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INNOVATION IN DEVELOPMENT

GENDER ADVISORY REPORT 6

May 4, 2012

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GENDER ADVISORY REPORT 6

Analysis of gender issues and opportunities for USAID's
Productive Network Project in Ecuador (Red Productiva)

Consolidated report (October 2011 – April 2012)

Prepared by
Susan V. Poats, Ph.D., Quito, Ecuador

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1. Background

The Productive Network II Project (**PNP**) has been designed to create the conditions in Ecuador to reduce poverty through broad-based economic growth and to build collaboration between government, civil society organizations and business groups to foster this growth. The project will accomplish this by supporting national and regional development programs through Ecuadorean institutions that address issues of economic growth, investment promotion, economic policy formulation and adoption, and productive sector support.

In order to assist the Productive Network Project in effectively incorporating a gender-lens to its productive sector work in the country's regions, I was hired as a consultant to provide advice, analysis and recommendations concerning gender issues and opportunities within the various initiatives to be supported by the project. My role is to help the project team use a "gender lens" in its work to identify promising projects and to enable their execution. The specific work of the gender consultancy is focused on project component 2 which targets improving the overall tourism and agribusiness sectors through specific interventions that are implemented at the regional level.

The gender consultancy was initially intended to last for nine months (July 1, 2011 - March 31, 2012) with a level of effort is estimated at 38 days during this period. However, at the end of March, a no-cost extension was created to allow for the remaining four consulting days to be used in training activities between April-June 2012.

2. Organization of the consolidated report

This report for the gender consultancy is a consolidation of previous monthly reports and consists of four sections. The first **(3)** provides an overview of the activities conducted during the length of the consultancy, highlighting both training and technical assistance. The second **(4)** considers each of the agricultural production initiatives supported by the project and summarizes specific recommendations to the PNP for considering gender issues and incorporating gender strategies. The third **(5)** introduces the theme of gender and tourism in Ecuador, based on secondary literature, as a way of framing the desk review of the tourism projects supported by PNP which follows. The fourth **(6)** and final section provides a set of consolidated policy recommendations for the PNP concerning the incorporation of gender considerations in general in all of the initiatives supported by the project.

3. Overview of the gender consultancy for the PNP

The gender consultancy included four activities:

- a. Interaction with the project leaders and technical team in group meetings and individually to raise gender concerns and propose alternatives for gender differentiated activities, strategies or approaches.
- b. Desk review of the different initiatives supported by the PNP. This included both proposed SOW that were later set aside as well as those that reached implementation and covered both the agricultural and tourism sectors.

- c. Field visits to different project sites in Carchi, Loja and Manabí, both with members of the technical team as well as on my own.
- d. Facilitation of short gender introduction workshops for the project technical staff and project collaborators in target provinces.

Each of these activities will be briefly summarized highlighting positive outcomes and challenges for the future.

a. Interaction with PNP technical team.

Interactions with the PNP technical team occurred during most of the consultancy. During the first months, while project initiatives were being consolidated, these interactions took place during the weekly Technical Service Unit (TSU) meetings held at PNP. These provided an important opportunity for me to learn about the team members, their prior experience and knowledge about gender, and the contexts and intentions of the production-to-market chains being proposed. As time progressed, the meetings became an informal opportunity to ask gender related questions, raise gender issues or make gender suggestions. The meetings also became an opportunity to define specific field trips and to determine which initiatives would be appropriate to visit and when. Though time was limited, it was possible to make certain general recommendations concerning gender inclusion in the projects, such as the need to use gender inclusive language in the texts of the contracts, especially in the SOWs where activities are detailed.

Discussions in the meetings and with individual team members revealed that the group as a whole did not harbor strong gender resistances; rather all were genuinely interested in the topic. However, the level of conceptual and practical experience among the team was highly variable with some members expressing no previous experience while others had completed coursework on gender as part of their university training or within previous projects. Despite these differences, nearly all expressed a lack of knowledge about the regional gender issues in agricultural production and tourism in the different provinces of Ecuador where the project operates. Based on this, I proposed that an internal training workshop involving the technical team would be an appropriate way to “level” the conceptual understanding among the team, open up discussion concerning doubts, misunderstandings or misconceptions about gender and productive activities, discuss concrete actions that could be incorporated into projects, and create a common understanding of the relevance of gender issues and analysis among the team members so that they can support each other critically in their efforts to include gender perspectives.

One of the challenges of creating collaborative activities for gender with members of the technical team was that during the first 3 months of my consultancy, all of the technical team was being pushed to get their projects up and running. While they were not opposed to gender inclusion, they had little time to consider and include anything beyond the specific objectives of each initiative. This pressure added to the difficulties of trying to schedule field visits to coincide with trips that members of the technical team were making to the various field sites.

One of the earliest demands for gender assistance came from the technical team member responsible for the initiatives in Loja. We coordinated a joint field visit and as a

result highlighted the need and interest for local gender training in order to better prepare the local extension personnel to consider gender as part of their work. Though this person left the project in December, the new technical person for Loja also expressed strong interest in having support for gender inclusion in the local projects. The team members for the other provinces were a bit slower in articulating a demand for gender support.

Over time, I was able to hear more mention of explicit gender issues in the technical meetings. Discussions centered on gender differences in access to project activities or benefits, the specific obstacles facing women in terms of being able to participate in project supported production activities which required land ownership or credit worthiness. The internal workshop held in early January (see below) was a turning point in that after this workshop, the team seemed not only more tuned into gender issues, but they were more apt to bring the topics up in technical meetings.

b. Desk review of PNP contracts/SOW

During the first 3 months of the consultancy I reviewed most of the contracts for the project including those in the process of implementation and those that were being negotiated. This review focused on the final section of each contract devoted to the scope of work or SOW. This section usually included information about the people who would be involved in the proposed initiative, either directly as producers or as service providers. In most cases there was not enough information to do an adequate review for gender because there was no information available concerning details about producers to be involved. One reason is that the anchor businesses involved in the initiatives had little prior involvement or knowledge about small scale producers in their areas of market influence because their focus until the PNP was on large scale producers who traditionally meet the raw material demands of these businesses.

Often the desk review was limited to improving the language, using the range of gendered or gender neutral options that Spanish offers. While I consider this to be a tiny step in the direction of gender analysis, it often serves to highlight unconscious discrimination against women, and can provoke an “aha” moment for readers who will then think more carefully about the potential differences among the people who might be engaged in and benefitted by the project. This kind of editing for inclusive language is not meant to create neutrality, but rather to highlight diversity and difference as important variables in project planning, implementation and monitoring.

c. Field visits to different project sites in Carchi, Loja and Manabí

From the start of the consultancy, the PNP encouraged me to go to the field sites to visit with the people who were or would be involved in the production-market chains as a result of the project. During the consultancy I made two trips to Loja, one to Manabí and several to Carchi. Visits to Carchi were facilitated by the fact that I have worked in the area for many years and have other projects in operation in different locations in the province. I travel frequently to the area and was able to combine visits to PNP activities as part of other trips. Though all the visits were very interesting and provided useful examples of gendered differences in production possibilities and obstacles, the visits made together with the technical consultants (the two to Loja) were far more productive than when I visited alone. Part of the reason is that the technical people of the anchor

firms engaged in the project are more used to interacting with the PNP technical consultant responsible for the initiative. While these persons did their best to represent their activities and the involvement of the anchor firms and the territorial development agencies (ADETs), often they did not have enough information or experience to be able to provide information needed to be able to understand the gender relations and issues relevant to each project area.

One of the limitations of the field visits is that they were too short to be able to spend enough time talking informally to participants, especially women, or to adequately visit production activities to understand how the work and responsibilities flow over the course of a production season. Rural women in Ecuador tend to be reticent during first contacts with an outsider and if other family men are present they will often fade into the background, keeping their opinions to themselves, especially if these opinions are different from the men's. It takes time and other approaches and methods to unlock this information and to understand its relevance to the productive operation. Furthermore, visits to a field site reveal only that which is visible at that point in the productive season. Workloads and responsibilities can vary greatly over an agricultural production season and may not be revealed in discussions or interviews at only one point in time. Routine activities that do not vary with seasons (some kinds of continuous processing work for example) can be observed in a single visit, but in most contexts, a single visit introduces considerable bias in terms of understanding gender differences or obstacles in an agricultural production scheme.

d. Short gender introduction workshops

Two half day gender introduction workshops were held during the consultancy, one for the PNP technical staff, and one for the ADECarchi and development technical staff of the Carchi provincial government. A third one was planned for Loja. These were reported in consultancy reports for January and February 2012. A brief summary of each workshop is included here.

An **internal half day workshop for the PNP** was held on January 6, 2012 with eleven people including all of the PNP technical team and three women project officers from the USAID office in Quito. The workshop had four objectives: to promote reflection and learning about the conceptual and methodological bases for applying gender analysis in PNP initiatives; to review practical examples of experiences with gender and agriculture internationally and in Ecuador; to analyze a case study from Ecuador concerning a production chain project (from the GESOREN/GIZ portfolio with permission); and to define certain minimum criteria for gender indicators for the project. Due to time constraints, we covered the first 3 objectives, but the final objective was only partially reached. In addition to the powerpoint presentation delivered, a set of relevant readings were shared in digital format.

An informal open evaluation of the workshop was very positive and interest was expressed in a follow up workshop that could focus on the PNP projects and their inclusion of gender issues and analysis. A set of key points distilled from the presentations and discussion during the workshop are presented below:

- A short four-hour workshop will not produce gender experts, but it will open the eyes and minds of participants to consider what gender issues and considerations exist in their work and what are some of the options available for including gender strategies.
- One of the first changes that can be made in a project such as the Productive Network is related to language. By referring explicitly to men and women, *mujeres y hombres, compañeros y compañeras* in project documents the project technical team and project partners can be more explicit about beneficiaries and target audiences. The Spanish language allows for a lot of creativity in incorporating gendered specificity and does not have to be limited to repeating “*los y las...*” over and over. Taking the time to “genderize” a document helps promote change. The mouth starts the process and the mind often follows.
- It is important for all USAID supported projects to remember that the Percy Amendment to the U.S. Foreign Assistance Act was passed by Congress in 1973, which requires U.S. bilateral assistance to integrate women into the economies of developing countries.
- It is important to understand the difference between sex and gender so that the terms are used correctly in project documents and activities. Sex refers to the physical differences between men and women. Gender refers to cultural and social differences between men and women that are **learned** from infancy and via family, school, communities, governments, religion and the media. Gender varies according to locality, time (history or period), socioeconomic status, ethnic identity and life cycle. Not all women or all men are the same. Understanding this encourages us to stop generalizing about “women think”, “men think”, “women want”, etc. because we don’t really know this, and not all women or all men think or act alike. This leads us to understand that we should not assume anything about what women want, what roles they play, what is accepted, etc. in any of our productive work. Instead, we need to find this out and then use this information to plan accordingly.
- When working with indigenous groups to consider gender issues, we have to be sure that we are not trying to impose something western or external to their culture. Instead, gender needs to be discussed and debated within the local context/culture and re-considered over the course of the activity. If we are not sensitive to this, we will encounter resistance when we try to apply gender considerations from other contexts.
- Community-based tourism can present difficulties for applying gender considerations and strategies. Often tourist activities involve idealized situations which may or may not be the reality for normal everyday gendered division of labor and decision-making in a local community. For example, many traditional ceremonies are displayed for tourists where women serve and men sit at the table, for example, like in a traditional SECOYA ceremony for an external VIP (example presented by Luis Maldonado).
- “Typical” or idealized nuclear families (mother, father and child or even two children) are becoming very rare in Ecuador as in the rest of Latin America. Migration, violence, media and education have influenced the growth of single parent or grandparent-headed families, or new family groupings not limited to an ideal

nucleus. Families today often have members separated by great distances. In isolated rural areas, however, we can still encounter very large families with extended characteristics or with numerous children. Family size and composition will affect gender behavior and opportunities or interest and desire to participate in project sponsored activities.

- Gender differences in behavior between men and women are often regulated by local discourse. Gendered actions follow patterns established for “appropriate” behavior by men and women. However, such gender schemes can be and are often broken. We should look into why these gender schemes are broken and when, like the case in Loja where the daughter of an onion farmer was chosen to be a promoter of this work with PNP. Why did this happen? Can we replicate it? What is common for women to break away from traditional gender roles?
- In studies from other parts of Ecuador, women who end up being in charge of farming or irrigation tend to have similar stories and situations such as the absence of a male in the household so certain women assume male roles in irrigation and farming. Or when a father has no sons, he may decide to transfer his knowledge (men’s roles) to a daughter so that she becomes the heir of the farming legacy.
- In many parts of rural Ecuador, men still get paid more for doing agricultural tasks than women, even if the women do the same work, because the assumption is that men work harder.

The **Carchi workshop**, held on February 9, 2012, in the auditorium of the Provincial Government of Carchi (GPC) office in Tulcán, lasted a half day and included 22 participants (17 men and 5 women) the majority between 20 and 40 years old and from the Carchi province (mostly from the GPC, one from ADECARCHI, and a couple from the anchor firms operating in Carchi), reflecting the current demographics of the technical staff of the provincial government and participating institutions. Very few (3) of the participants had ever received formal training in gender issues or analysis, however all had heard the term and knew something about it. The morning was spent in a mix of participatory and didactic activities, emphasizing the opportunities and challenges for including gender considerations in the type of work that the participants normally engage in. The environment was friendly and open, though one participant expressed some frustration and bias concerning the general patterns of gender differences in workloads and responsibilities. This is normal in such introductory workshops and in this case, the situation provoked interesting comments and support for gender inclusion from other men in the workshop. A total of 15 participants answered the evaluation questionnaire and the comments were overwhelmingly favorable concerning all aspects of the workshop (objectives, subject matter, materials, activities, and quality of the workshop facilitation). Nearly all expressed an interest in trying to incorporate certain gender actions in their work within the GPC. It would be very useful for the PNP to conduct follow up activities that were recommended in the workshop report, especially a follow up meeting just with the women technical staff of the GPC, and a follow up workshop dealing just with field methods applicable to production chain projects.

The two workshops described above were important because they provided for most of the participants a first exposure to the basic concepts and methods of gender analysis for agricultural development projects. Although gender training is not new in Ecuador,

such training in the past concerning rural development has not focused on agribusinesses or on market linkages. In addition, the technical staff today in the provincial governments, agribusinesses or in the ADETs tends to be composed of young professionals with little experience and thus no prior gender training. Though there are more women in such positions, usually they have had little formal training in gender issues and application, and in addition, can encounter difficulties in raising the issue by themselves in their work environments. Workshops such as the one given in Carchi can be a first step towards mainstreaming gender considerations into a project and thinking about institutional policies to incorporate, to measure and to enforce gender issues within wider activities. In some cases, such workshops can stimulate further exploration of issues through the review of additional literature provided as part of the materials explored. By discussing selected case studies in the workshops, participants are exposed to positive examples of where gender consideration improved the opportunities for women to participate in development activities or provoked the design of alternative activities more aligned with women's demands for economic empowerment. Case studies are also used to show what not to do and how projects that seemingly set out to promote development can actually misbehave and produce the contrary. Short introductory workshops can provide a preview of the wide menu of field methods that can be used to improve diagnostic procedures to define and design projects, to review and understand project process, and to measure, monitor and evaluate success.

However, it is very important to note that such short workshops are usually not sufficient for training people to be able to innovate methodologically to produce significant changes in project outcomes or sustain changes institutionally. For the PNP to have more of an impact in its gender initiatives through training, I recommend the following:

- Conduct gender introduction workshop in all provinces where the PNP is operating through the ADET office and provincial government. Though the workshop conducted in Carchi was a half-day, I recommend that a full day be devoted to the workshops in order to allow time to present and practice certain field methods for diagnosing gender issues in production, for analyzing information, and to determine feasible steps to be taken in the short term to implement gender actions in the projects supported by the PNP.
- Conduct a national training course (one week full time) for selected participants from each provincial workshop who are responsible for the implementation of field initiatives, to focus on concepts, case studies, field methods and facilitation skills for gender incorporation.
- Conduct a second national training course on development indicators including gender indicators (one week 6 hrs per day). An example of such a workshop was recently organized by the Corporación Grupo Randi Randi in collaboration with and indigenous research and development organization in Puyo and could serve as a model for similar PNP courses.
- Organize periodic meetings/seminars among course graduates to discuss, monitor and analyze progress in incorporating gender analysis and gender indicators in the various projects.

- Provide technical assistance and mentoring to the course graduates to support their work either with a gender specialist at national level or local specialists from local organizations contracted to provide continuing assistance to locally based initiatives. Master's level students could be contracted via field scholarships to both provide such localized support as well as to assist in the documentation process mentioned below.

With the short time and funding remaining in the PNP contract, it is difficult to consider longer term initiatives to consolidate the gender experiences in the project. However, in the event that funding becomes available, I recommend the documentation of the successful cases and experiences with support from a gender specialized editor/writer and publish these in both academic and popular formats. Since most of the contracts signed with the PNP include the documentation of at least one success story in narrative format, the idea is to focus these stories on gender issues and successes and provide senior editorial/writer support to insure quality and comparability for these stories across the project. In many field experiences there are good workers and good stories but the people involved or responsible do not have the skills to be able to communicate effectively these stories. A specialized editor/writer would be a strategic investment towards being able to capitalize in these experiences.

4. Recommendations to the PNP for considering gender issues and incorporating gender strategies in specific production chain projects

In this section, I present a brief summary of each project being supported by PNP and the most pressing gender issues at stake, followed by a set of gender recommendations. The documentation for each project was reviewed and most were visited in person. I have not included information on initiatives reviewed or visited that were subsequently discontinued (irrigation in Loja, avocado in Carchi, strengthening cacao organizations in Esmeraldas or the 3 preliminary tourism project proposals from Quito). The projects relating to agricultural production are presented first followed by those supporting tourism, such as the *Ruta del Cacao* (the chocolate route). As an introduction to the projects in the tourism sector, I have included some general reflections about gender and the tourism sector based on an in depth interview with Luis Maldonado, tourism specialist for the PNP, and a review of selected existing studies.

Some of the gender recommendations are the same for different initiatives. Though it may seem repetitive, I believe it is important to keep a complete set of recommendations for each separate initiative as these may then be lifted and used in other documents pertaining just to these activities.

Onion production with Ile in Loja

This project supports the Ile spice company headquartered in Loja city to better engage small onion producers from the Zapotillo municipality as consistent providers of quality industrial onions for processing. Larger individual land owners are also engaged in the activities but the emphasis is on small farmers in the Tronco Quemado association. The association has 42 members, of which 17 are women, including wives, daughters, or heads of households. However, culturally, women in this region take a back seat to

men in public meetings and tend to keep a low profile in farmer associations. Little attention previous to this project has been paid to whether women and men produce onions in the same way, how men and women in a family enterprise interact in decision-making about onions, or whether there are gender differences and obstacles in terms of processing and marketing onions within the association. A visit to the production area revealed four types of women participants in the onion production and processing led by Tronco Quemado:

- association member women onion producers (heads of household, wives, daughters, daughters-in-law)
- non-member women onion producers who sell to Tronco Quemado or intermediaries
- women who provide family labor to men onion producers (member and non-member)
- women day laborers who work for onion producers in field tasks

The production roles, opportunities and obstacles for each type of female participant need to be understood in order to monitor the progress of the project and the distribution of benefits to different types of participants.

Gender recommendations:

- Create a gendered farming systems calendar for the small farmer onion production area that includes all of the farming and other labor or participation demanding activities in order to understand and accommodate potential changes in labor patterns and allocation resulting from changes in onion production among farmers engaged with the Tronco Quemado contract with Ile. It is important to include in this research exercise considerations of seasonal labor requirements for other crops, such as corn during the rainy season, and how this overall farming system presents opportunities or obstacles for incrementing onion production.

- Improve the way farmers are registered in the project so that both women and men who produce onions (and garlic) for the sale to Ile can be illuminated and accounted. Analyze the similarities and differences between men and women in terms of volume and quality of onions produced as well as economic differences in terms of income,, and develop appropriate mitigation strategies.

- Analyze potential differences between men and women farmers in order to identify obstacles or difficulties that require specialized attention to either type of farmer in the production of onions for the Ile market. It would be useful to conduct on-farm trials with male and female farmers to better understand the overall production system for onions in the area and the gender differences in onion production management. Superimposed on farm trials with male and female representative farmers together with the organization of CIALs (Comité de Investigación Agrícola Local, a participatory methodology developed by CIAT-Colombia and applied in Ecuador by INIAP and a wide number of NGOs) could be an efficient approach for this research.

- Conduct individual interviews with the women farmers of all four types involved in the project, including both farmers as well as day laborers to understand gender differences in day to day production as well as the organization of labor (time, investments) and decision making regarding allocation of capital and labor into production as well as the destination of incentives and benefits.

-Consider the physical differences between men and women in the introduction of onion post harvest management and labor saving or quality enhancing technology to ensure that each can access, manage and benefit equally.

- Be aware of the potential for increasing gender violence among participants as a result of increased income for women from onion production. Consider the inclusion of gender violence training within the training courses offered by the project for onion producers.

Palo Santo fruit harvest and essential oil extraction with NCI, UTPL, ADELoja, ADITMAQ in Loja

This PNP initiative builds on years of participatory conservation and development work lead by Naturaleza y Cultura Internacional (an international conservation NGO with a base in Loja) with support from the UTPL. It is an extraordinary initiative that combines environmental, social, production, processing and income generating objectives by connecting communities in and near the dry forest ecosystem of Loja to an expanding international market for high quality essential oils used in multiple high value products (perfumes, soaps, wax products, etc). Community members from Malvas participate in the seasonal collection of the Palo Santo fruits which are then processed to extract the essential oil, which is currently marketed to Natura Brasil. NCI has taken considerable care to include a gender perspective from the beginning of the work in the dry forest and in the Malvas community and today a majority of the participants in the initiative are local women. Women are highly engaged in the management of this enterprise and the money generated has both immediate (salary) as well as long term objectives (increments a local productive fund which permits investment in agricultural production). By enabling a high value market for the Palo Santo fruit, the cutting of the tree itself for sale has been nearly eliminated. The PNP supported initiative allows the alliance between NCI, UTPL and the ADELOJA to expand the project to other communities in the areas bordering the protected dry forest ecosystem.

Gender recommendations:

- Conduct a participant observation exercise with families from the Malvas community during the Palo Santo fruit harvest to better understand how labor is allocated and negotiated among men and women, and how women participate in the decisions on how economic and other benefits and incentives are to be used and distributed within the community.

- Include specific attention to gender issues and women's inclusion as the technical initiative is extended to other communities.

- Engage women from Malvas as promotoras of the initiative in the new communities to be incorporated in Palo Santo fruit harvesting.

- Be aware of potential gender violence, especially in the new communities starting Palo Santo collection, as a result of women engaging in a new productive activities that involves their mobilization away from home and community and into the forest, and produces increased income for women participants.

Canola production with Canola Andina in Carchi

Canola is a new agricultural crop in Ecuador and has only very recently been introduced in Carchi province. The crop is appropriate for higher altitudes and can be incorporated in potato based cropping systems in rotation between potato crops, or in rotation with other field crops such as barley (*cebada*), wheat or cultivated pastures. The crop requires mechanized harvesting which can limit the slope of the fields where it can be planted. Mechanized harvesting is provided by the anchor company, Canola Andina, on a scheduled basis. This aspect limits isolated production and encourages the promotion of clusters of canola farmers who can plan and manage their production in order to respond to geographically organized harvesting schedules. A limiting factor for production is uneven or excessive rainfall. The traditional field crop systems defined as appropriate for the introduction of canola are usually dominated by men, with much less involvement of women as direct producers. Women in producer families often help in the harvests of potatoes, but mechanized operations tend to be the domain of men, even when women are the farm owners/managers. The exceptions include a very few women farmer associations in the province that do engage in higher altitude collective production. Often these have been initiated in the past as part of development initiatives and some have continued beyond the project phase. One of these is engaged in the Canola initiative in Carchi.

Gender recommendation:

- Conduct a rapid field visit to determine if any women have decided to participate as direct farmers in canola production in Carchi and if so, analyze why and how they decided to participate and what the potential impact of their participation might be. This would respond to one of the contracted activities relating to the data base to be generated by the project anchor firm.
- As part of the above analysis, interview a small number of participating families to determine if women family members participate in canola production and if so, what roles do they play.
- Conduct a rapid assessment of the women's association that is participating in canola production in Carchi to document the history of the group, how and why the decision was taken to get involved in canola production, and what the experience of the group with canola has been to date. This will provide useful information in the future to determine the impact of the project in Carchi. Such an assessment could be conducted by a university student team from the new provincial university in Tulcan.
- Determine whether there are any complementary production alternatives that have been or are being promoted in relation to canola production (such as honey bee production) and the extent and way that women are involved in these new activities.
- Discuss with the Canola Andina anchor firm possible ways to promote gender issues within the firm as well as in the relationships of the firm with other entities, especially the Provincial Government of Carchi.
- Visit women canola farmers in other parts of Ecuador to understand the motivations and processes of production for women farmers and to obtain their recommendations for involving Carchi women in this new type of crop production.

- Conduct a gender focused analysis of the canola production data base for Carchi generated by the project as specified in the SOW to insure that gender disaggregated data is being collected and to determine gender differences and impact of canola production on the families considered as first adopters of this new crop in Carchi.
- Analyze the data concerning participation by gender in the training and technical assistance activities supported by the PNP project and conduct follow-up interviews with a selection of women participants if there have been any to see how the training has been received and utilized.
- Be aware of the potential for increasing gender violence among participants as a result of increased income for women from canola production. Consider the inclusion of gender violence training within the training courses offered by the project.

Potato production with Pepsico in Carchi

This initiative is similar to others presented above in that it promotes the engagement of smaller or disadvantaged potato producers in the Carchi province with technical assistance in order to modify and improve their production management in order to provide a higher quality product to an industrial market provided by Pepsico. Potatoes are a traditional field crop in Carchi and are produced in nearly every sector of the local highlands, often on very steep slopes. Potato production leadership in farm families tends to be masculine, but there are women producers both as joint family farmers as well as independent small, medium and large producers.

Three critical aspects of potato production have gendered elements of concern. First, it is a crop that has highly fluctuating market prices which respond to climatic variability affecting yields. Market price is often affected by clandestine imports of potatoes from Colombia which distort local prices and affect the overall income of local farmers. The same people who engage in large scale potato production are often those who promote clandestine imports of potatoes. This price disparity will often affect women farmers more because they have fewer assets under their control to offset farm production losses. Second, potato production is a key driver for the uphill expansion of agriculture into the páramo (3100 and above). While the moving agricultural frontier is controlled in the case of the El Angel Reserve, in other parts of the páramo, potato production displaces the natural vegetation and leads to the drying up of critical water sources. Since these small natural sources are often used by rural women to complement scarce public sources or for watering animals in pastures, women's burden for caring for animals and doing domestic chores involving water use can be exacerbated. Third, traditional potato production in Carchi involves some of the highest levels of pesticide application documented in the world. The province also has the highest documented levels of pesticide poisoning in the world, either as a result of direct application or ingestion as part of suicides (with an alarming level among young people, especially young women). While women hardly ever directly work in pesticide application, they are indirectly affected because they wash the clothes of the applicators (men) and deal with the residues brought into the household or spills and contamination from chemicals stored in the house. Promoting increases in potato production without dealing with the subsequent tendency to deal with increases in pesticide abuse has been a strong tradition in Carchi, especially in initiatives promoted by the general consumption or

industrial market demand or by the very adept pesticide industry. Projects to reduce or modify pesticide use in potato production, sponsored by INIAP (the national research institute for agriculture) or CIP (International Potato Center) in collaboration with international actors such as the IPM-CRSP (sponsored by USAID via a consortium of US Universities led by Virginia Politech Institute - VPI) have made significant progress in convincing farmers of the dangers from pesticides, and in offering production alternatives that maintain the economic advantages of the crop. These experiences should be incorporated into the new work in collaboration with Pepsico in order to insure that increases in potato production do not lead automatically to increases in pesticide abuse and negative effects especially on women.

Gender recommendations:

- Support the ADECarchi and the anchor business, Pepsico, in reviewing the baseline data for the project in terms of gender and analyze changes in gender roles and especially the participation of women in potato production as a result of the project intervention, with special attention focused on potential pesticide use and abuse.

- Insure that appropriate technology to reduce the use of pesticides in potato production are included and highlighted (strongly promoted) among participating farmers, both men and women, and includes specific strategies for potato extension and training that will permit and promote direct participation by women potato farmers, both independent farmers as well as members of potato farming families.

- Compare the results of this project (given that gender indicators and objectives are clearly articulated in the SOW) with other potato development projects in the province to see if explicit attention to gender issues has improved gender relations and the participation of women in potato production. (NOTE: this recommendation could be extended to other initiatives, however, it is specifically appropriate in the case of potatoes in Carchi because the crop is extensive in the northern region, as well as elsewhere in the highlands of Ecuador, and there is ample information available about potato production and gender differences in participation for comparative analysis. In most of the other initiatives supported by PNP, the crop system is new and limited to a specific geographical area and thus not conducive to this kind of comparative study. A similar situation, however, could be drawn for the maize production in Manabí with Pronaca as indicated below.)

- Be aware of the potential for increasing gender violence among participants as a result of increased income for women from potato production. Consider the inclusion of gender violence training within the training courses offered by the project.

Corn production with PRONACA and ADPM in Manabí

Corn production for animal feed in coastal Manabí province is a key ingredient in farming systems in nearly every canton meeting minimal rainfall and soil conditions for production. Traditionally, corn is planted at the beginning of the annual rainy season (end December to beginning of January) and harvested as the rains diminish, allowing for grain moisture to decrease so that it can be stored and processed with less risk of loss due to disease. Sun drying is used to decrease moisture content. Changes in seasonality, intensity or length of the rainy season can affect significantly production and the opportunity for sun drying, increasing risk of loss due to humidity. Though large

scale corn production exists, this PNP initiative focuses on smaller scale production by poorer rural families located principally in two southern Manabí parishes, Paján and Cascol. Pronaca, a large food processing corporation which annually purchases more than 25 % of the national corn crop, is the anchor firm in this initiative. Pronaca has developed a corn production technical package for the coastal region and has applied it in previous production seasons in the Santa Elena province, just south of Manabí. The PNP support, via agreements with the ADPM (Economic Development Agency for the Manabí Province), enables Pronaca to provide continuous weekly extension support to a set of farmer collaborators who have agreed to sell their harvested corn to Pronaca for a set price at \$16 per sack of 100 lbs (quintal). Collaborating farmers agree to apply the technical package which includes seed, fertilizers, pesticides, and significant changes in cultural practices including monocropping and higher density seeding. Farmers involved receive credit for their production. These farmers are divided into two types: those who are direct collaborators (own land, have had credit before) and indirect collaborators (may also own land or are share croppers, but are deemed **not** credit worthy). The direct collaborators become credit guarantors for the indirect collaborator producers, thus making the direct farmers responsible for the production losses, should they occur.

To date very few women are direct collaborators; most are indirect collaborators, and the total number of women involved as farm operators is very low. Information provided by the technical advisor from PNP indicates that of the 135 farmers involved directly, 5 are women. A much larger number of women are estimated to participate as “family helpers” of direct or indirect collaborators who are mostly men and are members of the dominant farmer organizations in the area, however there is not data available to substantiate this. The project actors (Pronaca, ADPM) have not yet documented the details in the traditional itinerary or farming system for corn production among southern Manabí small farmers, but the assumption of Pronaca technicians is that they produce corn in similar fashion to producers in Santa Elena. In response to the announced price for corn, farmers have on average increased their area of corn from 1 to 5 ha, nearly all of which is produced on steep hillsides and is non-mechanized. While women’s participation in agricultural production in Manabí is usually characterized as “helping” (by men and women both), they tend to be more involved in two aspects: planting (by hand) and harvesting, especially in shucking corn cobs and then separating the grains from the corncobs. The increases in corn area on small farms increased the demand for hand labor during seeding and will likely do so again at harvest. The increase in labor demand has been filled by off farm labor (paid) and increased women’s participation in family labor (unpaid). Project data collection for monitoring, done by the extension workers (all men) does not include this kind of information on labor shifts as a response to increased production, nor on any aspect of the potential differences or disadvantages that women might face as direct or indirect collaborators, or as helpers in participating farm families.

Women’s participation in rural household income allocation decision making and access to household income for women defined needs can play out in dramatically different ways in Manabí. In some instances women play a family treasurer role even when they do not participate directly in agricultural activities and can also be the key agent in procurement of additional hired or extended family labor through her family ties even when living with her husband’s family. In opposite instances, women who marry men who continue to live within their own extended households often find themselves

as little better than live-in servants to their mother-in-laws and the male leaders of the household, affording little or no opportunity for the women to participate in decision making about household income (even that of her husband) or to have access to money for her personal needs. These two cultural extremes can exist side by side in rural communities. An additional household pattern common in Manabí is that of the female headed household lead by women who are the second or third wives of their husbands (usually common law). These diverse patterns of household organization and further complicate the understanding of gender dimensions in a production project, and yet are crucial elements that shape the extent to which women can or want to participate in a production project.

Finally, gender based violence is common in rural Manabí and is often provoked by men's perceptions that women are interacting socially outside of their families and are earning their own income, and thus gaining independence. Although development project initiatives in the province, as well as mass media communications (TV, internet, radio, public events) are changing this tendency, it is important to recognize the possibility of this kind of backfiring of intended positive participation of women in project activities.

Gender recommendations:

- Revise and improve the register of participants by the ADPM for the initiative to explicitly show and monitor how women participate as direct farmer participants (considered as "credit worthy"), and as indirect producers (not credit worthy). This will better illuminate the overall participation of women in the project and permit the analysis of differences and similarities between men and women participants.
- Using participant observation, in depth interviews and life histories, diagnose and analyze how women in maize producing families are participating in the project. Attention should be placed on discriminating the production roles of men and women and the extent to which these are changed because of increased maize production, and the effects of these changes on men's and women's labor responsibilities as a whole in the rural livelihood systems.
- Analyze the gender differences in project risk for direct and indirect project participants as well as the support and impact from extension services provided by the anchor industry.
- Ensure that women are included in the technical training events for maize production, processing and marketing that are offered as part of the initiative. Consider the application of specific strategies to engage women in the training such as including them by name directly in written invitations, mandating men participants to bring their wives, partners, and or daughters or daughters-in-law to training events, and scheduling/locating training events at times and places that are amenable to women's participation (following consultation with key women leaders in area as to the best times and places). Consider participatory activities that will encourage women's understanding of the technical issues if they have not had an opportunity to participate in the past (small groups, women facilitators, all women small groups, women's field visits).

- Compare the results of this project with other corn development projects current and past in the coastal region to see if explicit attention to gender issues improves gender relations and the participation of women in corn production.
- Investigate whether women within collaborating farm families, especially adult single or married daughters living with their parents, have planted corn under the initiative on their own; how they manage production (extent of package application); whether they have a separate voice in family decision making about corn production; whether they are considered as individual farmers by the extension system; and how they have financed their production and the use of any income gained from the sale of corn.
- Be aware of the potential for increasing gender violence among participants as a result of increased income for women from corn production. Consider the inclusion of gender violence training within the training courses offered by the project.

Development of the meat industry value chain in Imbabura province

This project developed out of the experience of PROCANOR, a project focused on the production of healthy meat products in northern Ecuador, which was supported through an agreement between the Governments of Ecuador and Belgium with the participation of INECI, MAGAP, CTB and local provincial and municipal governments, during the period 2004 - 2009. CODENOR, an organization of small scale animal producers, was created at the end of the project and currently comprises 14 base organizations and more than 14,000 members, 48% of which are women. The women tend to be from indigenous communities in Otavalo or Cayambe. The PNP support focuses on a new processing facility for CODENOR for specialty meat cuts and packaging for markets in Quito. PNP is supporting the strengthening of these market connections and the training in quality processing so the CODENOR products can enter and grow within this market space. The SOW calls specifically for attention to gender issues in the initiative and requires technical assistance by a gender specialist to ensure that both women and men are enabled to participate in and benefit from the initiative in all levels of production of the meat products, from farm level animal husbandry to work in the processing factory and in marketing. The SOW specifically calls for equal participation of men and women in all levels of decision making for the project and the new industry.

Gender recommendations:

- Assure that CODENOR incorporates a system to track and measure the participation of men and women in the production and processing initiative in order to be able to demonstrate progress in gender equality in terms of work, income and decision-making.
- Conduct a brief focused study on why mestizo women from non-indigenous communities of the Northern provinces are NOT engaged in the project and are not members of CODENOR. This study should make recommendations on how to encourage participation of non-indigenous women in this region.
- Conduct an in-house training for CODENOR on gender issues and awareness (based on the introductory workshop used for PNP technical staff and Carchi workshop). If successful, propose an on-going internal training program which would expand on the topic and add content and practice concerning problem of gender violence and *femicidio* (the killing of women for being women).

- Assure that gender variables are included in the work proposed on improving all the steps involved in the production and processing chain for the meat products, highlighting in particular how and why men and women participate at each step of the chain.

- Be aware of the potential for increasing gender violence among participants as a result of increased income for women either selling livestock to CODENOR or working within the new processing operation. Consider the inclusion of gender violence training within the training courses offered by the project.

Export of cacao through the port of Esmeraldas with CORPOESMERALDAS, Asociación de Artesanos La Unión (Asociación Eloy Alfaro) and PRONATEC

This project responds to an opportunity to enhance the sale of organic Ecuadorian cacao to international markets such that offered by PRONATEC (a Belgium or Swiss chocolate corporation, both nationalities are named in contract.) Prior development assistance has achieved increases in cacao production and quality by farmer associations in Esmeraldas province, improvements in port infrastructure permits higher volume export, and significant potential demand for organic cacao from the area has been established. The project objective is to implement new marketing mechanisms for cacao export and the development of specialized business services which together will increase the competitiveness of the cacao production sector in Esmeraldas and improve income and employment among cacao producers. Building on alliances among key actors in the cacao production and exportation chain in Esmeraldas and the interest of Corpoesmeraldas in assuming a strategic technical assistance role within this chain, the project will create a new fund to enhance the purchase of organic cacao and provide technical assistance to 600 cacao producing families and certify 2400 ha of organic cacao; improve the price of organic cacao by 8% for farmers; between sept 2011 and sept 2012 increase sales for participating farmer associations by 30%; and the renewal (re-planting with improved varieties) of 8% of the old cacao plantations of the association members. The SOW mentions specifically that a gender focus should be incorporated in the technical assistance provided to cacao farmers but does not provide details on how this will be achieved.

Gender recommendations:

- Ensure that women professionals apply for new positions created by the project and are fairly evaluated. Once the team that will be charged with the strengthening process for the export of cacao is selected and hired, analyze the inclusion of women and the capacity to work with women cacao producers. Provide specialized training to the team to be able to fortify the participation of women cacao producers and farmer association women leaders in the export process.

- Referring to activity 2.2 of the contract SOW (*Desarrollar e implementar **con las asociaciones un modelo de asistencia técnica y acompañamiento eficiente que apoye para mejorar la productividad de los cultivos** de sus beneficiarios que incluya un enfoque de género. Específicamente se refiere a mejorar el manejo económico en una manera más eficiente de cultivos que han sido renovados a través de acceso a plántulas nuevas.*) support the development of local capacity to include gender considerations in the improvement of the production of organic cacao. Analyze gender

differences in organic cacao production in order to determine if there are additional value added aspects to organic production of cacao when women are involved. As part of this, determine the role of women in cacao production within the participating association (Eloy Alfaro) and monitor whether more women become engaged in cacao production as a result of the project and why.

- In all training events supported by the project assure that women are explicitly invited. In the case of invitations to cacao producing families, invite a male and a female participant from each family to attend. Ensure that the time and location of events are amenable to the participation of women. When larger assemblies are planned, consider providing childcare so that women are able to participate fully. Include specific mechanisms to register and monitor the participation of men and women in all project training and other events and make this information visible as part of the evaluation, reporting and planning.
- Support the farmer associations and other organizations and business involved in the project to develop internal policies focused on achieving gender equality.
- Apply gender analysis to the baseline information generated by the project to add to the understanding of gender differences in the production of cacao in Esmeraldas.
- Assure that the narrative report to be produced about the success in the project includes a focus on women participants, gender roles in production, and the impact on women concerning their productivity, as well as their economic, social and political empowerment as a result of the project.
- Be aware of the potential for increasing gender violence among participants as a result of increased income for women from new jobs created by the project. Consider the inclusion of gender violence training within the training courses offered by the project.

5. Gender and the tourism sector in Ecuador

The following initiatives supported by the PNP to enhance development through tourism illuminate the need to better understand the overall roles of women in the tourism industry in Ecuador. This is a development sector that has received very little attention from feminist or gender focused social or economic research. Anecdotal observations, both my own and from Luis Maldonado, tourism specialist of the PNP, (personal communication, March 13, 2012) indicate that women play predominant roles in this industry in its urban contexts, both nationally and internationally, both as operators as well as service suppliers and employees at all levels of the business. However, most studies on tourism in Ecuador do not draw attention to this fact nor do they provide gender focused analysis. The three studies presented below are an exception and provide some light on the subject of gender and tourism.

A study commissioned by CEPAL-GTZ in 2001 (Ordóñez, Martha, 2001. *El turismo en la economía ecuatoriana: la situación laboral desde una perspectiva de género*. Proyecto CEPAL-GIZ “Institucionalización del enfoque de género en la CEPAL y Ministerios Sectoriales”, Unidad Mujer y Desarrollo, CEPAL, Santiago, Chile) presents an analysis of men’s and women’s participation in the general economy of Ecuador at the end of the 90’s and the economic contribution from the tourism sector

disaggregated by gender. Though the data at the time only permitted an analysis of the hotel, restaurant and travel industries in terms of tourism in the PIB, the study concluded that the tourism sector, though still incipient, increased significantly in the 90's. Even so, the analysis of policies relevant to gender issues in tourism demonstrates only generalized strategies and nothing to specifically promote or protect women in the tourism sector. The study shows that during the 90's women's participation overall in economic activities averaged 40%, but in the hotel and restaurant industries was between 52-56 %, compared to an intensity for men in the same sector at 44-48%. It is important to note that the study reports that overall in Ecuador in the 90's though women's salaries increased more than men's, women's salary still represented only 82.5% of that for men (CEPAL p. 34). The difficulties of conducting gendered economic analysis of the tourism sector are highlighted due to the diversity of activities involved and the lack of national statistics that group activities specifically within tourism. Such difficulties limited analysis to the hotel and restaurant sector for which data was available. No information on gender differences among other service providers (agencies, travel, guides, and community based tourism) could be included in the study. Also, the study concentrated only on three cases: Quito, Imbabura and Esmeraldas. A series of policy recommendations concluded the study, ranging from increased training directed to women in order to enter the tourism sector, to technical assistance in gender analysis to tourism actors both in public and private sectors. Most recommendations were not specific to tourism but rather focused on more general policies to enhance the overall equality of women in the productive sectors nationally and for improving the reproductive inequities facing women as employees. While crucial for development overall, such recommendations are often overlooked by decision and policy makers operating in the tourism sector.

A recent compilation of social research on tourism in Ecuador (Prieto, Mercedes, 2001, *Espacios en disputa: el turismo en Ecuador*. Quito: FLACSO) presents evidence that tourism in local or rural communities can increase inequality and tilt power equilibrium especially in the context of community tourism or ecotourism. In an example comparing Amazonian communities with long trajectories of tourism participation (p. 16), a participatory evaluation of this experience indicated that tourism has generated new inequities and power imbalance. The women complained that income from tourism is directed only to the male heads of households and women are rarely paid for their work in tourism.

The incorporation of tourism activities in communities may aggravate existing internal or subterreanean conflicts unless adequate time and energy is invested in understanding the local context for such a project. Opportunities for new work in tourism in local communities may in fact strengthen traditional stereotypes of appropriate work for women and in effect limit women from being able to take advantages of the opportunities from tourism. Too often, tourism jobs simply extend the household division of labor to include care of tourists. The following model, though somewhat exaggerated, clarifies how tourism roles has often been inserted into existing community roles and valuation.

Women → care for the family in the household by cooking and cleaning, so women → become maids and cooks for the tourism activity, and the value of the new job is considered low because it has low economic value in the household.

Men → are traditionally hunters and traders so men → become guides for the tourism activity. Men learn foreign languages as part of their jobs and operate as brokers between the community and outsiders, a role with a higher value.

A case study conducted in a community in the páramos of the Antisana Ecological Reserve (Arroyo, Paulina, 1999. *Estudio de caso sobre las relaciones de género en la comunidad de Inga Monjserrat, Provincia de Pichincha, Ecuador*, en *Género y Páramo. Serie Páramo 2*. Quito: GTP/Abya Yala) revealed how stereotypes like those presented above were assumed by outsiders promoting a community tourism initiative. When women declined to work on the initiative, organizers had to reconsider their design and the definition of service work for the initiative.

In addition to these studies, a quick overview of tourism promotional materials about rural community tourism or ecotourism shows another tendency worth mentioning. With rare exceptions, these materials include photographs that show foreign women tourists doing a wide variety of activities (windsurfing, walking on beaches, visiting markets, seeing colonial sites, eating in restaurants, riding horses, and canoeing or rafting) while Ecuadorian women, especially in the communities visited by tourists, are playing the traditional roles mentioned above (maids in hotel rooms, serving food, weaving or dancing). The extent to which such materials affirm cultural stereotypes about women and limit opportunities for women to engage in new opportunities provided by the tourism industry has yet to be studied.

The situation described in the preceding paragraphs presents a unique opportunity to the PNP to support a study on gender and tourism in Ecuador, and the tourism initiatives being supported by the project would provide interesting and novel material for analysis because they combine community based tourism with high end major tourism operator businesses. Other aspects to include in such a study would be an analysis of tourism and nature guides, using Galapagos as a key case study, where some 60% of guides currently are women, and an analysis of current tendencies in sexual tourism in areas such as Otavalo. This study should also look beyond the business of touring itself and explore issues concerning how indigenous female and male identity is projected through tourism and how tourism modifies local identities or serves to strengthen them, in addition to creating increased wealth through new jobs or services.

Ruta del cacao with Corpoesmeraldas and CEVICANGRE

This initiative was elaborated by the Esmeraldas province agency for economic development (ADET), CORPOESMERALDAS, in order to create a new tourism circuit joining gastronomical and sporting events with farm tours as a way of allowing tourists to more fully understand and appreciate local afroesmeraldeño culture. The tourism activity, located in Rio Verde municipality, is intended to complement and widen the current available tourism offers which tend to center nearly exclusively on beach tourism in the south of the province (Atacames, Muisne, Punta Galeras). The project focuses on the Cevicangre association and the Asociación San Vicente that produces cacao, both located in the Vuelta Larga community. The tourism route is designed to give tourists an opportunity to have a longer visit to the area and to include activities beyond seafood consumption as part of visits to farms of the San Vicente association

where they can hike, learn about cacao production and processing, sample local fruits and swim in the river. In order to make the circuit functional a series of improvements to the local infrastructure and capacity are needed (bathrooms, boat ramps, boats) as well as training for guides and service providers. CORPOESMERALDAS hopes that the tourism circuit will increase the numbers of tourists visiting the area and the length of their stays, thus increasing the number of jobs and income for local inhabitants.

Gender recommendations:

- CERVICANGRE is an association with 11 women and 2 men members. The members are all from two families. The organization has received support in the past from other development agencies and has fairly good documentation of its history and experiences. This information could be used to write an interesting case study about the current PNP initiative. The case study could examine how the women and men are participating in the Project and what changes or impacts are being generated. Attention should be placed not only on the women, but on their families, looking at how the project and the work of the women in tourism impacts on other household members, the organization of domestic survival and care, and how decisions are made as to the allocation and use of income generated by the project. Such a study could be conducted by a university student through a small study grant.

- Ensure that monitoring data (lists of participants in training, visitor lists, work distribution tracking and income data) are disaggregated by gender and are made visible and analyzed by project institutions and participants to detect any gender discrimination and determine strategies to reduce inequities and inequalities.

- Be aware of the potential for increasing gender violence among participants as a result of increased income for women from new or increased tourism activities generated by the project. Currently the PNP technical advisor has noted conflict among the two families comprising members concerning salaries and the distribution of profits. It would be useful to consider including conflict management training with a gender focus as well as gender violence training within the training courses offered by the project.

ECO-TOURISM Project for the Mashpi Forest Reserve

In this project, PNP has partnered with Metropolitan Touring, the main tourism operator in Ecuador. Metropolitan Touring has invested significantly in the Mashpi Eco-lodge in Mashpi to promote sustainable use of the area's biodiversity and enrich the experience with high-value services. Such services will attract an international market thus bringing in needed resources to the area. Two activities are needed for this to occur: the professionalization of a group of naturalist guides trained in the structure and functioning of the local highly diverse ecosystem, and support for training service workers for employment in Mashpi Eco-lodge. Training for naturalist guides will include two audiences: free lance professionals who occasionally will come to the area, focusing on increasing their specialized knowledge about the local biodiversity of Mashpi; and 14 selected community residents to become new employee guides of the Mashpi Eco-lodge. While urban based naturalist guides appear to be equally composed of men and women (Galapagos has 60% women), community guides usually tend to be men with very few women entering this profession. The new training courses

provide an opportunity to include women by encouraging and facilitating their participation in the training events required for being hired.

The project will also conduct a diagnostic study of the Mashpi community in order to better understand current and future community-ecolodge and tourism relationships. This study calls for gender disaggregation of the community population.

The project will conduct a training course for selected community residents in hotel management and services. Though gender is not mentioned as a criteria for selection, this activity offers a good opportunity for both men and women to receive training and access to local employment in tourism.

Gender recommendations:

- Efforts should be made by project leaders to ensure that women as well as men are encouraged to apply for the training opportunities both as guides and service providers. Announcements for the courses should indicate that half the openings will be reserved for qualified women candidates and should explicitly indicate that both men and women are encouraged to apply. However, in the case that not enough women apply, the openings can be filled with men or vice versa.
- Gender issues concerning guiding and service provision in tourism should be included in each of the training courses as well as explicit training on gender violence.
- All information in the community study should be disaggregated by gender with special attention to the income, employment and education variables, and not just to the overall population statistics of the community.
- Project leaders need to be aware of the potential for increasing gender violence among members of the community as a result of increased income for those women and men who are selected for new jobs created by the project. In the activities and events to be sponsored for the entire community population, the topic of gender violence and its impact on families, communities and development should be included.

Tourism Promotion Project and Tourism clubs in Ecuador with support from Ecuadorian company Metropolitan Touring

This project aims to increase the number of tourists visiting Ecuador and tourism sales by applying a new promotional strategy in three priority markets for Ecuador's tourism (United States, Germany, United Kingdom). The new strategy includes familiarization trips, press activities and hiring of public relations executives specialized in promoting tourist proposals for these markets. By working in alliance with Metropolitan Touring and the three tourism clubs supported by PNP, the project will support small tourism business participation. As a result of the project 60,000 new tourists are anticipated representing sales of approximately US\$ 30 million. The project contract call for attention to gender issues in the construction of the project workplan: *This work plan should consider the relevant gender participation in its implementation and expected results for each action during 2012. For this purpose, Subcontractor should consider training, empowerment and other programs to ensure woman's benefit from these activities.*

Gender recommendations:

- In addition to including gender considerations in the workplan, it is important for the PNP to encourage the inclusion of gender variables in the Metropolitan Touring methodology for tracking project indicators.
- Given Metropolitan Touring's position within Ecuador's tourism sector at 70% of the total tourism market, MT could play an important role in influencing changes in the current situation concerning the very high level of gender violence in the country by including this topic in training sessions and as a pragmatic part of the know-how that the company imparts to its partners and clients. This idea should be part of discussions between MT and PNP in terms of broader actions that improve the social environment for tourism in Ecuador, for tourists as well as those who serve the tourist sector.

Marketing Strategy in the Tourism Sector as is the Tourism Product Club Ecuadorian Amazon (sic) with the Cámara Provincial de Turismo de Pichincha, CAPTUR

This project complements the prior project by providing support to the tourism clubs for the Amazon, historic center of Quito, and the haciendas of Ecuador. Gender issues are not raised specifically within the contract SOW. Since the project centers on supporting CAPTUR to support the tourism clubs with administrative and marketing technical assistance, gender analysis and the inclusion of gender variables would be more relevant in the workplans for each tourism club.

Gender recommendations:

- Assist CAPTUR in learning about gender issues in tourism in order that CAPTUR can include gender concerns in the work it does to provide technical and administrative assistance to the diverse group of smaller tourism businesses and operators within each tourism club.
- Consider providing support to CAPTUR for the inclusion of attention to gender violence as part of the training provided to the tourism clubs.

6. Consolidated policy recommendations to the PNP

Based on the observations gained by visiting project sites, reviewing Scopes of Work for projects, discussing gender issues with the Technical Services Unit consultants, and the explicit recommendations made for each of the projects presented in the preceding sections, PNP should consider adopting the following gender policies for all activities supported in the future (be they biodiversity protection, agribusiness, tourism, etc.):

- As part of the initial diagnosis for project feasibility include analysis of how men and women are involved currently in the production process/activity to be supported by PNP, who is controlling the resources and benefits of their involvement and based on the results of this analysis, determine how women's participation can be increased and enhanced through the operation of the project. Include specific language and activities to enhance and increase women's participation in the contractual agreements for the project.
- Use the above information to design, when appropriate and necessary, separate training sessions for men and women, to better ensure the possibility for equal participation in project training.

- In joint (male and female) training sessions, ensure that adequate invitations have been made so that women and men are encouraged to participate and that the timing and location of the events do not conflict with times that are difficult for women (meal preparation or child care times).
- Ensure that the training location facilities hired or used with project resources allow access to all project participants, both male and female, and especially those with disabilities.
- Require that the project counterparts (be they Prefectures, ADETs, anchor firms, farmer associations, tourism operators etc.) hire equal numbers of men and women to implement the project.
- Require that project counterparts have 50% women as extension agents that are involved in the project.
- Train all project staff and counterparts in basic gender issues, concepts and methods appropriate to the content and objectives of supported projects.
- In all projects that include credit as a project component, require that the processes to select “credit worthy” candidates do not automatically exclude women due to their lack of titular ownership of land, collateral, or previous credit experience.
- Share with each anchor firm partner, information on violence prevention training in the workplace and the impact on productivity due to violence against women. Support the organization of training sessions directly focused on this topic with partners in each supported project. Insist on full participation of management in such sessions.
- Encourage all actors engaged with PNP projects to include gender policies as part of their overall institutional policy and support this effort with examples and specific gender technical assistance.

The above policies can be written into the memorandums of understanding or subcontracts that PNII signs with project counterparts, further ensuring a gender lens to its work.