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# GENDER STRATEGY

Kenya Horticulture Competitiveness Project



June 21, 2011

This publication was produced for review by the United States Agency for International Development. It was prepared by Development & Training Services, Inc. (dTS).



Prepared for Fintrac Inc. under USAID Prime Contract Number EDH-I-00-05-00007-00 —USAID-KHCP

**USAID-KHCP**

Piedmont Plaza  
Ngong Rd.  
P.O. Box 3074-00506  
Nyayo Stadium, Nairobi, Kenya  
Tel: 020 - 2121838, 020 -2121839, 020 -2023314  
Fax: 020 - 2121837  
khcp@fintrac.com  
www.growKenya.org

**Fintrac Inc.**

www.fintrac.com  
info@fintrac.com

*US Virgin Islands*

3077 Kronprindsens Gade 72  
St. Thomas, USVI 00802  
Tel: (340) 776-7600  
Fax: (340) 776-7601

*Washington, D.C.*

1436 U Street NW, Suite 303  
Washington, D.C. 20009 USA  
Tel: (202) 462-8475  
Fax: (202) 462-8478

**Prepared by Development & Training Services, Inc. (dTS)**

4600 North Fairfax Drive, Suite 304  
Arlington, VA 22203

Tel: (703) 465-9388  
Fax: (703) 465-9344  
www.onlinedts.com

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## COVER PHOTO

Members of Tambulukha Self Help group in Bumula, Bungoma County inspect orange fleshed sweet potato vines.

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# ACRONYMS

ADPP	Animal Draft Power Program
ADS	Automated Directive System
ATIP	Agricultural Technologies and Information Program
ARDAP	Appropriate Rural Development Agricultural Program
BISEP	Business Initiatives for Survival and Eradication of Poverty
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CBO	Community Based Organization
dTS	Development and Training Services, Inc. (dTS)
FAO	Food and Agriculture Organization of the United Nations
FHH	Female-headed Household
GNCP	Good Neighbours Community Programme
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
IFAD	International Fund for Agricultural Development
KES	Kenya Shillings
KHCP	Kenya Horticulture Competitiveness Project
KHDP	Kenya Horticulture Development Program
KWFT	Kenya Women's Finance Trust
M&E	Monitoring and Evaluation
M-PESA	Mobile Phone system of transferring funds
NGO	Non-governmental Organization
PPDC	Pwani Projects Development Consultants
SoW	Statement of Work
TOT	Training of Trainers
UCCS	Ukamba Christian Community Services
USAID	United States Agency for International Development

# EXECUTIVE SUMMARY

The Kenya Horticulture Competitiveness Project (KHCP) is a five-year USAID-funded program implemented by Fintrac Inc. The goal of the project is to achieve a highly competitive Kenyan horticulture industry. To achieve this goal, USAID-KHCP collaborates with public and private sector partners to address constraints and improve the enabling environment in four components of the horticulture industry: Productivity Enhancement and Food Security; Upgrading and Value Addition; Value Chain Coordination, Marketing and Trade Promotion; and Business Environment and Institutional Capacity Building. Under USAID-KHCP much of the direct farmer training and outreach that was previously managed by project staff under USAID-KHDP will now be undertaken by implementing partners. This will necessitate a significant scaling up of previous core gender procedures. In particular, project partners will need to be trained in gender analysis and addressing gender-based constraints to increase agricultural productivity, expand women's control over resources, and improve women's decision making and leadership opportunities.

To achieve this, Development & Training Services, Inc. (dTS), through its subcontract with Fintrac, was contracted to develop a gender strategy that will enable project partners to integrate gender considerations throughout project activities. The first portion of dTS' statement of work (SoW) involved conducting an overall gender assessment of USAID-KHCP's operating regions to diagnose country-specific constraints to female farmers' productive participation in project activities. The findings from the gender assessment were presented in the USAID-KHCP Trip Report/Gender Assessment submitted to Fintrac in March 2011. The gender assessment informed the development of a gender strategy as presented in this report.

The main components of the USAID-KHCP Gender Strategy include: Gender Strategy Goals and Objectives; Underlying Assumptions; and, Gender Strategy Components. The aim of the strategy is to:

1. Enhance the competitiveness of the Kenyan horticulture industry by reducing inefficiencies and addressing challenges that originate from gender-based constraints.
2. Increase opportunities for women within the horticulture industry.
3. Improve the ability of USAID-KHCP to meet its program objectives.

To achieve the goals of the strategy, the following objectives must be met:

- Increased **accountability** for identifying and addressing gender issues throughout program operation and implementation.
- Enhanced **awareness** of internal and external gender dynamics that affect USAID-KHCP work.
- Increased **analysis** of the synergies between gender equality, competitiveness and program objectives.
- Targeted **action** that leads to “win-win” outcomes for gender equality and competitiveness within the horticulture industry.

The gender strategy is intended to provide a framework that guides how USAID-KHCP addresses gender issues. It is important to recognize that the gender strategy is not an action plan. Drawing on lessons learned from integrating gender into other agricultural programs, it is suggested that USAID-KHCP adopt a collaborative and iterative approach to developing a gender action plan that details the implementation of the overall gender strategy. A collaborative process will help ensure that the implementation plans have buy-in from staff and partners, reflect the manageable interests of the program and incorporate the diversity of gender roles and relations present across the regions where USAID-KHCP operates.

# I. INTRODUCTION

## I.1 PROJECT BACKGROUND

USAID-KHCP is building on standards compliance, increased productivity and product development, and is also charged with improving food security and nutrition, identifying value-addition opportunities and improving the business environment for horticultural investment and diversification. Cross-cutting activities of the project, including gender mainstreaming, environmental stewardship and natural resource management, are embedded in all interventions.

USAID-KHCP builds on the successes and lessons learned of Fintrac's previous Kenya Horticulture Development Program (USAID-KHDP) from 2003 to 2010. USAID-KHDP focused on maintaining and increasing exports of horticultural products through smallholder compliance with international quality standards; improving domestic markets by increasing horticultural productivity; and developing and commercializing new crops and processed products for smallholders.

USAID-KHDP integrated a gender mainstreaming strategy that yielded considerable success. For example, through the introduction of gender sensitive membership criteria the project experienced an increase in female membership in associations. This in turn translated to more women elected to leadership positions within these associations. Training was designed using gender sensitive strategies including scheduling trainings at times that would encourage optimum attendance by women. The introduction of labor saving techniques and technology also resulted in more women adopting improved technology. As a result of these gender integration strategies almost half of USAID-KHDP's clientele were women.

## I.2 OVERVIEW OF STATEMENT OF WORK

Under USAID-KHCP, most of the direct farmer training and outreach that was previously managed by project staff under USAID-KHDP will now be taken over by implementing partners. This will necessitate a significant scaling-up of previous core gender procedures. For example, because project partners will have the most direct interaction and impact on beneficiary farmers, it is necessary for the project to introduce a gender mainstreaming strategy at the partner-level in order to increase agricultural productivity, expand women's control over resources and improve women's decision-making and leadership opportunities.

Development & Training Services, Inc. (dTS), through its subcontract with Fintrac, was contracted to develop a gender mainstreaming strategy that will enable project partners to integrate gender considerations throughout project activities. In particular, the objectives of dTS' scope of work (SoW) include:

- Conduct an overall gender assessment of USAID-KHCP's operating regions to diagnose country-specific constraints to female farmers' productive participation in project activities.
- Develop a gender strategy, within the partner context;
- Assess the identified gender program partners' capacity to act as the implementer, with the assistance of designated USAID-KHCP staff, of this strategy for USAID-KHCP project partners.
- Develop a short curriculum for the gender program partners to use to train other USAID-KHCP partners in the gender mainstreaming strategy.
- Hold a workshop with USAID-KHCP staff and gender program partners to present and train on the newly-developed gender mainstreaming strategy, reporting requirements and curriculum

The Gender Assessment took place from January 20 through February 17, 2011 during which time visits were made to all USAID-KHCP field offices. Findings and recommendations from the gender assessment have

been presented in the USAID-KHCP Trip Report/Gender Assessment Report submitted to Fintrac in March 2011.

This report constitutes the proposed USAID-KHCP gender strategy. The report is structured to first present a foundation of the main tenets and concepts of gender. The report then provides a detailed discussion of the gender strategy. Illustrative gender actions are presented next followed by a discussion of monitoring and evaluation (M&E). Finally, the report presents recommended next steps to enact the gender strategy.

## 2. GENDER DEFINITIONS

### 2.1 COMMON GENDER TERMS

Gender discourse includes different terms with varied definitions and implications. As such, this section of the report highlights the definitions and implications of some of the key terms. A more detailed glossary of gender terms is provided in Annex A.

Perhaps the most important definition to understand is what is meant by the term ‘gender’. Not to be confused with the term ‘sex’, which refers to the biological characteristics that distinguish male and females, the term ‘gender’ refers to the economic, social, political and cultural attributes and opportunities associated with being male or female. A social construct (developed and defined by society), gender is dynamic and varies across cultures as much as within countries based on such factors as social and economic class and geographic location.

Gender roles are the behaviors, tasks, and responsibilities that society considers appropriate for women and men based on cultural norms, beliefs and perceptions. Gender roles change and evolve over time and should therefore never be assumed. Consequently, gender analysis, which refers to the systematic gathering and analysis of information on gender differences, is critical to identifying the roles of men and women, their access to resources, division of labor and constraints. Through gender analysis gender based constraints are often revealed. Gender based constraints represent the restrictions of men and women to access resources and opportunities.

Gender analysis and the identification of gender based constraints are critical steps that inform the development of a gender mainstreaming strategy. Gender mainstreaming is the process of assessing the implication for women and men of any planned action, including legislation, policies or programs, in all areas and at all levels. It is a strategy for making women’s as well as men’s concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all economic and societal spheres so that women and men benefit equally. Integrating a gender perspective allows for the advancement of gender equality and equity regardless of whether it is women or men whose position needs to be advanced.

### 2.2 USAID GENDER REQUIREMENTS

USAID’s operations manual specifically addresses gender and gender analysis through its Automated Directive System (ADS), which states:

“Gender issues are central to the achievement of strategic plans and Assistance Objectives (AO), and the United States Agency for International Development (USAID or the Agency) is striving deliberately to promote gender equality, in which both men and women have equal opportunity to benefit from and

contribute to economic, social, cultural, and political development; enjoy socially valued resources and rewards; and realize their human rights.”<sup>1</sup>

All USAID supported programs must adhere to this gender policy and must include a gender analysis that specifically examines two key questions with regard to gender issues:

- 1) How will the different roles and status of women and men affect the work to be undertaken?
- 2) How will the anticipated results of the work affect women and men differently?

Question 1 aims to understand how the different roles and status of women and men affect project activities, outcomes and impact. This aspect of analysis includes an analysis of the relationships between men and women and also how government or institutional structures and policies shape those relationships.

Question 2 requires a consideration of the consequences of the project’s implementation on gender relations. A baseline with indicators that measure shifts in gender relations should be conducted early in the project implementation. The point of the second question is to make sure that projects are designed and implemented with consideration of how women and men may benefit from the interventions.

### 3. MAKING THE CASE FOR GENDER

Given the extensive participation of women in all aspects of agricultural production, the mainstreaming of gender is a key strategy not only for the promotion of equality between men and women, but also for sustainable agricultural and rural development and economic growth in developing countries. In fact, promoting gender equality in agriculture is good business for the household, for the region and for the country. The UN Food and Agriculture Organization (FAO) has estimated that just giving women the same access as men to agricultural resources could increase production on women’s farms in developing countries by 20 to 30 percent. That would raise the total agricultural production by a significant percentage in Kenya and go a long way in reducing poverty and food insecurity. As an example, women are the key to food security for their households. When women have income, evidence shows that the income is likely to be spent on food and family needs. This phenomenon could have a major impact on household nutritional levels and family health as women increase their income through agricultural production.

Women have a critical role in food production in Kenya. They are active at every point in the food chain and in addition are usually responsible for protecting the safety and nutritional value of food in their households. Rural women in particular are responsible for 80 percent of paid and unpaid labor in food production including staple crops, which provide up to 90 percent of the food consumed by rural poor. Their contribution to secondary crop production such as legumes, fruits, vegetables, wild roots and tubers, is even greater. Grown mainly in home gardens, these crops provide essential nutrients and are often the only food available during the lean seasons or when the main harvest fails.

### 4. USAID-KHCP GENDER STRATEGY

Given that direct farmer training and outreach will be the responsibility of USAID-KHCP implementing partners, it becomes critical for USAID-KHCP partners to follow a gender strategy to continue the momentum and broaden the gender gains achieved through USAID-KHCP. Thus, the purpose of the gender mainstreaming strategy is to enable the project to increase agricultural productivity, expand women’s control over resources and improve women’s decision-making and leadership opportunities. An additional objective

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<sup>1</sup> ADS 201.3.9.3 Gender Analysis. Effective date: 11/5/2009.

is to increase household food supply and nutrition. The primary purpose of the USAID-KHCP gender strategy is for application at the partner-level.

The main components of the USAID-KHCP Gender Strategy include:

- Gender Strategy Goals and Objectives
- Underlying Assumptions
- Gender Strategy Components

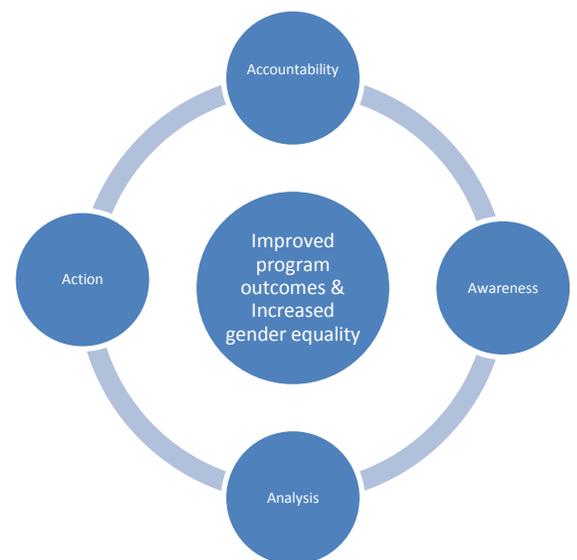
## 4.1 GENDER STRATEGY GOALS AND OBJECTIVES

The aim of the gender strategy is to:

4. Enhance the competitiveness of the Kenyan horticulture industry by reducing inefficiencies and addressing challenges that originate from gender-based constraints.
5. Increase opportunities for women within the horticulture industry.
6. Improve the ability of USAID-KHCP to meet its program objectives.

In order to achieve the goals of the strategy, the following objectives must be met:

- Increased **accountability** for identifying and addressing gender issues throughout program operation and implementation.
- Enhanced **awareness** of internal and external gender dynamics that affect USAID-KHCP work.
- Increased **analysis** of the synergies between gender equality, competitiveness and program objectives.
- Targeted **action** that leads to “win-win” outcomes for gender equality and competitiveness within the horticulture industry.



## 4.2 UNDERLYING ASSUMPTIONS

The gender strategy is informed by the following three assumptions.

1. **Gender roles and relations affect the competitiveness of the Kenyan horticulture industry.** It is widely accepted that social and cultural factors shape economic outcomes. Part of this social context includes gender roles and relations. These roles and relations affect the behavior and decisions of different economic actors at both the individual and firm level. Understanding the challenges that limit the competitiveness of the Kenyan horticulture industry cannot be isolated from an examination of the how gender roles and relations shape and impact particular behavior and outcomes within the industry.
2. **Gender equality and competitiveness within the horticulture Industry are mutually supportive goals.** As USAID-KHCP has already learned, gender equality is not only the right strategy, it is a smart strategy. Strong evidence supports considering gender issues in pro-poor economic growth programs. Numerous studies have found a correlation between gender equality and economic growth, both in cross-country comparison and in comparisons over time. Other research

shows that gender inequalities are costly. Gender inequalities affect competitiveness by restraining productivity, growth, output and indirectly hindering trade performance.

3. **Achieving “win-win” solutions requires concerted and continuing effort.** Experience and lessons learned indicate that addressing gender issues within programs requires more than good intentions. This strategy assumes that USAID-KHCP has and will continue to identify opportunities for reducing gender inequality and supporting women’s economic advancement. It assumes that staff and partners will take the time and energy to grapple with the linkages between gender, competitiveness and program objectives and seek out opportunities to incorporate gender considerations in their daily work.

## 4.3 GENDER STRATEGY COMPONENTS

This section provides an overview of each of the four components of the gender strategy: accountability, awareness, analysis and action. At the end of each component, outputs and progress indicators are suggested to track and measure the success of the strategy. These suggestions are starting points. It is envisioned that the outputs and indicators will be refined with input from program staff and partners to ensure that they are feasible and meet the needs of the program. It is also assumed that indicators that track the overall success of the strategy will be developed in collaboration with USAID-KHCP staff.

### 4.3.1 Accountability

Strengthening accountability is a vital component for ensuring that gender considerations are integrated throughout the program. Staff and partners must be held responsible for identifying and addressing gender issues in their daily work. Effective gender-responsive accountability requires both assessment and corrective action. USAID-KHCP has already adopted an important approach for ensuring accountability – project targets. The aim of the accountability component is to ensure that the promotion of gender equality is made essential to the effective functioning of USAID-KHCP. Three levels where accountability is needed include – normative, procedural and cultural.

1. **Normative:** Ensuring that staff and partners are responsible for understanding and addressing gender considerations in their work starts with developing a normative framework for gender equality. This includes developing and adopting gender principles or a gender policy that will guide the program.

Illustrative principles include but are not limited to:

- We will seek to understand men’s and women’s roles and relations so that we can better anticipate and address gender-based opportunities and seize opportunities to promote gender equality.
- We will foster equitable participation by creating conditions for both men and women to attend trainings and workshops and benefit from services.
- We will address the needs of women by actively recognizing gender differences and designing activities that respond to the needs of both men and women.
- We will support women’s economic advancement by actively seeking out opportunities for women.
- We will promote gender equitable market-driven solutions through our partnerships with the private sector – facilitating their understanding of how addressing gender issues is “smart business.”
- We will include men in defining the “problem” and the solution.

2. Procedural: To enact the adopted principles, procedures and guidelines are often required. Several types of procedures are discussed below.
  - Partner Agreements: Incorporating gender considerations into terms of reference with new partners
  - Firm Selection: Incorporating gender equity into criteria for providing technical assistance to firms
  - Incentives: To motivate staff and partners to respond to the needs of women, USAID-KHCP can develop incentives that provide positive reinforcement such as recognition, promotion and additional training.
  - Performance Review:
    - i. Partners: Developing and administering gender scorecards for partners
    - ii. Staff: Incorporating gender considerations into employee performance reviews
    - iii. Program: Developing gender-sensitive indicators to measure progress in achieving gender equality
3. Cultural: Accountability also includes efforts to change or address gender-biases in attitudes. This can occur at the program level among staff, with partners and as staff and partners interact with firms and individuals.

**ACCOUNTABILITY:**

Outputs:

- Gender equitable principles developed and adopted
- Commitments to gender equality incorporated into terms of reference
- Incentives to encourage efforts toward gender equality designed
- Gender scorecards developed
- Gender considerations incorporated into program staff performance review
- Gender-sensitive indicators designed

Results

- Staff and partners adopt and commit to gender equitable principles
- Staff and partners regularly report on successes and challenges related to addressing gender issues

Progress Indicators

- Frequency and percent of staff and partners reporting on gender issues
- Percent change in gender scorecard scores among partners

#### 4.3.2 Awareness

Opportunities to enhance competitiveness are often missed because practitioners are not aware of the critical links between gender, agriculture and economic growth. Even when practitioners recognize the importance of addressing gender issues, knowledge is not necessarily translated into action. To effectively assess and integrate men's and women's concerns throughout USAID-KHCP, program staff and partners must increase their awareness of gender issues relevant to program outcomes and components. And, at the same time become attune to the ways in which their own attitudes, beliefs and perceptions about gender influence the extent to which men's and women's concerns are incorporated into program activities.

The awareness component of the strategy is aimed at awareness raising that leads to action. Trainings, tools and communication pieces will be designed to reflect the manageable interests of the program. Gender issues will be situated within the work as opposed to outside of the work. Attention will be placed on raising

awareness of how external (regional or country level) and internal (organizational level) gender relations affect the outcomes of USAID-KHCP work.

*External:* Program activities occur within a social context. Gender differences and inequalities shape program outcomes and impacts. As USAID-KHCP staff and partners explore the relationship between the program and gender, it is important that equal weight is rendered to the impact gender roles and relations have on program efforts and the impact program efforts can have on gender roles and relations for good or ill.

Below are illustrative examples of areas where attention to gender differences may affect the outcomes and impacts of Year 2 activities.

Program Component	Activity	Potential Gender Issues	Potential Outcome	Potential Impact
Productivity Enhancement and Food Security	Training Workshops	Mobility restrictions  Social acceptability of venues  Time poverty	Women are not able to participate in training workshop	Disparities in men and women's access to knowledge and access to services exacerbated  Project is not able to meet its target of women's participation  Project limited in reach of number of farmers using new technologies
	Crop Production Guides	Gender differences in levels of knowledge related to agriculture/familiarity with terminology  Images and graphics that reflect gendered social norms	Guides are not accessible to men and women  The guides reinforce gender stereotypes	Impact of guides is limited  Gender bias created
Value Chain Coordination, Marketing and Trade Promotion	MIS strategy designed with stakeholders	Gender differences in networks influence how stakeholders are selected  Gender differences in priorities or interests related to MIS	Women's participation as stakeholders is limited  MIS strategy only reflects interests of men	Number of individuals accessing MIS limited  Gender bias created

Awareness efforts will be customized to needs and interests of USAID-KHCP to increase awareness of the links between program activities and outcomes and gender relations.

*Internal:* Each person and organization carries with it a set of beliefs about men and women. These beliefs inform action. As USAID-KHCP identifies new partners and deepens existing partnerships, efforts should be undertaken to explore how the partner's organizational culture is or will further or limit efforts aimed at

gender equality. For example, if gender-stereotypes (“all men are lazy” or “all women are greedy”) are not challenged inside the office it is doubtful that they will be challenged outside of the office. Effectively meeting gender targets or gender-friendly service delivery, as outlined in USAID-KHCP’s gender approach, may be compromised if internal gender dynamics are not uncovered.

The existing USAID-KHCP gender approach reflects baseline knowledge of the connection between program outcomes and gender relations. Training materials and tools will be designed to build upon that knowledge base. Gender issues will be uncovered in a participatory process with USAID-KHCP staff and partners. Development of tools will be approached from the mindset that awareness to gender issues is an on-going process. Programs evolve and gender relations change, thus the need to examine their relationship is not a one-time event.

**AWARENESS:**

Outputs

- Training materials designed
- Tools developed
- Trainings and technical service delivered (via multiple methods webinar, in-person and online)
- Internal audit conducted on organizational culture as it relates to the implementation of the gender strategy

Results

- Regular meetings held to discuss gender issues (internal and external) that are important for the effective implementation of USAID-KHCP work
- Gender issues are regularly brought up and addressed in program meetings, client visits, etc.

Progress Indicators

- # of people trained
- # of people using tools
- Change in awareness related to linkages between gender, horticulture competitiveness and program objectives
- Change in ability of staff and partners to connect gender roles and relations to their work and program objectives

### 4.3.3 Analysis

Gender analysis, within this component, is envisioned as continually connecting what is known about gender relations to discussions, decisions and activity design. Analysis is needed to move from identifying gender issues to removing gender-based constraints, capitalizing opportunities and assessing impact of interventions. Four objectives of gender analysis include:

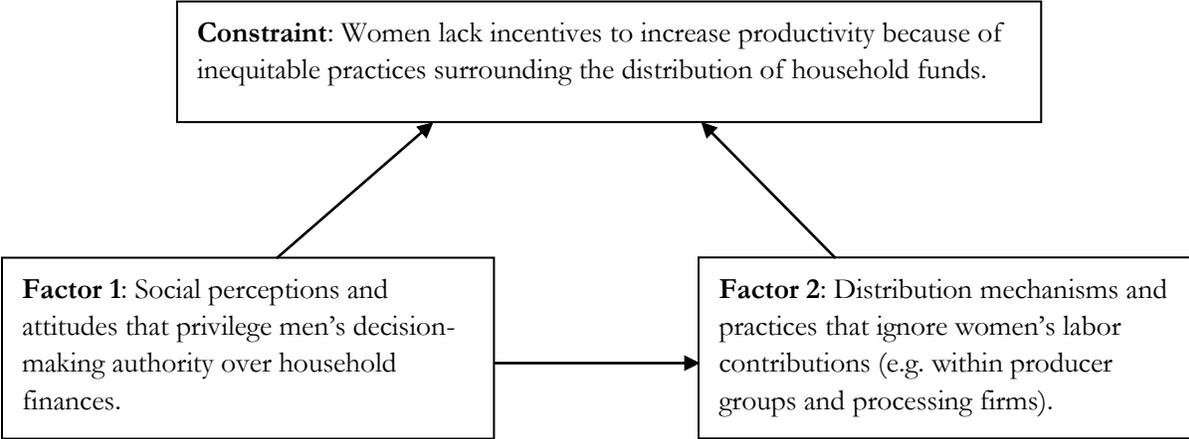
1. *Identifying gender-based constraints.*

The basic process is to diagnose gender inequalities that will have negative impacts on program objectives, women’s economic advancement, and overall economic competitiveness. Once gender inequalities have been assessed and prioritized, USAID-KHCP staff and partners can then further investigate the causes and propose solutions. The proposed analysis process draws on the principles outlined in *Promoting Gender Equitable Opportunities in Agricultural Value Chains: A Handbook*.

Several gender-based constraints that have explicit implications for USAID-KHCP’s efforts were identified through the gender assessment. The chart below provides a snapshot of what the gender-based constraint identification process might look like.

Information about Men/Women	Diagnosis	Potential Impacts on the Program
Women have limited decision-making authority regarding the use of household finances	Women lack incentives to increase agricultural productivity because of the inequitable distribution of funds within the household	Efforts to increase women’s productivity through improved technology may be limited if women’s incentives are not addressed
Once crops are sold, men often decide how much of the income is allocated to women in the household regardless of their labor inputs		Efforts to improve quality and value added may be limited if women’s incentives are not addressed

Women’s lack of incentives to increase productivity may compromise the achievement of important program aims. Further exploring the factors or underlying causes that shape the current incentives structure is important for determining appropriate action. An illustrative factor analysis is provided below.



The process of identifying gender-based constraints should be included in all new analyses. Program Year 2 analyses and studies that should incorporate a gender lens include:

- Market analyses for crops/value added products
- Value chain studies for products with potential
- Strategic analysis of industry policies and constraints
- Processing/value-added feasibility studies

2. *Identifying opportunities to promote gender equality.*

Analysis is also needed to determine opportunities that can maximize project impacts and gender equality. USAID-KHCP’s gender approach has a lens toward promoting opportunities for women – be it through crop selection, enterprise selection or technology selection. The focus within the analysis component will be further exploring the intersection of program outcomes and gender equality.

Illustrative examples of opportunities to promote gender equality based on Program Year 2 activities are provided below.

Component	Opportunity	Potential Impact
Enhanced Value-Addition	Promote gender equitable practices during technical assistance visits at factory/client sites	Raise awareness of clients about the business case for gender equality Increase productivity incentives for suppliers Increase productivity incentives for employees (which in turn affect volume and value from that site)
Business Environment & Institutional Capacity-Building	Advocate for women within the horticulture industry through participation on the National Horticulture Task Force	Raise awareness of the importance of addressing gender issues Ensure that men's and women's interests and needs are included within discussions at the national level

### 3. *Hypothesizing potential gendered impacts of program activities.*

As the program continues to design and develop new activities, analysis is needed to determine how and to what extent efforts may impact men and women differently. Taking time to hypothesize impacts allows for opportunities for staff and partners to think through how activities can be designed to ensure that both men's and women's needs are addressed and mitigate potential negative effects.

For example, as USAID-KHCP develops training workshops in standards compliance thought should be given to how the design of the materials will reach and benefit both men and women. Illustrative questions to explore include:

- Do men and women have different levels of knowledge regarding standards compliance?
- Do men and women face different challenges regarding to standards compliance?
- Do men and women need different types of supports or tools for ensuring standards compliance based on the existing business environment?
- What strategies can be adopted to incorporate gender difference into the design of the training materials and workshops?

### 4. *Assessing gender differentiated impacts of program activities.*

Analysis of sex disaggregated data is critical for understanding challenges and adjusting approaches. For example, tracking the number of women-owned service providers receiving subgrant awards is important. If data reveals that few women are sub-grant recipients, it presents the program with an opportunity to explore why. Do women service providers know about the program and subgrant award process? Do women service providers need additional support in applying for the awards? Analysis of gender differentiated outcomes can then inform how the program approaches the subgrant award process.

Illustrative examples where differential outcomes for women should be monitored and analyzed include:

Indicator	Potential Factors
Number of women using women using improved technologies relative to men	- Women's attendance rates at training workshops - Extent to which improved technologies meet women's needs (weight, maneuverability, durability, maintenance, social acceptability, cost)

Indicator	Potential Factors
Number of women owned firms receiving capacity building assistance to export	<ul style="list-style-type: none"> <li>- Process through which firms are identified</li> <li>- Extent to which training workshops address factors that facilitate women's participation</li> </ul>
Number of women accessing MIS	<ul style="list-style-type: none"> <li>- Stakeholders included in development process</li> <li>- Extent to which design reflects needs of men and women</li> </ul>
Women's percent change in productivity of targeted commodities	<ul style="list-style-type: none"> <li>- Different levels of access to assets</li> <li>- Different types of assistance rendered to women vs. men</li> <li>- Extent to which assistance meets the needs of both men and women</li> <li>- Different levels of adoption of new technology</li> </ul>

Constraints, opportunities and assessment measures should be identified through a participatory process with USAID-KHCP staff and partners. Tools will be designed to help USAID-KHCP apply principles of gender analysis at different moments throughout the program cycle.

<p><u>ANALYSIS:</u></p> <p><u>Outputs:</u></p> <ul style="list-style-type: none"> <li>• Training materials designed</li> <li>• Tools delivered</li> <li>• Trainings and technical assistance delivered (via multiple methods webinar, in-person and online)</li> </ul> <p><u>Results</u></p> <ul style="list-style-type: none"> <li>• Staff and partners are able to apply integrate gender analysis into studies, reports and assessments</li> <li>• Staff and partners are able to identify opportunities to promoted gender equality through program components and activities</li> <li>• Staff and partners are able to hypothesize how program activities are likely to impact men and women differently</li> <li>• Staff and partners are able to assess and address gender differentiated outcomes</li> </ul> <p><u>Progress Indicators:</u></p> <ul style="list-style-type: none"> <li>• # of staff/partners trained</li> <li>• # of staff/partners using tools</li> <li>• Percentage of studies and reports that include elements of gender analysis</li> <li>• Percentage of program activities that incorporate promotion of gender equality</li> <li>• Percentage of activities that are assessed for potential gender differentiated impacts prior to commencement</li> <li>• Frequency with which M&amp;E data is analyzed to assess and address gender differentiated impacts</li> </ul>
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#### 4.3.4 Action

Awareness and analysis should lead to action. There is no single approach for addressing gender-based constraints and supporting women's economic advancements. As such, it is helpful to filter possible strategies or through a continuum of approaches - gender exploitative, gender accommodating and gender

transformative.<sup>2</sup> The goal should be to identify actions that achieve “win-win” for gender relations and competitiveness within the Kenyan horticulture industry.

Examples of potential actions, relative to the gender-based constraints identified through the gender assessment are provided below.

<b>Constraint</b>	<b>Factors</b>	<b>Potential Actions</b>
Women’s lack of incentives to increase productivity	Social perceptions and attitudes regarding men’s authority over household finances	Integrate “farming as a family business” approaches into training materials. Topics should include family financial management and budgeting.
	Distribution practices and mechanisms that ignore women’s labor contributions	Assess prevailing distribution mechanisms and practices within producer groups and firms receiving technical assistance
		Work with producers and sellers to design payment schemes that encourage positive change in gender relations and increase women’s productivity incentives (e.g. cash payments and nonmonetary contributions to the household).
Women lack access to land and land ownership	Land is typically registered to and owned by men	Advocate with the Government to support women’s land ownership
	Women are not aware of their land ownership rights	Support public information campaigns to educate men and women on their land ownership rights
		Establish linkages with legal clinics and associations for assistance in navigating access to land issues
Women are time poor	Women spend a large percentage of their day gathering water and fuel	Support women managed tree lots to produce fast growing trees suitable for firewood; a cooperative model should be explored whereby women can become “members” and receive discounts on the firewood.
		Sponsor a campaign, “Seeds to Seedlings” similar to how the Green Movement was able to involve women in home nurseries and tree planting.

<sup>2</sup> For a description of the Gender Continuum of Gender Integration Strategies see page 103 of the *Promoting Gender Equitable Practices in Agricultural Value Chains: A Handbook*.

Constraint	Factors	Potential Actions
		Identify and promote labor saving devices such as fire-less cookers, grain grinders, and water catchment systems.
Women have limited access to finance	Males typically control money	Strengthen the capacity and profitability of those crops where women are able to retain control over income.
	Women often do not meet the collateral requirements of lending institutions	Identify and design innovative distribution mechanisms that protect women's access to income.
	Financial institutions do not have the loan products that meet the needs of women producers	Explore innovative formal and informal microfinance options.

Examples of actions to promote gender equality through existing Program Year 2 work are included below.

Component	Opportunity	Action
Enhanced Value-Addition	Promote gender equitable practices during technical assistance visits at factory/client sites	Develop promotional piece on Gender Equality as Smart Business
		Develop Tips on Gender Equitable Employment Practices and Gender Equitable Distribution Mechanisms
		Provide TA for firms to help develop and implement equitable practices
Business Environment & Institutional Capacity-Building	Advocate for women within the horticulture industry through participation on the National Horticulture Task Force	Develop and distribute promotional piece on the role of women within the horticulture industry
		Prepare talking points on the importance of supporting women's economic advancement and addressing gender issues with the horticulture industry
		Lead brainstorming session with members of task force on how to better incorporate the interest of men and women into task force proceedings

As USAID-KHCP staff and partners seek to identify actions that either remove gender-based constraints or advance opportunities for women, several principles are important.

1. Encourage creativity and innovation. There is no one right or perfect approach. Addressing gender issues is iterative.
2. Aim for strategic and market-driven solutions.
3. Seek mutually supportive and transformative strategies.
4. Engage both men and women.

ACTION:

Outputs

- Training materials designed
- Tools delivered
- Trainings and technical assistance delivered (via multiple methods webinar, in-person and online)

Results

- Staff and partners are able to identify actions that remove gender-based constraints and support women's economic advancement
- Staff and partners implement activities to remove gender-based constraints and support women's economic advancement

Indicators

- # of staff/partners trained
- # of staff/partners using tools
- Action taken results in greater gender equality - removing gender-based constraints or supporting women's

## 5. ILLUSTRATIVE GENDER ACTIONS BY COMPONENT

This section discusses specific gender actions the project should consider implementing that are cross-cutting as well as specific to each project component. The narrative is followed by a matrix that captures the key recommendations in a concise manner, organized by component.

It is important to highlight that the gender actions are purely illustrative. It is highly recommended that a gender action planning process be initiated with USAID-KHCP partners in which each partner creates its own gender action plan and monitoring matrix so that they are vested in the implementing the action plan. See Section 7 for more detail on this recommendation.

### 5.1 CROSS-CUTTING GENDER ACTIONS

There are several strategies that the project can implement that will cut across all four project components while addressing gender based constraints.

- Enact Gender Mainstreaming Strategy and Gender Policy: As under USAID-KHDP, all project staff and implementing partners should be trained in Fintrac's Gender Mainstreaming Strategy and how it can be translated to their project work. Additionally, USAID-KHCP's gender policy should be integrated into all contracts and grant agreements and such agreements should obligate compliance with the project's gender policy as a condition for participation.
- Partner Gender Training: To sustain the momentum and gains achieved under USAID-KHDP, partners will need to be trained on key gender concepts and how to address gender issues in their work with Kenyan Farmers.
- Gender sensitive training strategies: USAID-KHCP should continue to consider women's time and mobility constraints when scheduling and delivering training to project clients to encourage the maximum participation by women.
- Facilitate Access to Finance: A common constraint that many women cited was not having access to finance. Alleviating this constraint will yield significant gains across all project components. To accomplish this, the project should identify innovative strategies for promoting women's access to finance. Fortunately, there are several alternatives that have proven successful in other countries and sectors, which the project can draw on. For example, producer associations can also serve as a safety net, whereby each woman makes regular contributions to a pot of money that is then disbursed either on a needs basis or on a rotating schedule. Another innovative and effective strategy for overcoming this constraint is working with buyers and processing companies to provide embedded services to female farmers whereby the buyer provides monetary or in kind credit to the farmer that would be repaid through the final payment for the farmer's products. Linkages with commercial banks that are reaching down market to provide loans to rural farmers are other alternatives the project can explore.
- Support Women's Access to Income: As the project alleviates gender based constraints and women's income increases, it is not uncommon for men to assume the control of the earnings. For example, through the gender assessment clients stated that as the demand for passion fruit increased and marketing efforts expanded through USAID-KHCP men have taken over in many instances. USAID-KHCP partners should be aware and sensitive to women's lack of control over money. While the project cannot force change, it should not contribute to unfair practices. In the course of dealing with farmer groups, USAID-KHCP partners can exert influence by setting up direct

payments to women through M-PESA or facilitating women to establish their own accounts. Given the correlation between women's increased income and improved health and food security within the household it is critical that the project make efforts to a) direct effort to increase the volume and value of crops where women retain control over income; and b) identify innovative payment strategies such that women are not cut out from access to the income from the product they produced. Other countries in the region have confronted the constraint of women's control over income by encouraging payments be deposited in joint bank accounts that require both signatures for withdrawal. In addition, there have been examples of marketing associations writing deposit receipts in the producer's name and not in the name of the deliverer. A strategy specific to Kenya is to ensure that women have phones registered under their names so they will have control over its use and will be able to receive funds transferred through M-PESA.

- Build Awareness and Support for the Critical Role Women Play in Horticulture: USAID-KHCP should undertake public information and awareness events that profile the importance of women in horticulture. Sponsoring events such as International Women Farmers Day is one example of an opportunity the project can use to recognize women's contributions to horticulture and food security. USAID-KHCP could also offer recognition awards/certificates of accomplishments to noted women farmers by region and publicize the event. The project could also support women graduates of agricultural programs through internships with USAID-KHCP.
- Engage Men in Gender Awareness Activities: To demystify the concept of gender USAID-KHCP should involve male farmers in dialogues about gender issues. For example, USAID-KHCP could hold trainings or forums to have an open dialogue with men to dispel any misconceptions and fears. Part of these trainings should also include educating men on the financial advantages of increasing women's access to resources including land and reducing labor by sharing tasks such as gathering fuel and water.
- Encourage Gender Innovations among Partners: To encourage partners to explore innovative strategies for addressing gender considerations, USAID-KHCP could organize competitions among USAID-KHCP partners by region for the most innovative strategies and activities to overcome gender constraints within their program implementation. Special performance awards can be presented to partners that exhibit progress towards achieving gender equity.

## 5.2 PRODUCTIVITY ENHANCEMENT AND FOOD SECURITY

Women play a critical role in the Kenyan horticulture sector. When women have the same access as men to agricultural resources, including land and inputs, production could increase by 20 to 30 percent. As such, efforts to enhance their productivity and thereby their income generating capacity will reap considerable gains in improving food security amongst households and within communities. The following are strategies for integrating gender considerations into Component 1 of USAID-KHCP:

- Continue to promote labor saving technologies that reduce the amount of time women spend on particular tasks and addresses their mobility and access to resource constraints.
- Through farmer trainings, educate men farmers about the importance of helping with essential labor-intensive tasks such as obtaining water and household fuel as one way of increasing farm productivity and income.
- Identify and implement gender sensitive strategies that take into account women's time, mobility, access to productive resources and financial resources.

- Make efforts to identify crops and technologies that could accommodate women’s time, mobility, and control over income.
- Increase women’s participation and productivity by targeting women’s cooperatives and associations where they are well represented among producers, processors or marketers.
- Training efforts should go beyond training on agricultural production to also include training on how to negotiate with male decision makers who could directly impact their ability to enhance productivity.
- Continue to work with producer associations to deliver training and increase women’s participation as both members and leaders.

### 5.3 UPGRADING AND VALUE ADDITION

Under the USAID-KHCP value addition component, as new methods and processes are introduced, partners should consider women’s involvement with the product—both in the traditional use and with the value-addition’s new approach and ensure that women are not left out of income opportunities. The following are proposed gender integration strategies for Component 2 of USAID-KHCP:

- Make sure that women are participants at every stage in the introduction of new value-added products including business management training and marketing opportunities.
- Partners can facilitate setting up payment accounts through M-PESA in women’s own names.
- To participate fully in the innovations the USAID-KHCP offers, women need assistance in obtaining materials to set up drip irrigation and water harvesting systems, as well as funds to purchase improved varieties of seeds, inputs (fertilizers and pesticides), shade netting and water storage tanks.

### 5.4 VALUE CHAIN COORDINATION, MARKETING AND TRADE PROMOTION

This component of USAID-KHCP offers an opportunity to strengthen women’s position within the horticulture value chain by fostering forward and backward linkages and ensuring access to market information. The following are gender integration strategies that can be considered within Component 3 of USAID-KHCP:

- Ensure that USAID-KHCP promoted trader arrangements for bulk sales protect the financial interests of women who have provided labor to produce crops (for example the co-opting of passion fruit sales by men after USAID-KHCP expanded the market with traders).
- KHCP field staff and partners to provide oversight and guidance to farmers in business relationships established under the USAID-KHCP with traders, exporters and processors to make sure that women producers receive their fair share of income from sales.
- Partners should consider the distance to markets which may constrain women from taking produce to markets. Partners need to help women link to markets by forming producer and marketing associations to build strong linkages in the value chain to overcome distance issues.
- Mobile phone technology is available in the region. USAID-KHCP should tap into it to create and maintain links to markets.
- Farmers, male and female, are not informed about market prices. USAID-KHCP Partners to prioritize providing market pricing information directly to farmers as expediently as possible.

## 5.5 BUSINESS ENVIRONMENT IMPROVEMENT AND INSTITUTIONAL CAPACITY BUILDING

To promote a business enabling environment that addresses gender considerations, USAID-KHCP can adopt several strategies for Component 4, including:

- Engage and collaborate with MOA through district offices and central headquarters
- Promote Government of Kenya to exercise political will on land tenure issue
- Tap into the MOA and other ministries' access to technical expertise on gender, food security and environmental conservation (labor-saving devices)
- USAID-KHCP to collaborate with Department of Gender, MOA, Nairobi on gender and youth issues affecting farmers
- Ministry of Agriculture has developed a Gender Mainstreaming Strategy which is being introduced and promoted by their department of cross-cutting issues: gender, youth and HIV/AIDS. Partners are urged to maintain contact with the district officer of the MoA and form mutually beneficial relationships and information sharing.

## 6. MONITORING AND EVALUATION (M&E)

Designing a Gender Strategy is critical to ensuring that gender is considered throughout all project components. Monitoring the extent to which the strategy is actualized is equally important. USAID’s ADS mandates the collection of both sex-disaggregated data and gender sensitive indicators in project performance management systems.<sup>3</sup> The value of collecting both types of data is that it will provide the project with information regarding whether women and men are benefiting from the project equitably. It will also serve as a knowledge management tool to quickly signal project successes and challenges in terms of achieving gender equity in the project. Lastly, it will signal activities that have unintended consequences that may exacerbate gender inequalities. Monitoring this data on a periodic basis will enable the project to make course corrections as needed as much as identify successful strategies that can be scaled up to other activities and components.

Monitoring the implementation of the Gender Strategy will be undertaken in accordance with the established M&E procedures of USAID-KHCP. An additional monitoring tool, the Gender Audit check list, will enable USAID-KHCP field offices to perform periodic assessments of how Gender Mainstreaming is working both at the partner level and with the farmer networks under each partner. Fintrac’s gender specialist and the USAID-KHCP’s gender focal person will review and analyze the Gender Audits quarterly.

The following table provides a summary of the Gender actions proposed and illustrative indicators that the project can use to monitor the integration of gender across the project and within each project component.

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<sup>3</sup> Sex-disaggregated data refers to the collection of data by physical attributes of the individual. Gender-sensitive indicators measure changes in the status and roles of women and men over time.

<b>Table 6.1 SUMMARY OF RECOMMENDATIONS</b>				
<b>CROSS-CUTTING</b>				
Adopt Gender Indicators	Collect sex-disaggregated data	Enact Gender Mainstreaming Strategy and Gender Policy	Provide Partner Gender Training	Implement Gender Sensitive Training Strategies
Facilitate Access to Finance	Support Women's Access to Income	Build Awareness of Women's Role in Horticulture	Engage Men in Gender Awareness Activities	Encourage Gender Innovation Amongst Partners
<b>ACROSS COMPONENTS</b>				
<b>COMPONENT 1:</b> Productivity Enhancement & Food Security	<b><u>GENDER MAINSTREAMING ACTIVITIES</u></b>		<b><u>ILLUSTRATIVE INDICATORS</u></b>	
	<ul style="list-style-type: none"> <li>▪ Promote labor saving technologies</li> <li>▪ Educate men farmers to help with labor-intensive tasks such as obtaining water and household fuel as one way of increasing farm productivity and income.</li> <li>▪ Integrate gender sensitive strategies in training design</li> <li>▪ Target women's cooperatives and associations that are well represented among producers, processors or marketers</li> <li>▪ Train women on negotiation skills with male decision makers</li> </ul>		<ul style="list-style-type: none"> <li>▪ # of new technologies introduced by project</li> <li>▪ # of clients adopting new technology (sex-disaggregated)</li> <li>▪ # of male clients engaged in gathering fuel and water</li> <li>▪ # of training held at locations, times, and durations that accommodate women's time constraints.</li> <li>▪ # of women's cooperatives and associations the project is working with.</li> <li>▪ # of trainings provided to women on negotiation skills</li> </ul>	
<b>COMPONENT 2:</b> Upgrading & Value Addition	<b><u>GENDER MAINSTREAMING ACTIVITIES</u></b>		<b><u>ILLUSTRATIVE INDICATORS</u></b>	
	<ul style="list-style-type: none"> <li>▪ Women participate at every stage in the introduction of new value-added products including business management training and marketing opportunities.</li> <li>▪ Partners can facilitate setting up payment accounts through M-PESA in women's own names.</li> <li>▪ Provide women with assistance in obtaining materials to set up drip irrigation and water harvesting systems, as well as funds to purchase improved varieties of seeds, inputs (fertilizers and pesticides), shade netting and water storage tanks.</li> </ul>		<ul style="list-style-type: none"> <li>▪ # of women participating in business mgmt. training and marketing opportunities for new value-added products</li> <li>▪ # of payments facilitated through M-PESA</li> <li>▪ # of women setting up drip irrigation and water harvesting systems</li> <li>▪ # of women purchasing improved seed varieties, shade netting and water storage tanks</li> </ul>	

<b>Table 6.1 SUMMARY OF RECOMMENDATIONS</b>		
<p><b>COMPONENT 3:</b> Value Chain Coordination, Marketing and Trade Promotion</p>	<p><u>GENDER MAINSTREAMING ACTIVITIES</u></p> <ul style="list-style-type: none"> <li>▪ Ensure that USAID-KHCP promoted trader arrangements for bulk sales protect the financial interests of women who have provided labor to produce crops</li> <li>▪ Provide oversight and guidance to farmers in business relationships established under the USAID-KHCP with traders, exporters and processors to make sure that women producers receive their fair share of income from sales.</li> <li>▪ Help women link to markets by forming producer and marketing associations to build strong linkages in the value chain to overcome distance issues</li> <li>▪ Utilize mobile technology to create and maintain links to markets</li> </ul>	<p><u>ILLUSTRATIVE INDICATORS</u></p> <ul style="list-style-type: none"> <li>▪ # of women directly collecting income from sales from traders.</li> <li>▪ # of linkages facilitated through producer and marketing associations that link women to markets</li> <li>▪ Mobile technology utilized as a market information dissemination tool.</li> </ul>
<p><b>COMPONENT 4:</b> Business Environment Improvement and Institutional Capacity Building</p>	<p><u>GENDER MAINSTREAMING ACTIVITIES</u></p> <ul style="list-style-type: none"> <li>▪ Engage and collaborate with MOA</li> <li>▪ Promote Government of Kenya to exercise political will on land tenure issue</li> <li>▪ Tap into the MOA and other ministries' access to technical expertise on gender, food security and environmental conservation (labor-saving devices)</li> </ul>	<p><u>ILLUSTRATIVE INDICATORS</u></p> <ul style="list-style-type: none"> <li>▪ Collaborations with district and central headquarters on trainings and technology</li> <li>▪ MoA Gender Mainstreaming Strategy assessed for inclusion in USAID-KHCP trainings and activities.</li> </ul>

## 7. NEXT STEPS

The gender strategy is intended to provide a framework that guides how USAID-KHCP addresses gender issues. As such, it is important to recognize that the gender strategy is not an action plan. Drawing on lessons learned from integrating gender into other agricultural programs, it is suggested that USAID-KHCP adopt a collaborative and iterative approach to developing a gender action plan that details the implementation of the overall gender strategy. A collaborative process will help ensure that the implementation plans have buy-in from staff and partners, reflect the manageable interests of the program and incorporate the diversity of gender roles and relations present across the regions where USAID-KHCP operates.

After acceptance of the gender strategy by all parties, the next steps are to ensure that all actors, including USAID-KHCP staff and partners understand the main tenets of the strategy and most importantly the importance of the strategy in not only promoting gender equality but also improving program outcomes.

Following the acceptance of the strategy, the important next step is to map out how the gender strategy will be enacted throughout the project. Given that USAID-KHCP partners will be responsible for the implementation of the gender strategy, each partner should develop their own gender action plan through a participatory, interactive process. Through this process, partners would be taken through a process of identifying gender based constraints, how those constraints impact their project outcomes and gender equity, and ultimately, how those constraints can be addressed. An M&E plan would be included in each gender action plan so that the partners are able to track their progress in implementing the action plan and any changes in gender equity.

With the gender action plans in place, USAID-KHCP will be able to gather information uniformly across all projects in order to create a comprehensive picture of how the project is addressing gender considerations and promoting gender equity.

Through the gender action planning process, partners will be able to identify what training needs and support they will need to effectively implement their action plans. Training should be planned for and delivered in response to these identified needs to ensure that partners have the necessary tools they need to successfully implement their plans.

To summarize the recommended next steps:

- USAID-KHCP staff to circulate the gender strategy to staff and partners
- Training of Trainer conducted with select partners. Training topics should include at a minimum:
  - Gender Strategy Document – What it means and how it relates to USAID-KHCP’s objectives
  - Gender Action Planning – The outcome of the training will be Partner Gender Action Plans
- Targeted training in response to partner identified training needs highlighted through the gender action planning process.

## ANNEX A: GLOSSARY OF TERMS

**Disaggregated Data:** disaggregated data by sex refer to the collection of data by physical attributes. Gender disaggregated data, however, are analytical indicators derived from sex-disaggregated data on social and economic attributes. The term “gender” in this context refers to a set of statistics derived from the results of social and economic analysis.

**Gender:** Biological differences between men and women do not change but the social roles that they are required to play vary from one society to another and according to different periods of history. The term “gender” refers to the economic, social, political and cultural attributes and opportunities associated with being male or female.

**Gender-Based Violence:** is any act of violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life.

**Gender Equality** refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women’s and men’s rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration—recognizing the diversity of different groups of women and men. Gender equality is not a ‘women’s issue’ but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centered development.

**Gender Equity** is about fairness and being sensitive to peculiarity of individuals, socio/economic groups or communities and it is about equality of outcome or result. Gender equity involves taking into consideration the different social, cultural and economic situations of men and women, boys and girls right from the beginning of an intervention up to the completion stage.

**Gender Mainstreaming** is the process of assessing the implication for women and men of any planned action, including legislation, policies or programs, in all areas and at all levels. It is a strategy for making women’s as well as men’s concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all economic and societal spheres so that women and men benefit equally. The ultimate goal is to achieve gender equality.

**Household food security:** Year-round access to an adequate supply of nutritious and safe food to meet the nutritional needs of all household members (men and women, boys and girls).

**Nutritional security** requires household members to have access not only to food, but also to health care, a hygienic environment, and knowledge of personal hygiene. Food security is necessary but not sufficient for ensuring nutrition security. [IFAD]

## ANNEX B: USAID-KHCP PARTNERS, FARMER GROUPS & MOA MET

REGION	PARTNER	GROUP	NUMBER MET	NOTES
Central	Wilmar Agro	Athi River Gravity Gatura Group	17 (13 M; 4 F) 22 (14 M; 8 F)	FGD + field demo FGD
Eastern	Dry Land Seed Co  ATIP	Machakos BISEP Staff UCCS Ndovea Veg Growers ATIP staff Kasambani (BISEP) UCCS	5 (3M; 2 F) 4 (3 M; 1 F) 8 (4 M; 4 F) 8 (men's group) 3 (1 M; 2 F) 23 (3 M; 20 F) 3 (2 M; 1 F)	FGD Partner Staff FGD FGD Partner Staff Group meeting Discussion
Eastern	Ministry Agriculture	Makweni District	5 ( 3 M; 3 F)	District Ag Office
Eastern	Ministry Agriculture	Machakos	3 men	District Ag Office
Coastal	PPDC	Magangani Cashew	6 (2 M; 4 F)	FGD
Western	ARDAP  Mahude potential partner	Malanca/Busia Mambale/Malanca Lurambai/Kakamega	11 (4 M; 7 F) 20 women 42 women	FGD FGD Group Meeting
Nyanza	Animal Draft Power Program	Katina Dev Group FADC-Gembe West Brandi Group BIDI Wahambla	20 (16 M; 4 F) 36 (26 M; 10 F) 20 (13 M; 7 F) 15 (12 M; 3 F)	FGD + field FGD+seed demo Discussion FGD
Rift Valley	Good Neighbors Community Program (GNCP)	Women/Men Group  Belioimo United Group	30 (7 M; 23 W)  11 (7 M; 4 F)	Separate FGDs M/F  Demo Plot
<b>Total</b>			<b>93 (51 M; 42 F)</b>	

M=male; F=female

## ANNEX C: REFERENCES

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**USAID-KHCP**

Piedmont Plaza

Ngong Rd.

P.O. Box 3074-00506

Nyayo Stadium, Nairobi, Kenya

Tel: 020 - 2121838, 020 -2121839, 020 -2023314

Fax: 020 - 2121837

[khcp@fintrac.com](mailto:khcp@fintrac.com)

[www.growKenya.org](http://www.growKenya.org)

**Fintrac Inc.**

[www.fintrac.com](http://www.fintrac.com)

[info@fintrac.com](mailto:info@fintrac.com)