely to foment conflict and eventual separation or divorce. In situations where women do not have their own assets and resources, their status could greatly decline after separation.

4.2.2 WOMEN'S STATUS DECLINES

POSSIBLE IMPROVEMENT IN WOMEN'S STATUS

a) Improved Access to Land-Change Attitudes of Chiefs

Both women and men pressed for greater consultation with Chiefs to put into place an affirmative action through which women could more easily get land. If this succeeded, the status of women might improve.

b) Improved Status Due to Men's Attitude Change

Men participating in this assessment were very vocal on the need to correct current inequalities and injustices in terms of land and decisions on family incomes. If this occurs, women's situation would automatically improve.

c) Improved Economic situation

Unhappy with their powerless situation, some women might aggressively move into business and if lucky, make much more money than they would at the farm level. Some of the opportunities that the program could explore to improve women's status include:

a) Support for Women in Businesses

Ghanaian women appear to have a flare for business and even those involved in production, engage in some forms of business. Commodities women are significantly involved in are mangoes and rice. Market Queens exert major control over movement of commodities from the farm to the market and fairly influence market prices. Many are involved in cross-border trade.

b) Production level:

i. Women head households since they control factors of production and therefore can effectively participate, contribute and benefit from the program investment. This is particularly the case in irrigation schemes such as the Affife Rice and Vegetable Growers Cooperative Society in the Volta Region. In this government scheme, 229 of the 1,024 farmers are women, each with an average farm size of 0.8 hectares.

ii. Women with their own farms if security of tenure is fairly well assured so that land ownership would not be withdrawn without adequate notice to avoid disruption of operations.

iii. Women with substantial control over some ADVANCE target crops, for example, soybeans in the Northern Region, rice in irrigated scheme where women have land and are involved (i.e. pineapples production in some regions like the Eastern Region)

iv. Women acquiring land and cultivating their own farms. Because of current issues of access, this possibility can only be viewed as long-term. Some advocacy with the Chiefs and local authorities is recommended.

c) Processing

Women are involved in processing both at home and at industrial levels. It is indicated elsewhere in the report that when women seek technical advice from extension, most of it is on processing. Some of the small companies consulted by this study are either owned or managed by women.

CHAPTER FIVE: IMPLICATIONS OF GENDER DIFFERENCES ON FARM BUDGET

In economic terms, intermediation costs are transaction costs of a business and could cover wages and utilities among others. Hidden intermediation costs are those that often are not factored into the cost of running businesses and could be significant enough to reduce the competitiveness of the operations.

The assessment has indicated that women have much less capital than men and current budget estimates for adoption of different commodities are likely to be way above what women can afford. Where they can will ultimately be higher for women because their mode of operation and practices build in hidden costs as discussed here.

Table 14. Farm Budgets

Commodity	Overall production costs+ interest-GH¢	Gross Revenue-GH¢	Profit Margin-GH¢	Return on investment-%
Maize- one acre	583 (acre)	720	137	25%
Soybeans- per ha	754 (ha)	840	86	
Mango- per acre- 5 years	16,770,000	16,380,00	(390,000)	-2%
Pineapple-Smooth Cayene-with mulch- acre	10,052,500	Yield=28,800 fruits		

Source: ACDI/VOCA

5.1 WOMEN'S HIDDEN COSTS

a) Because women do not take major risks, such as procuring large loans necessary to participate in the program, as reflected on Table 12, they are likely to spend more on procurement of small, but frequent loans. This takes time and diverts very valuable time that could otherwise be used for productive work. This is an additional cost.

b) In some areas, married women need men to be guarantors when seeking loans. This process could be long depending on the willingness of the guarantors (Klenormadi, Volta Region). Any delays might derail plans and incur a loss of anticipated income.

c) There are cultural taboos that prohibit women from engaging in certain operations, such as broadcasting rice and spraying. The result is that women have to engage men to do the work and this will be an additional cost. This was reported by most smallholder FGDs during the study.

d) Women's sole responsibility for reproductive/domestic work is an opportunity cost; women's time could be better utilized on other productive work.

e) Women depend on men for many farm tasks and often use farm implements owned by men. Since men are only available after they have completed work on their own land, productivity on women's farms declines.

f) Women have inadequate technical skills, such as application of agrochemicals and need to engage men to undertake these tasks, thus raising production costs. In addition,

women might be dependent on equipment owned by husbands and might have to wait until the husbands have completed their work. Delays might result in loss in productivity and profits.

g) The long process women engage in trying to get land from Chiefs diverts time that would otherwise be productively used.

5.2 Implications of Hidden Costs on Women's Participation and Profits

Because ADVANCE is focusing on intensification to enhance productivity and raise volumes, budgets for production, marketing and processing will remain high, as reflected in Table 12. High budgets are likely to pose challenges to farmers but a lot more to women than men because they often operate on much less capital, are risk-averse and therefore unwilling to borrow heavily. It is also important to note that women's mode of operation creates lots of inefficiencies. For example, borrowing small but frequent loans- a process that incurs additional costs, and having to engage more workers than men because men are able to mobilize family labor. Women's budget will be much higher, thus reducing their profits. Two likely consequences are that women might not be able to adhere to technical requirements or reduce their participation in ADVANCE. Women's farm budgets will increase substantially, way above those for men because of the nature of their work and other characteristics that are not healthy for profitable businesses. With increased budgets, women will either not fully adopt all the required production practices or they will have to live with small profit margins.

5.3 Strategies for Reducing Intermediation Costs

The factors likely to raise farm budgets for women are of social, financial and technical nature and ADVANCE will need to participate in reducing the intensity of these factors by:

a) Educating women on the savings made when they procure large loans and the level of profits expected for offsetting the loans is likely to motivate them to act differently.

b) Technical trainings could target women more and because of their roles within the family, training could be organized in ways that do not disrupt a lot family responsibilities.

c) Community level gender awareness and sensitization could reduce some of the family level stresses that interfere with production and businesses.

CHAPTER SIX: MONITORING AND EVALUATION

6.1 INDICATORS FOR TRACKING INVOLVEMENT OF WOMEN AND SOCIAL TRANSFORMATION

Recognizing that development is not gender neutral, it is necessary for ADVANCE to ensure that current inequalities are not just exacerbated but significantly reduced so that women both contribute and benefit from ADVANCE investment. This will be possible if issues are well defined and closely monitored throughout the life of the project. Some of the areas that require attention relate to heavy workloads for women, their limited access to and control over factors of production (land, credit, etc) and limited control over benefits from combined family investments, and under-representation in farmer organizations in both membership and leadership. Informed by the current situation, changes will be measured against these indicators:

1. Women's heavy workloads
   a) Change in overall number of hours worked
   b) Change in time spent on productive work
   c) Change in time spent on reproductive/family maintenance work

2. Access to and control over productive resources- land, credit, agro-inputs, extension, etc
   a) % change in access to land and security of tenure- number of women with their own farms and with assured user rights for a specified period
   b) % change in women with their own farms
   c) % change in women with large farms and engaging in commodities where women are not currently engaged in (i.e. mango)
   d) % change in amounts of farm inputs used (per unit of area)
   e) % change in access to credit- moving from micro-credit to large long-term loans
   f) % change in frequency of training sessions attended, change in skills level
   g) % reduction in yield differentials related to input use and other cultural practices

3. Access to and control over benefits
   a) % change in families collectively planning for income derived from joint enterprises
   b) Family improvements in nutrition, housing and social amenities that can be associated with improved equity
   c) % change in incomes under control of men
   d) % increase in incomes under control of women

4. Women participation in farmer organization
   a) % change in women membership
   b) % change in women in leadership of farmer organizations (boards)
   c) % change in women in management of farmer organizations (executive)

5. Women participation in marketing and processing
   a) % increase in number of women in marketing ADVANCE target commodities
   b) % increase in scale of women market operations in ADVANCE target commodities
   c) % increase in women engaging in commodities traditionally viewed as male domain

CHAPTER SEVEN: CONCLUSION AND RECOMMENDATIONS

7.1 CONCLUSIONS

1) Although the roles of men and women vary along the value chain of the six ADVANCE target commodities of maize, rice, soybeans, mango, citrus and pineapple, both men and women are significantly involved as indicated hereunder.
   a) At the production level, men undertake most of the physically demanding tasks such as clearing the land, ploughing, spraying and harvesting commodities such as maize. Women are active in planting, weeding and harvesting and also support men in diverse ways such as removal of stumps and drawing of water for spraying.
   b) Men and women participate in marketing. Women are most involved at the level where they aggregate small amounts obtained from farmers, which they in turn sell to women within markets or bulk buyers. Most men are involved in bulk buying for sale to processing firms and some to external markets. One reason for this specialization is that men have more finance and more market information to engage in larger businesses. Rice, soybeans, mango and citrus fruits are a specialty for women while men have a stronger hold on maize and pineapples.
   c) Men and women are involved in processing. Women's scale of operations is however, much smaller than those of men, as judged by the number of employees.

2) Differences in access to resources by men and women are quite significant. The resources considered critical for effective engagement in the ADVANCE project includes land, capital, knowledge and skills. Men have more access to these resources, largely because of strong customary law that appears to, in practice, be above the statutory provisions that guarantee men and women equal rights. Fewer women than men have access to land and those who do, often have smaller pieces than men. Besides, security of tenure of women's land, particularly that which is given out by husbands, is on insecure tenure. Regarding credit, women have significant access to short-term micro-credit for small enterprises and often unsuitable for long-term agricultural projects.

3) Power relationships between men and women demonstrate a major disadvantage for women in regard to overall decision-making, asset accumulation, and participation and representation in decision-making positions in farmer organizations. In employment in processing firms and other companies, women are not only fewer in number but they are also in less technical, less challenging and less rewarding assignments.

4) Gender inequalities identified have major implications for the performance of ADVANCE and the status of women. Fewer women are likely to participate at the production level because they have much less access to land and because of the insecurity of land tenure and the cost of effectively engaging in the six commodities. Mangoes and pineapples, for example, are capital intensive and fewer women are likely to adopt due to their low economic strength. Women are however more likely to participate in rice and soybeans. Women's status is also likely to be negatively affected in a variety of ways. Intensification of cropping systems on family farms is likely to demand a lot more of their time, making it difficult for them to engage in what creates incomes for them, such as businesses. This way, they are likely to be much poorer than before the project.

5) For women who are likely to engage in production and other levels of the value chain, their operational costs are likely to be much higher than those of men for a variety of reasons:
    a) Women's heavy dependency on micro-credit imposes additional transaction costs as women take a lot of time processing and servicing the loans.
    b) Women's heavy workloads create inefficiencies that increase operational costs, thus reducing profits. For example, late planting and weeding could result in lost productivity. In processing loans, delays in meeting delivery schedules might mean loss of customers.
    c) It is also likely that husbands will demand more of women's time as they adopt and commercialize target crops. For women to manage their own farms, they may need to employ more workers than would otherwise be the case.

6) There are clear opportunities for women to be engaged, including:
    a) Those with access to land should be specifically sought out to participate in production, especially for crops that they are already engaged in, such as rice, soybeans, etc.
    b) Women are said to be astute business people and could greatly benefit through marketing and processing if supported.

7) In order to track the impacts of ADVANCE on men and women and families as a whole, it is important to have clear sex-disaggregated indicators capable of tracking transformation in outputs and outcomes such as incomes, assets and representation.

8) Institutions currently managing ADVANCE are committed to gender integration to address the gender inequalities. To do this, they will need to strengthen their gender capacity and establish a mechanism for facilitating and tracking gender changes

7.2 Recommendations

1) To effectively build gender capacities necessary for effective integration of gender in the entire project, it is recommended that a strong institutional mechanism be established to facilitate the process, providing both resources and necessary technical backup. These mechanisms also need to be developed in partner organizations working with farmers and other partners along the value chain.

2) Because attempting to transform some of the current roles for men and women, particularly those which marginalize women with regard to technology management and low wages, it is a slow process due to their social nature and it is critical that ADVANCE work with women to expose them to these technical areas. This is particularly important for women heading households and who have to incur additional costs because they have to hire men to undertake tasks considered inappropriate for women, although women could easily do them (i.e. spraying). This could be slowly introduced through partners during training sessions with farmers.

3) As ADVANCE launches the project in different regions, it is critical that opportunities be identified and fully exploited. Production by women of soybeans, rice and citrus and

marketing and processing of commodities such as rice, soybeans and mangoes need to be fully exploited.

4) To fully integrate gender in program operations, it is recommended that resources be provided to build gender capacity for organizations involved in the program, for example, FBOs, administrative community organizations and farmer groups. For results, it is important that men, particularly heads of households be involved in transforming social attitudes and overall unequal gender relations.

5) To ensure that gender capacity transcends the entire value chain in all program areas and institutions, it is recommended that regional teams of gender trainers be established to directly interact with farmers in an informed way.

6) To strengthen women's participation in FBOs and to reduce their aversion to risk, it is recommended that women receive special leadership training that emphasizes leadership, confidence and self-esteem building.

7) To make gender visible in the entire ADVANCE project, it is proposed that specific gender inclusion requirements be developed as a way of holding all individuals and organizations accountable.

8) Further Research:
   In order to address gender knowledge gaps, it is recommended that resources for social research be provided to help generate relevant data for program strengthening. Some initial areas for consideration might include:
   a) Productivity comparative study on male and female farmers, as well as causes and strategies for addressing the constraints
   b) Women's participation in FBOs (i.e. extent, constraints and opportunities)
   c) Gender-based hidden intermediation costs: nature, extent and implications on productivity and household well-being
   d) Success and less successful case studies (i.e. Lessons Learned and Pathway for Replication)

1. Recommendation For A Gender Strategy And Plan

Strategic Objectives and Key Result Areas

Strategic Objective 1: Establish a strong Coordinating Mechanism for Integration of Gender in the ADVANCE Project

This is considered the first step towards launching gender mainstreaming work within the ADVANCE project. The mechanism could take different forms but would be effective if placed high enough to interact at a senior level and reporting directly to program managers. At a minimum, it will require a senior manager and sufficient resources to build its mandate.

Strategic Objective 2: Strengthening Technical Gender Capacity

a) Through trainings, hold short sessions to create awareness on gender and its significance in the management of ADVANCE.

b) Hold a series of solid skills trainings for technical officers to help them appreciate gender and make gender integration part of their agenda as they interact with farmers and

partners. Create field teams of Gender Trainers to continuously create gender sensitivity to relevant community institutions with a view to changing attitudes in order to reduce the currently high gender inequalities. Community structures such as the Chiefs and FBOs should be a clear target.

c) Make available relevant gender materials and modules for training and reference.

Strategic Objective 3: Identify and Support Women-Friendly Opportunities

Current gender gaps are likely to make it difficult for women to immediately benefit from the ADVANCE project, particularly in the area of production. However, there are opportunities from which they could almost immediately benefit such as marketing and processing. Fully documenting these by commodity and region will provide a basis for support.

Strategic Objective 4: Strengthen Accountability to Gender (M&E system, etc)

Holding partner organizations and individual members of staff accountable for gender mainstreaming is a sure way of ensuring that gender gets systematically mainstreamed in all operations. Inclusion of gender in policies, programs and practices is strategic enough to make it work. At a practical level, organizations should ensure that targets, indicators, entire M&E systems, documents and staff appraisals reflect gender. Specifically, accountability will be enhanced by:

a) Making the M&E system gender sensitive in order to fully track performance

b) Making gender visible in reports and all other materials

Strategic Objective 5: Support Research to Expand Knowledge on Gender & Growth

a) Productivity comparative study on male and female farmers, causes and strategies for addressing the constraints
b) Women's participation in FBOS including the extent, constraints and opportunities
c) Gender-based hidden intermediation costs: nature, extent and implications on productivity and household well-being
d) Success and less successful case studies (i.e. Lessons Learned and Pathway for Replication)

INDICATIVE GENDER MAINSTREAMING WORK PLAN

Strategic Objective	Outcomes	Indicators	Activities	Time Frame
Institutions 1. To build a strong mechanism for coordinating gender mainstreaming	Explicit & tangible support- quantitative & qualitative	• Strong, well-resourced coordinating mechanism/department established • Level of funds spent to support gender mainstreaming • Reporting with evidence on improvements of status of women	• Gender awareness sessions for top leadership • Establishment of a well-resourced coordinating department	Aug-Dec 2010
2. To build strong gender awareness and capacity	Gender skilled technical teams	• Number of staff trained in gender awareness • Number of gender trainers trained • Gender sensitization for service providers • Presence of sensitive documentation in reports • Change in attitude towards gender (i.e. gender taken seriously and valued)	• Hold a series of gender awareness and skills trainings for technical teams among ADVANCE core organizations • Training of gender trainers for clusters of districts • Procure and develop appropriate gender materials for reference (i.e. gender policies, manuals, etc.) to establish resource centres	Aug 2010-Feb. 2011
Community To reduce gender disparities and issues at community level	Communities that better appreciate the benefits of equity and equality	• % increase in female membership in FBOs • % increase of women in leadership of FBOS • Improved status of women at household level in workloads and decision-making • Women's enhanced knowledge and skills in production, marketing and processing • % increase in incomes of both family and women	• Gender awareness to leadership of FBOs • Gender awareness to leadership and custodians of community resources (e.g. Chiefs)	Oct 2010-onwards
M&E Strengthen gender sensitivity in PMP & M&E System		• All reports disaggregate individual-level data by gender • Number of case studies highlighting gender approaches or women's advancement	• Gender disaggregated data sets • Documentation of case studies	Continuous
Support research to expand knowledge on gender and growth				

BIBLIOGRAPHY

1. ADF. 2008. Ghana Country Gender Profile.

2. IFC & MWCA. 2007. Gender and Economic Growth Assessment for Ghana.

3. S. Baden, C. Green et al. 1994. Background paper on gender issues in Ghana. BRIDGE/IDS Sussex, Brighton

4. USAID/Ghana. 2009. "Associate Cooperative Agreement No. 641-A-00-09-0026-00 for Ghana Agricultural Development and Value Chain Enhancement (ADVANCE).'' Under the Leader With Associates Award No. EDH-A-00-08-00020-00.

5. World Bank. Strategic Ghana Gender Country Assessment (SCGA). Strategic Country Gender Assessment (SCGA)

ANNEXES

ANNEX 1. DATA GATHERED

2.5.1 SMALLHOLDER

2.5.1.1 SOCIAL CULTURAL ENVIRONMENT

a) Culture of the area with regard to gender-entitlements and restrictions for men and women
b) Key gender inequalities prevailing in the assessment area and strategies for reduction
c) Ways in which inequality could affect men and women differently and development in general
d) Ways in which these inequalities could undermine the performance of the ADVANCE target crops (i.e. reduce productivity, volumes and incomes)

2.5.1.2 ROLES OF MEN AND WOMEN IN SMALLHOLDER AGRICULTURE (GENERAL)

b) Food crops grown in the area and roles of men and women in production of these crops (land preparation, planting, weeding, pest management, harvesting, marketing) and those most involved

2.5.1.3 ANALYSIS OF THE ADVANCE TARGET CROPS[7]:

a) Roles of men and women in the entire cycle of this crop, from planting to the market
b) Workloads for women and men with the ADVANCE target crop and the implications of these workloads on production and productivity
c) Opportunities and strategies for reducing workload inequalities between men and women

2.5.1.4 ACCESS TO CONTROL OVER FACTORS OF PRODUCTION FOR ADVANCE CROPS

a) Key resources needed for commercialization of the ADVANCE crops (land, labor, skills/training, farm implements, seed, etc)
b) Relative access and ability to use these resources by men and women and related constraints
c) Control, being power and authority, over these resources by men and women and different constraints
d) Disconnect/Inconsistencies between those who do the work and those who control resources
e) How differentials/constraints affect production and productivity
f) How cost of commercializing the target crop is likely to impact or disadvantage women
g) Opportunities and strategies for reducing constraints and boosting productivity

2.5.1.5 ACCESS TO AND CONTROL OVER BENEFITS (INCOME, FOOD, SKILL, ETC, THAT MOTIVATE THOSE WHO CONTRIBUTE)

a) Current benefits accruing from the ADVANCE target crops- food, income, fodder, etc

[7] ADVANCE target crops are maize, rice, soybeans, mango, pineapple and citrus

b) Relative access and use of these benefits by men and women and differential constraints
c) Relative control in power and authority over these benefits by men and women and differential constraints
d) Disconnect/Inconsistencies between those who do the work and those who control benefits
e) How differentials/constraints affect production and productivity
f) Opportunities and strategies for reducing constraints and boosting productivity

2.5.1.6 COST OF COMMERCIALIZATION OF THE ADVANCE TARGET CROPS FOR FARM BUDGETS

a) Current levels of production costs and impacts on male and female farmers
b) How the cost of commercialization of the ADVANCE target crops is likely to impact men and women differently (i.e. adoption, productivity, labor, etc)
c) Opportunities and strategies for managing costs in a way that men and women can effectively participate in the project

2.5.1.7 PARTICIPATION IN LEADERSHIP AT COMMUNITY LEVEL-COMMITTEES

a) Membership of men and women in local committees, particularly those dealing with agriculture
b) Representation of men and women in leadership of these committees (chair, vice chair, treasurer, secretary, committee membership, etc.)
c) Current disparities/inequalities in representation and reasons
d) How lack of voice/participation in these institutions could hurt production and productivity (capture numbers and contribution to agenda and debate)
e) Opportunities and strategies for building equity in local institutions

2.5.2 LARGE-SCALE FARMERS

a) Description of the operation- type of ownership (lease, own, family), size, employees (male & female), roles of men and women, gender issues, etc.
b) Roles of women and men in the operation
c) Involvement of family in operations of the ADVANCE target crops and benefits from farm (labor, joint decisions and benefits) and for which family members
d) Access to inputs, finance, seed, fertilizer, BDS, equipment (sources and challenges), etc.
e) Impacts of input supply constraints on productivity and profits
f) Markets strengths (high demand, good prices, etc), challenges and opportunities and strategies
g) Impact of marketing challenges on productivity and profits if any (local, international)
h) Impact of gender-related challenges on productivity and profits (if identified in 1 (h)
i) Opportunities and strategies for reducing gender-based constraints (if in 1(h)

2.5.3 MARKETERS/AGGREGATORS/BULK BUYERS

a) Description of operations- what they sell, where acquired
b) Indication of relative involvement of men and women in informal marketing
c) Requirements for membership/joining a commodity group (if applicable)

d) Support services- capital, market information (local and international), transport, storage, etc. and constraints to their access
e) Levels of access to these services by informal traders- entire group as well as male and female separately
f) Women's level of business skills and kinds of business risks taken or willing to take to improve on business performance
g) Men's level of business skills and kinds of business risks taken or willing to take to improve on business performance
h) Types of training relevant to business received
i) Those influencing/setting market prices of farm produce and commodities and who is marketing produce - men, women or both
j) Turn-over and profits monthly/annually
k) Challenges faced in running the business and how managed- whether worse for men than women or vice versa
l) Opportunities and strategies for reducing gender-based challenges hampering business performance

2.5.4 Processors

a) Description of operations- what they process, where acquired, and reasons for choice of business, etc.
b) Employees- number by sex
c) Roles filled by women and men and challenges encountered
d) Employees- representation of male, female workers at different levels in hierarchy
e) Work policies e.g. equal pay for equal work policy and any differentials in remuneration for male and female staff with similar qualifications and skills
f) Whether attention is deliberately paid to gender in the organization in policy, representation, capacity and other considerations
g) Organization's support systems including: capital, market, training, information, etc. and sources and constraints
h) Overall capacity of the processor through machinery, other infrastructure, skills, etc.
i) Levels of business skills available within the firm and kinds of business risks taken and results
j) How the company is performing- profitable or not (by year)
k) Gender-related challenges faced and how the company has addressed them
l) Opportunities and strategies for reducing gender-based challenges to raise profits

2.5.5 Service Providers

a) Rules of access to services for men and women- financial, extension, equipment, etc.
b) Patterns of service consumers- what services men and women seek, size, etc. What women procure what men procure and at what sizes/levels
c) How patterns of use of services by men and women is likely to undermine or boost production and productivity
d) Representation- men and women in organization and positions
e) Representation in leadership/board/committee by male and female
f) Notable gender issues in the organization through numbers, conflicts, sexual harassment/stagnation, etc.

g) How gender is dealt with in the organization- mechanisms (e.g. strategy, coordination) and capacity, etc.
h) Notable gender issues among the clients using the services of the service provider and how these could be addressed
i) Benefits- how shared (cooperators, partners, directors etc)
j) Opportunities and strategies for addressing gender-based constraints to use of services by men and women

2.5.6 Farmer-Based Organizations

a) History
b) Membership in the organization
c) Requirements for membership for men and women
d) Yields and land sizes- investigate any differentials in male and female farmers
e) Overall gender differentials
f) Benefits accruing from the FBOs and how benefits are shared
g) Representation in leadership: main and other committees
h) Summary of gender issues (if any) within the organization- leadership, yield, land sizes, etc.
i) How the organization is addressing the gender issues
j) Challenges in addressing gender issues and how the institution could be strengthened to effectively address gender issues

2.5.7 ADVANCE Consortium

a) Mission of the organization
b) Programs undertaken by the organization and target beneficiaries
c) How commercialization of six commodities are likely to affect women and men differently
d) Representation of male and female staff in numbers and positions in the organization
e) Roles of different partners in ADVANCE
f) How gender is handled within the organization, approaches and mechanisms (e.g. existence of gender policy and/or strategy, resources, coordination) and commitment by leadership, etc.
g) Gender capacity among technical teams in organization, whether it exists, numbers, level of skills, etc.
h) Whether individual members of staff are held accountable for addressing gender inequalities in their work and how, also whether M&E system and general reporting is gender sensitive
i) Organizational culture, how friendly to male and female workers (issues like discrimination, language, maternity leave, time off for breast-feeding, etc.)
j) Challenges to gender mainstreaming
k) Opportunities and strategies for addressing gender-based constraints and inequalities

ANNEX 2. A MODEL GENDER SENSITIVE ORGANIZATION

Profile/Characteristics	Details
Strong political will	• Reflects conviction and commitment to gender mainstreaming in all operations
Presence of a Gender Policy Statement	• A stated policy affirms commitment to gender equity in programs and organizational policy. It includes values and principles and a mission that will guide the organizational direction
Demonstrated commitment of senior management	• Top management fully supports policies that may result in substantial change within the organization
Strong and highly positioned coordination machinery	• A gender office has responsibility for monitoring gender practice, providing gender training and giving programmatic support to the organization.
Strong resource base	• Availability of both human and financial resources ensures effective implementation of activities
Gender sensitive personnel and work policies	• Treatment of men and women is conscious of their different needs and circumstances. Communication is inclusive and addresses women and men's concerns equally
Gender-focused programming	• All programs and activities are analyzed from a gender perspective with attention to the participation of women and men and the impact on women and men • Data are disaggregated on the basis of sex. Gender analysis of projects is conducted on routine basis and projects are adjusted to reflect the finding. Programs are monitored and evaluated often for gender impacts • Projects include men and women in their operations
Gender responsive budgets	• Allocation of financial resources based on differential needs and circumstances of men and women
Reporting mechanisms and level of disaggregation of data, outputs, outcomes and impacts	• Entire M&E system is fully engendered: Goal, Purpose, Outputs, Inputs, Indicators