

FIELD Report No. 11: Behavior Change Perspectives on Gender and Value Chain Development

TOOLS FOR RESEARCH AND ASSESSMENT

Produced in collaboration with the
FIELD-Support LWA



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Abstract

Upgrading involves innovations or investments within a value chain that respond to changing market conditions and new market opportunities to maintain the competitiveness of that value chain. Analyzing the current behaviors of men and women offers a window for identifying gender-based constraints to upgrading, and approaches to promoting upgrading activities that are inclusive of and benefit both men and women. The tools presented in this report are designed to study how gender affects three categories of behavior related to upgrading: money management, business practices, and value chain relationships. These tools can be drawn upon to design future research on gendered behaviors in value chains. They include examples of focus group discussion guides and individual interview guides.

This report also provides an example of a research plan that guided field work on this topic in Ghana (in the citrus value chain) and Kenya (in the sweet potato value chain). A research plan is important for communicating with field partners and organizing data collection.

Lastly, the tools include a facilitation guide for a consultation workshop with field partners to introduce them to the objectives and design of research on gender constraints to value chain upgrading, and to solicit their inputs and suggestions.

Introduction

The successful integration of women into wealth-creating activities requires an understanding of the degree to which gender defines constraints to participation in and benefits from activities throughout the value chain, as well as commitment by communities and private and public institutions to overcoming these constraints. For example, in some contexts, women's need to manage day-to-day expenditures of their households makes them less willing to make changes that risk their access to a steady flow of income. At the same time, the challenge of building larger sums of cash limits women's involvement in upgrading activities that may require larger investments. Women's time constraints and limited mobility, as well as social norms regarding interactions between men and women within and across age and ethnic groups, can result in gender patterns in business practices which further limit their access to information, technologies, or markets. Similarly, women's business relationships are often limited to those that they know and trust and overlap with social relationships, and the breadth and depth of the commercial networks in which they engage can isolate them from making contacts that would facilitate their entry into value chains or expand into more wealth creating activities

These gendered patterns of participation in value chains result in fewer options for women and place them at a disadvantage in the value chain—to participate equitably, to cooperate, to compete, and to benefit. Effective value chain programming requires a gender lens that can provide an understanding of how people respond to different kinds of incentives in value chains and how gender affects this response. In 2010, FIELD-Support partner ACDI/VOCA launched an initiative to explore these behavior change perspectives on gender and value chain development, and develop a framework for analysis. The purpose of this framework would be to identify practical strategies that reduce constraints and expand opportunities for women in agricultural value chains. In particular, the exercise sought to discuss women's participation in agricultural value chains with a focus on gender as it relates to:

- **money management behaviors;**
- **business practices;** and
- **development of value chain relationships.**

The differences between men and women in these areas can help to explain gender segmentation in value chains, factors affecting women's contributions to and benefits from value chain participation, and value chain competitiveness. While attention is often paid to gender as it relates to the structure of value chains, i.e. women's participation in certain roles, their exclusion from others, how gender affects upgrading, inter-firm cooperation/relationships, and power dynamics related to value chain governance is less understood. There also has tended to be more emphasis on bottom line indicators—gender differences in production, productivity, or sales—than on understanding the behaviors, practices, and relationships underlying these differences. A better understanding of how gender conditions behaviors and practices (and ultimately the overall dynamics of value chains) can help practitioners identify interventions that are more tailored to women's needs, thereby reducing the risks for women participating in the value chains while improving the overall functioning, growth, and competitiveness of value chains.

Building on the research and consultations conducted by ACDI/VOCA and its lead technical experts for this activity, the tools presented in this report are designed to study how gender affects the three categories of behavior related to upgrading: money management, business practices, and value chain relationships. These tools can be drawn upon to design future research on gendered behaviors in value chains. Included in this report are five tools:

- A. Focus Group Discussion Guide: Gendered Roles and Responsibilities in a Value Chain**
This discussion guides will help practitioners gather critical information about the gender differences in the production, marketing, and business practices of men and women in a specific value chain.
- B. Focus Group Discussion Guide: Examining Value Chain Relationship**
This discussion guide and focus group exercise aims to explore the quality of relationships between farmers and other actors in a specific value chain.
- C. Individual Interview Guides**
Includes detailed questionnaire guides, with customized questions for Producers, Input Suppliers, Extension Agents, Bank Managers and Staff, Traders, and Wholesale Sellers, as examples.
- D. Research Plan Outline and Example**
A research plan is important for communicating the purpose, design, and organization of the field research to everyone who will be involved. It provides an opportunity for stakeholders to offer input and feedback on the design and implementation plan at the initial stages. It helps keep everyone on the same page, provides consistency in the questions and protocols when multiple field sites are involved, and provides a reference point for staying on track and making decisions in the course of implementing the work. Presented here is an example from field work in Kenya and Ghana.
- E. Facilitation Guide for Consultative Workshop with Field Partners and Example**
The last tool provided here is a sample facilitation guide that should be used for a consultation workshop with field partners to introduce them to the objectives and design of research on gender constraints to value chain upgrading, and to solicit their inputs and suggestions.

A. Focus Group Discussion Guide: Gendered Roles and Responsibilities in a Value Chain

This exercise is based on the Harvard Analytical Framework’s activity profile tool.¹ It aims to gather information about the gender differences in the production, marketing, and business practices of men and women in a specific value chain. The exercise should be conducted with single-sex groups. The responses from men and women can then be compared and analyzed.

Time: Approximately 1 hour

Materials: Flipchart, markers

Table 1: Agenda

What	Objective	Time	Who
Introduce participants to the purpose of the focus group discussion	Explain purpose of the exercise: To understand the activities of men and women in the value chain	3 minutes	Facilitator
Introductions	Learn each other’s names If participants are part of an association, ask someone to introduce the association and its activities	5 minutes	Facilitator and Participants
Chain orientation (optional)	Discuss experience of the group in producing and/or marketing the crop under research	15 minutes	Facilitated discussion
Identify men’s and women’s activities in the value chain	Discuss and reflect on roles and responsibilities and division of labor in the value chain	45 minutes	Facilitated discussion; use flip chart and markers to capture ideas

Instructions

1. Before beginning the exercises, you may choose to have a short discussion about the experience of the group with producing and/or marketing the crop under research. For example, you could have participants state their name and how many years they have been producing the crop, and ask them one or two of the following questions:

- How many years have you been farming the crop under research?
- How many acres and/or trees are under the cultivation of the crop under research?
- How long have they been producing the old and/or new variety?

¹ See March, Candida, Ines Smyth and Maitrayee Mikhopadhyay. 1999. *A Guide to Gender-Analysis Frameworks*. Oxford: Oxfam Publishing.

2. On a flip chart, draw a table with three columns as shown below. Ask participants to brainstorm activities related to production and marketing of the crop. List these in the first column on the flip chart. For the purposes of this research, focus on activities related to business management and financial management.

3. Ask participants to identify which activities are done by men and/or women. Mark these activities in the second and third columns using Xs to indicate the intensity of men's and women's participation in the activity. In the table below, XXX indicates it is a task exclusive to either men or women. XX indicates that mostly men or women undertake that task. A single X indicates that both men and women undertake the task.

4. Ask participants which of the activities are conducted by hired labor. Denote this with an asterisk in the appropriate column.

5. Where division of labor is strict, ask why only one gender is involved in this task. Then ask whether decisions regarding how the task is carried out are made by the person doing the task. Identify any gender-specific business practices.

At the end of the session there will be a chart that looks something like the one below. The exercise should then be repeated with a group from the opposite gender and the responses should be compared.

Table 2: Illustrative Activity Profile Table

<i>Task</i>	<i>Women</i>	<i>Men</i>
Preparing the land		XXX*
Plowing	X	XX
Planting	X	X
Fertilizer application	X	X
Weeding	XXX*	
Harvesting	X*	X*
Grading	XX	X
Transportation (from farm to road)	XXX*	
Business management		
Record keeping	X	X
Managing sales	XX	X
Logistics	XX	X
Financial Management		
Negotiating prices	XXX	
Receiving payments	XXX	
Financial decisions	X	X
Going to the bank for loans	XX	X
Going to the bank for savings	XX	X

B. Focus Group Discussion Guide: Examining Value Chain Relationships

This exercise aims to explore the quality of relationships between farmers and other actors in a specific value chain. The exercise should be conducted with single-sex groups so that the responses from men and women can then be compared and analyzed.

The exercise can follow the Gender Roles and Responsibilities exercise or can be shortened and conducted at the end of an interview. This discussion guide describes how to conduct the exercise with a group of farmers. To use the exercise at the end of an interview, follow steps 1-3 and ask only the Group 3 questions.

Time: Approximately 1 hour

Materials: Flipchart, markers, stickers

Table 3: Agenda

What	Objective	Time	Who
Introduce participants to the purpose of the focus group discussion	Explain purpose of the exercise: To explore relationships between different actors in the value chain	3 minutes	Facilitator
Introductions	Learn each other's names If participants are part of an association, ask someone to introduce the association and its activities	5 minutes	Facilitator and Participants
Participatory exercise on value chain relationships	Identify and evaluate value chain relationships	45 minutes	Discussion facilitated and notes taken by research team
Wrap Up	Learn about the participants' future goals	5 minutes	Participants

Instructions

1. Draw a circle in the center of the page and invite a participant to draw a picture of a farmer in the circle.
2. Ask participants to list all of the types of people and organizations (value chain actors) they have direct contact with related to the identified value chain. Write the names down around the picture of the farmer. If needed, help them brainstorm by suggesting:
 - Input suppliers

- Banks
- Traders
- Processors
- Extension agents (Ministry of Agriculture)
- Information service providers
- Farmer-based organizations

3. Ask participants to describe their relationships with each of the actors they identified, and then ask them the following groups of questions for each. Tell them to respond based on their experiences over the past year.

Group 1

- Do you interact with more men or women for this category of actor (e.g. input suppliers, traders)?
- How far is this actor from your home? From your farm? *[Use walking time.]*
- Do you contact this actor within the community or outside the community?

Group 2

- Do you always go to the same business/individual?
- How frequently are you in contact (for business) with this actor? *[Use week/month/year—whatever timeframe fits.]*
- For how long have you been dealing with this category of actor?

Group 3

- On a scale of 1- 6, how would you rank your relationship with this actor? (1 = very bad relationship, 6 = excellent relationship.) Why?*
- Probe: “Do you trust them?”

**It is important with this question to have a number of participants explain what makes a good or bad relationship. While the group should come to an agreement on a single ranking, it is more important to understand what qualities or criteria the participants are using to characterize good and bad relationships.*

4. Summarize by asking participants to place a sticker next to the relationships they would most want to improve.

5. Ask participants to share their longer-term goals for the farming business by addressing the question: Where would you like to be in your farming business one year from now? What is one thing you will do to get there?

C. Individual Interview Guides

INDIVIDUAL INTERVIEW GUIDE: PRODUCERS

Date:	Location:	Interviewer:
Name:	Occupation:	Gender:
<p><i>Introduction:</i> Thank you for taking the time to talk to me. My name is _____ and I work with [ORGANIZATION], an organization based in [CITY AND COUNTRY] that supports agricultural development. The purpose of this interview is to learn more about your work related to [SPECIFIC CROP]. I am interested in learning more about how you manage your business and your relationships with other men and women in the [SPECIFIC CROP] sector.</p> <p>I will first ask you my questions, which will take about one hour. After that, if you have any questions for me, feel free to ask.</p> <p>Any information you provide will be confidential and used only for this research. Any report from this research will not use your name.</p> <p>During our discussion I will use a tape recorder to record our conversation. The tape allows me to remember what you said. No one in this community will hear the tape and it only will be used by members of the study team. Do I have permission to tape record our conversation?</p>		

Background

1. Tell us a little about your involvement in growing [SPECIFIC CROP]? When did you start? What motivated you to begin?
2. Where is the land you use for [SPECIFIC CROP]? How did you obtain your land? What is the size of your land?
3. What else do you produce?
4. What is the importance of [SPECIFIC CROP] farming income relative to other income-generating activities you do? (Rank these in order of importance)
5. How much [SPECIFIC CROP] did you produce last year? How much did you sell last year?

Money management

6. How do you raise cash when you need it for [SPECIFIC CROP] farming (e.g. savings, income from other activities, borrow from family/friends, loans)? If you don't raise cash for [SPECIFIC CROP], how do you raise cash when you need it for your most important crop?
7. How important is investing in [SPECIFIC CROP] farming relative to other activities? Would you borrow for it? Savings? Loans?
8. Do you participate in merry-go-rounds?
9. If so, are the other people in the group [SPECIFIC CROP] farmers?
10. Do you use money from merry-go-rounds to invest in [SPECIFIC CROP] farming?
11. Do you have a bank account?
12. If so, do you save? Where/How do you save?
13. Do you use your cell phone for any [SPECIFIC CROP] transactions? Any other transactions?

Business practices around production

14. What inputs do you use?

15. How did you find out about these inputs (e.g. input suppliers, other farmers)?
16. Do you hire labor?
17. *[If female:]* As a woman, describe any challenges in managing hired labor.
18. Describe any challenges you face in accessing the products to use.
19. Describe any challenges you face in purchasing the products to use.
20. Describe any challenges you face in understanding what to buy and/or how to apply products.
21. Can you give an example of any new business practices you have adopted in the past year – in buying, selling, getting information, borrowing, etc?
22. What motivated you to make this change?
23. Can you give an example of a good business practice you didn't adopt but wanted to? Why didn't you adopt the practice?

Business practices around marketing

24. Where do you sell your [SPECIFIC CROP]?
25. How do you get reliable information on market prices? Do you use your cell phone to get any information on [SPECIFIC CROP]?
26. Who do you sell to (e.g. brokers, transporters, processors)?
27. Do your buyers offer you any financial incentives, like pre-financing for inputs? Do they buy on a partial payment basis?
28. Who in your household decides how much to sell/when to sell/who to sell to?
29. Who controls the income from the sales?
30. Are you a member of a farmer-based organization? If so, tell me a little about this association and your participation. What motivated you to join? What benefits have you gained? *[Press them to think about vertical and horizontal links.]*
31. What issues do you discuss with association leaders? With other farmers?

At this point you can close with Exercise 2: Exploring value chain relationships, or you can use a simplified version, below.

On a scale of 1- 6, in general, how would you describe your relationship with the following value chain stakeholders? *[Add or subtract actors as needed.]*

	Relationship Ranking		Probes
	1 = bad, 6 = excellent, 0 = no relationship		
	Men	Women	Why did you give them this number? Do you trust them? Why?
Small Farmers			
Large Farmers			
Input Suppliers			
Extension Agents			
Traders			
Processors			
Buyers			
Transporters			
Banks			
Hired Laborers			

INDIVIDUAL INTERVIEW GUIDE: INPUT SUPPLIERS

Date:	Location:	Interviewer:
Name:	Occupation:	Gender:
<p><i>Introduction:</i> Thank you for taking the time to talk to me. My name is _____ and I work with [ORGANIZATION], an organization based in [CITY AND COUNTRY] that supports agricultural development. The purpose of this interview is to learn more about your work related to [SPECIFIC CROP]. I am interested in learning more about how you manage your business and your relationships with other men and women in the [SPECIFIC CROP] sector.</p> <p>I will first ask you my questions, which will take about one hour. After that, if you have any questions for me, feel free to ask.</p> <p>Any information you provide will be confidential and used only for this research. Any report from this research will not use your name.</p> <p>During our discussion I will use a tape recorder to record our conversation. The tape allows me to remember what you said. No one in this community will hear the tape and it only will be used by members of the study team. Do I have permission to tape record our conversation?</p>		

Background

1. Tell me a little about how you started your input supply business. For how many years have you been an input supplier? What motivated you to start the business?

Business Practices

2. What type of [SPECIFIC CROP] inputs do you sell? Do you provide additional services, e.g. spraying?
3. How far is your store from your customers' farms?
4. How much of your current business is with [SPECIFIC CROP] farmers? Do you have experience selling to FBOs? Do you have experience selling to women's groups?
5. Do you sell to [SPECIFIC CROP] farmers from within or outside your community? Are there differences in the way you sell to those within and outside your community?
6. Do you have more men or women customers?
7. Are there differences in what men and women buy? Are there differences in how men and women use the inputs?
8. How do you let customers know about new products?
9. Do you provide training on how to use new products? Do both men and women understand how to use inputs?
10. Do you use different strategies to communicate information to men and women? Is illiteracy an issue for your customers?
11. Do men and women adopt better practices at different rates? What do you think motivates women to adopt better practices? What do you think constrains them from adopting better practices?
 - a. E.g. Seeing other people, seeing good outcomes, simplified processes, good information, incentives to invest time and money
12. Are your suppliers loyal to you? Do you feel there are any differences between men and women suppliers in their loyalty to you?

13. Is there anything different in the way you deal with men and women suppliers of [SPECIFIC CROP]?
14. What kind of capital is needed by farmers for inputs?
15. Do you ever offer credit to your customers? If so, do you do this with both men and women [SPECIFIC CROP] farmers? How do you choose who gets credit?

Finance and management

16. What kind of a relationship do you have with the bank?
17. How do you raise cash when you need it for [SPECIFIC CROP] trading?
 - a. E.g. savings, income, borrow from family/friends, loans from other institutions
18. Do you keep records of your business? Why? What kind of records do you keep?

On a scale of 1- 6, in general, how would you describe your relationship with the following value chain stakeholders? [Add or subtract actors as needed.]

	Relationship Ranking		Probes
	1 = bad, 6 = excellent, 0 = no relationship		
	<i>Men</i>	<i>Women</i>	<i>Why did you give them this number? Do you trust them? Why?</i>
Small Farmers			
Large Farmers			
Input Suppliers			
Extension Agents			
Traders			
Processors			
Buyers			
Transporters			
Banks			
Hired Laborers			

INDIVIDUAL INTERVIEW GUIDE: EXTENSION AGENTS

Date:	Location:	Interviewer:
Name:	Occupation:	Gender:
<p><i>Introduction:</i> Thank you for taking the time to talk to me. My name is _____ and I work with [ORGANIZATION], an organization based in [CITY AND COUNTRY] that supports agricultural development. The purpose of this interview is to learn more about your work related to [SPECIFIC CROP]. I am interested in learning more about how you manage your business and your relationships with other men and women in the [SPECIFIC CROP] sector.</p> <p>I will first ask you my questions, which will take about one hour. After that, if you have any questions for me, feel free to ask.</p> <p>Any information you provide will be confidential and used only for this research. Any report from this research will not use your name.</p> <p>During our discussion I will use a tape recorder to record our conversation. The tape allows me to remember what you said. No one in this community will hear the tape and it only will be used by members of the study team. Do I have permission to tape record our conversation?</p>		

1. What motivated you to become an extension agent?
2. Tell me about your role as an extension agent.
3. Do you work with [SPECIFIC CROP] farmers? How many men [SPECIFIC CROP] farmers do you work with? How many women [SPECIFIC CROP] farmers?
4. What new practices do you introduce to [SPECIFIC CROP] farmers?
5. What types of training do you provide (e.g. demonstration plots, farmer field schools, talks)?
6. How do you identify farmers? What types of farmers do you work with (consider size of land, individuals vs. associations)?
7. Do women attend training?
8. What challenges do they face in attending training?
9. In your experience, do you find that men and women adopt better practices at different rates? What do you think motivates women to adopt better practices? What do you think constrains them from adopting better practices?
10. What do you think you can do to increase women's adoption of better [SPECIFIC CROP] farming practices?
11. What types of questions do men [SPECIFIC CROP] farmers ask? What types of questions do women [SPECIFIC CROP] farmers ask?
12. Tell us about any differences in the strategies you use when you talk to women farmers?
13. If a [SPECIFIC CROP] farmer needs advice from you, how do they reach you? Do you ever use SMS or mobile phones to deliver information?
14. Are there many women extension agents in this locality?
15. Are there differences in how men and women farmers relate to you because you are a woman/man extension agent?

On a scale of 1- 6, in general, how would you describe your relationship with the following value chain stakeholders? *[Add or subtract actors as necessary.]*

	Relationship Ranking 1 = bad, 6 = excellent, 0 = no relationship		Probes
	Men	Women	Why did you give them this number? Do you trust them? Why?
Small Farmers			
Large Farmers			
Input Suppliers			
Extension Agents			
Traders			
Processors			
Buyers			
Transporters			
Banks			
Hired Laborers			

INDIVIDUAL INTERVIEW GUIDE: BANK MANAGERS AND STAFF

Date:	Location:	Interviewer:
Name:	Occupation:	Gender:
<p><i>Introduction:</i> Thank you for taking the time to talk to me. My name is _____ and I work with [ORGANIZATION], an organization based in [CITY AND COUNTRY] that supports agricultural development. The purpose of this interview is to learn more about your work related to [SPECIFIC CROP]. I am interested in learning more about how you manage your business and your relationships with other men and women in the [SPECIFIC CROP] sector.</p> <p>I will first ask you my questions, which will take about one hour. After that, if you have any questions for me, feel free to ask.</p> <p>Any information you provide will be confidential and used only for this research. Any report from this research will not use your name.</p> <p>During our discussion I will use a tape recorder to record our conversation. The tape allows me to remember what you said. No one in this community will hear the tape and it only will be used by members of the study team. Do I have permission to tape record our conversation?</p>		

1. What types of products and services do you offer?
 - a. E.g. loans, savings accounts, current accounts, money transfer, cell phone banking, other technology enabling banking
2. What are your criteria for opening savings accounts? Are these criteria a problem for women?
3. Who is your target market? How do you segment your market (for designing and/or marketing your savings and loan products)?
4. Do you do any client research before designing your products? Do you consider client cash flow in design of products? Is cash flow different for men and women?
5. What percentage of your clients are women?
6. What percentage of your clients are current account holders?
7. What percentage of your clients are savings account holders?
8. What percentage of your clients are borrowers?
9. Do you have any savings or loan products specifically for women?
10. What factors do you take into account in designing products for women?
11. Which products are most popular for women? Why?
12. Which products are not popular with women? Why?
13. For what purposes do women borrow?
 - a. Agriculture?
 - b. Horticulture?
 - c. Citrus/Tree fruits?
14. Are women regular savers? Why or why not?
15. In your experience, have you found women to be more credit-worthy than men? Why or why not?
16. In your experience, are women good money managers? (Do they know how to budget, manage cash flow, manage debt, save, negotiate?)
17. In your experience, are women confident money managers? Are they active decision-makers? Do they understand the value of financial services?

On a scale of 1- 6, in general, how would you describe your relationship with the following value chain stakeholders? [Add or subtract actors as needed.]

	Relationship Ranking 1 = bad, 6 = excellent, 0 = no relationship		Probes <i>Why did you give them this number? Do you trust them? Why?</i>
	Men	Women	
Small Farmers			
Large Farmers			
Input Suppliers			
Extension Agents			
Traders			
Processors			
Buyers			
Transporters			
Banks			
Hired Laborers			

INDIVIDUAL INTERVIEW GUIDE: TRADERS

Date:	Location:	Interviewer:
Name:	Occupation:	Gender:
<p><i>Introduction:</i> Thank you for taking the time to talk to me. My name is _____ and I work with [ORGANIZATION], an organization based in [CITY AND COUNTRY] that supports agricultural development. The purpose of this interview is to learn more about your work related to [SPECIFIC CROP]. I am interested in learning more about how you manage your business and your relationships with other men and women in the [SPECIFIC CROP] sector.</p> <p>I will first ask you my questions, which will take about one hour. After that, if you have any questions for me, feel free to ask.</p> <p>Any information you provide will be confidential and used only for this research. Any report from this research will not use your name.</p> <p>During our discussion I will use a tape recorder to record our conversation. The tape allows me to remember what you said. No one in this community will hear the tape and it only will be used by members of the study team. Do I have permission to tape record our conversation?</p>		

Background

1. Tell us a little about how you started [SPECIFIC CROP] trading. For how many years have you been a [SPECIFIC CROP] trader? Do you work with anyone else in the business? Do you grow [SPECIFIC CROP] yourself?

Buying

2. What type of [SPECIFIC CROP] do you buy?
3. What is the geographic spread of your [SPECIFIC CROP] buying activities?
4. Who do you buy from? Do you have regular suppliers? Are they men or women? In what ways do your business practices vary for different categories of suppliers?
5. Do you buy [SPECIFIC CROP] from farmers (or buyer aggregators) from within or outside your community? What is different about the way you buy from those within and outside your community?
6. How do you determine the price at which you buy?
7. Do you provide financial incentives, like pre-financing for inputs to suppliers? Do you do this with men suppliers? Do you do this with women suppliers? Explain any differences between men and women.
8. Do you ever buy on a partial payment basis? Do you do this with men suppliers? Do you do this with women suppliers? Explain any differences between men and women.
9. Do you buy all year long? What else do you do in the low season?
10. Are your suppliers loyal to you? Do you feel there are any differences between men and women suppliers in their loyalty to you?
11. Is there anything different in the way you deal with men and women suppliers of fruit?
12. *[If female:]* As a woman trader, is there anything difficult about buying?

Horizontal relationships

13. Please tell me about any ways that you cooperate with other [SPECIFIC CROP] traders.
14. Please describe any ways that you compete with other [SPECIFIC CROP] traders.

15. How do you ensure the product you buy is the quality you need? The variety you need?
16. How do you ensure you can get the volumes you need?

Finance and management

17. How do you raise cash when you need it for [SPECIFIC CROP] trading?
 - a. E.g. savings, income, borrow from family/friends, loans from other institutions
18. Do you keep records of your business? Why? What kind of records do you keep?

Selling

19. Who do you sell to?
20. How do you find buyers? How do you know how much they will buy?
21. Do you have regular buyers? Do you sell to the same buyers every year? Which buyers do you sell most often to?
22. Who are your biggest buyers?
23. How far do you travel to sell?
24. How do you transport your goods (rent vehicle and driver; own vehicle)?
25. How do you get reliable information on market prices? Where do you get the best prices?
26. If you sell to processors, do you deliver to them?
27. [If female:] As a woman trader, is there anything difficult about buying?

On a scale of 1- 6, in general, how would you describe your relationship with the following value chain stakeholders? [Add additional actors as necessary.]

	Relationship Ranking 1 = bad, 6 = excellent, 0 = no relationship		Probes <i>Why did you give them this number? Do you trust them? Why?</i>
	Men	Women	
Small Farmers			
Large Farmers			
Input Suppliers			
Extension Agents			
Traders			
Processors			
Buyers			
Transporters			
Banks			
Hired Laborers			

INDIVIDUAL INTERVIEW GUIDE: WHOLESALER SELLERS

Date:	Location:	Interviewer:
Name:	Occupation:	Gender:
<p><i>Introduction:</i> Thank you for taking the time to talk to me. My name is _____ and I work with [ORGANIZATION], an organization based in [CITY AND COUNTRY] that supports agricultural development. The purpose of this interview is to learn more about your work related to [SPECIFIC CROP]. I am interested in learning more about how you manage your business and your relationships with other men and women in the [SPECIFIC CROP] sector.</p> <p>I will first ask you my questions, which will take about one hour. After that, if you have any questions for me, feel free to ask.</p> <p>Any information you provide will be confidential and used only for this research. Any report from this research will not use your name.</p> <p>During our discussion I will use a tape recorder to record our conversation. The tape allows me to remember what you said. No one in this community will hear the tape and it only will be used by members of the study team. Do I have permission to tape record our conversation?</p>		

1. How long have you been working as a wholesaler? What products do you sell?
2. What are your hours of operation? When do you start? When do you finish?
3. Who do you buy from? Do you have regular suppliers of [SPECIFIC CROP]? Are they men or women?
4. Whom do you sell to? Do you have regular buyers of [SPECIFIC CROP]? Are they men or women? In what ways do your business practices vary for men buyers and women buyers?
5. How do you know how much they will buy?
6. Do you provide financial incentives, like pre-financing for inputs to suppliers? Do you do this with men suppliers? Do you do this with women suppliers? Explain any differences.
7. Do you ever buy [SPECIFIC CROP] on a partial payment basis? Do you do this with men suppliers? Do you do this with women suppliers? Explain any differences.
8. How does [SPECIFIC CROP] compare to other crops you sell in terms of demand? In terms of price?
9. What do you hire labor for?
10. Please tell us about any ways that you cooperate with other [SPECIFIC CROP] traders.
11. Please describe any ways that you compete with other [SPECIFIC CROP] traders.
12. How do you raise cash when you need it for [SPECIFIC CROP] trading (e.g. savings, income from other activities, borrow from friends/family, loans from other institutions)?
13. Do you keep records of your business? What kind of records do you keep?
14. *[If female:]* As a woman trader, is there anything difficult about buying? Is there anything different about selling?

On a scale of 1- 6, in general, how would you describe your relationship with the following value chain stakeholders? *[Add additional actors as needed.]*

	Relationship Ranking 1 = bad, 6 = excellent, 0 = no relationship		Probes
	Men	Women	Why did you give them this number? Do you trust them? Why?
Small Farmers			
Large Farmers			
Input Suppliers			
Extension Agents			
Traders			
Processors			
Buyers			
Transporters			
Banks			
Hired Laborers			

D. Research Plan Outline and Example

A research plan is important for communicating the purpose, design, and organization of the field research to everyone who will be involved. It strengthens the effort by providing an opportunity for stakeholders to offer input and feedback on the design and implementation plan at the initial stages. It helps keep everyone on the same page, provides consistency in the questions and protocols when multiple field sites are involved, and provides a reference point for staying on track and making decisions in the course of implementing the work.

BEHAVIOR CHANGE PERSPECTIVES ON GENDER AND VALUE CHAIN DEVELOPMENT

Research plan for field work in Kenya and Ghana

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I. Background and Purpose

The successful integration of women into wealth-creating activities requires an understanding of the degree to which gender defines constraints to participation in and benefits from activities throughout the value chain, as well as commitment by communities and private and public institutions to overcoming these constraints. Effective value chain programming with a gender lens requires an understanding of how people respond to different kinds of incentives in value chains and how gender affects this response. Here we attempt to apply a behavior change perspective to understanding incentives and constraints to men's and women's ability to upgrade within value chains.

Upgrading is necessary to maintain value chain competitiveness. It involves changes in production processes, products, functions, or market channels within a value chain to respond to changing market conditions and new market opportunities. In agricultural value chains, four types of upgrading include:

- *Process upgrading*: an increase in the efficiency of production processes, resulting in reduced unit costs. Process upgrading can involve improved organization of the production process or improved technology;
- *Product upgrading*: an improvement in the quality of product that increases its value to consumers;
- *Functional upgrading*: entry into a new, higher value-added function in the value chain that moves the value chain actors and/or the overall value chain closer to the final consumer and positions it to receive a higher unit price for the product; and
- *Channel upgrading*: entry into a marketing channel that leads to a new end market in the value chain, for example, from the domestic to the export market for the same product.

In the context of gendered economies, women and men participate at multiple levels of value chains, in different tasks, and with different opportunities for upgrading. In agriculture, the participation of both women and men are critical to production and growth. However, there is limited understanding about the gender dynamics that facilitate or impede men's and women's ability to upgrade. While men and women may face similar constraints to upgrading, their capability and incentives to overcome them often differ. Improved understanding of these gender dynamics can help get the right incentives to the right actors in efforts to promote upgrading.

Adopting a behavior change perspective to value chain analysis considers current behaviors, what drives them, how they may constrain upgrading, and incentives for changing them. Behaviors related to money management, business practices, and value chain relationships are central to upgrading. To date, there is limited information on gender differences in these behaviors as they relate, specifically, to value chain growth and development. Building on the definition of gender below, this field research seeks to improve understanding of gendered behaviors in these three areas.

*Gender describes the socially constructed characteristics of women and men in a given society or culture. Through interaction, socialization, and work and family roles, women and men learn to be different in **behavior** and attitudes. Gender is learned, dynamic, and changes over time.*

The conceptual framework guiding this research posits that gendered behaviors related to money management, business practices, and value chain relationships have implications for value chain upgrading, which is central to value chain competitiveness.² In this exploratory field research, we will

² Manfre, Cristina and Jennefer Sebstad. 2010. Behavior Change Perspectives on Gender and Value Chain Development: Framework for Analysis. Draft. Prepared for ACDI/VOCA. May 12.

test these assumptions by examining differences between women and men in specific financial behaviors, business practices, and value chain relationships and the implications for upgrading in their value chains. We also will consider incentives for behavior change, by looking at factors necessary for a person to change. This includes having the *desire* to change; *knowing what to do* and how to do it; working in a *conducive environment* for change; and being *rewarded* for changing. We hope to offer some insight on leverage points and incentives—to overcome constraints and/or take advantage of opportunities—that work for women, for men, and for both. The findings are intended to contribute to the development of program strategies for promoting value chain development that are inclusive of and benefit women.

2. Field Research Strategy

2.1 Objective

The objective of this phase of the research is to test a framework that brings a behavior change perspective to gender and value chain upgrading. This framework links financial behaviors, business practices, and value chain relationships to upgrading; considers differences between men and women in these behaviors and relationships; and suggests how these differences can be taken into account in identifying leverage points and designing/developing incentive structures for upgrading and value chain development that is inclusive of women.

The initial draft of the framework was developed through a review of secondary literature. The next step is to test and refine this framework by exploring specific issues through qualitative field-based research. The research will focus on (1) the citrus value chain in Ghana in collaboration with the ADVANCE project, and (2) the smallholder flower and/or sweet potato value chain(s) in Kenya in collaboration with Fintrac. It will involve interviews and focus group discussions with men and women engaged at different levels in these value chains, including producers, service providers (agricultural services, financial services, etc.), input suppliers, processors, transporters, traders, wholesalers, retailers, and exporters.

2.2 Approach

The basic approach to the research will involve the following:

1. Together with the partnering organizations, we will identify specific money management behaviors, business practices, and relationships in the value chain that contribute positively to upgrading. Examples of desired behaviors might include accumulating a lump sum of money to invest in an asset, input or service; managing cash flow to effectively meet the financial needs of the business; adopting a new technology, agricultural practice, or business practice; developing a new value chain relationship; or becoming part of a commercial network in the value chain. The positive value of these behaviors and relationships will be validated through interviews and discussions with successful business people ('positive deviants') in the value chains.
2. Through participant observation, focus group discussions, and individual interviews with value chain participants, we will document current money management practices, business practices and value chain relationships (in specific areas related to #1), and identify differences between men and women in these current behaviors and relationships.
3. Using the same techniques, we will identify factors that encourage or discourage change from current to desired behaviors and relationships with attention to how these differ for men and women. We will focus on factors related to the desire for change, the knowledge and know-how to change, the conduciveness of the environment for change, and the rewards.

4. The analysis will focus on differences in the patterns of behavior between men and women in these specific areas of money management, business practices, and value chain relationships, what drives these behaviors, and factors that encourage or discourage change related to upgrading.
5. The findings will be used to validate (or not) the relevance of the categories, variables, and relationships laid out in the framework and its potential use as a design and evaluation tool to promote value chain development that is inclusive of and benefits women. To the extent possible and based on the findings, the research will identify possible interventions that projects can apply to encourage change from current to desired behaviors.

3. Research Questions

The key research questions to be addressed include:

1. What are some of the key money management practices, business practices, and value chain relationships that are required for upgrading in the citrus/smallholder flower/sweet potato value chains?
2. What are the *current* money management and business practices and value chain relationships in these areas and how do the patterns of behavior differ for men and women?
3. What factors encourage or discourage *change* from current to desired behaviors and relationships related to upgrading? How and why do they differ for men and women?
4. What are the key leverage points for promoting change in money management and business practices and value chain relationships related to upgrading for women? For men? For both?

More specific questions for each domain of analysis follow.

3.1 Money Management

1. How do women's financial roles and responsibilities in households affect their ability to raise lump sums when needed for upgrading? [If women give priority to managing day to day needs and emergencies, how does this affect their access to lump sums for upgrading?]
2. Through what process do men and women accumulate large lump sums needed for value chain upgrading? How do these processes differ? Why? What are the implications for accumulating the right amounts at the right time for upgrading?
3. What financial tools are most effective in helping women and men accumulate lump sums?
4. Do savings play a role in promoting upgrading or entry into new value chain activities? Are people more willing to risk their savings for business upgrading than take the risk of a loan? Is this different for men and women?
5. What financial tools are most effective in helping women manage and control income streams they are allocated?
6. To what extent does women's confidence in their ability to manage money affect money management behaviors?

3.2 Business Practices

1. What business practices (methods/processes, step by step procedures, rules³) do men and women use to access inputs and services? Do practices differ for men and women? If so, how and why do they differ?
2. What business practices (methods/processes, step by step procedures, or rules) do men and women use to obtain and use information? Do practices differ for men and women? If so, how and why do they differ?
3. What business practices (methods/processes, step by step procedures, or rules) do men and women use to *adopt* new products/varieties, production processes or technologies? Do practices differ for men and women? If so, how and why do they differ?
4. What business practices (methods/processes, step by step procedures, or rules) do men and women use to *market* their products and services? Do practices differ for men and women? If so, how and why do they differ?
5. In what ways does limited mobility influence women's business practices?
6. What are the social norms governing business practices of women and men in business transactions? In what ways do they introduce constraints or incentives for women's participation in value chains? What factors can help to break down social norms that constrain women's inclusion in value chains?

3.3 Value Chain Relationships

1. Do men and women form the same kind of networks for the same purposes in participating in value chains, or do they use different methods for different purposes?
2. Do women perform better in value chains when they participate through horizontal networks?
3. How can women's social networks be used to develop more commercial networks? What aspects of social networks facilitate or hinder their use for commercial purposes?
4. Do men and women build trust in commercial relationships the same way? Do mobility constraints and social norms that restrict women's ability to access sources of information, previous experience, wider networks, and contractual arrangements (to build trust) place them at a disadvantage (relative to men) in building commercial relationships?
5. What practices can be applied to build women's trust in commercial relationships?

³ Rules - a principle or standard that serves as a norm for guiding action or conduct; rules may be implicitly understood based on tradition. Rules may take the form of guidelines that allow for discretion in interpretation and use, mandates that may not be ignored under any circumstances, or policies that imply a predicted behavior, but may not always be followed. Many rules or norms regarding gender are implicitly understood and based on tradition.

3.4 Factors that Motivate Behavior Change

The research will explore factors that encourage or discourage behavior change, to help identify leverage points or incentives for promoting upgrading. Some of the factors we will explore are listed below.

1. Factors influencing the *desire* to change might include:

- Influence of other people's behaviors
- The tendency for people to do things the way they've always been done
- Social norms that reinforce current behaviors even if they are not in people's interest
- The degree to which outcomes are unknown (especially those that are unknown for a long time)
- The complexity of the problem or decision to change
- Trust

2. Factors affecting *know-how* might include:

- Access to training
- Access to information

3. Factors related to a *conducive climate or environment* for behavior change:

- Geographic proximity of inputs, markets, services
- Access to communication technologies
- Availability of time
- Social norms (related to mobility, gender, age, bringing children along)

4. Factors influencing the *rewards* for change might include:

- Distribution of benefits within the household
- Distribution of benefits across value chain actors

4. Data Collection Strategy

The field research will be carried out in Ghana and Kenya. In Ghana we will collaborate with the ADVANCE project team (key contact: Ms. Aba Eshun) and focus primarily on the citrus value chain. The field research will be carried out over ten days from November 8-19, 2010. In Kenya, we will collaborate with Fintrac (key contact: Mr. Steve New) and study the smallholder flower and sweet potato value chains. We will carry out the Kenya research over ten days from January 10-21, 2011. Data collection will include review of secondary documents, participant observation, focus group discussions, and individual interviews.

The primary researchers will conduct the interviews, with a translator where needed. Questions to guide the interviews will be prepared for each category of the sample and the translators will be briefed prior to the interviews and focus group discussions. Efforts will be made to arrange venues that are conveniently located for the study participants. Drinks and snacks will be provided where appropriate.

4.1 Sample Design

Table 4: Sample Design for Field Research

Participant category⁴	Ghana value chain CITRUS	Kenya value chain⁵ SWEET POTATOES or SMALLHOLDER FLOWERS	Total
Women farmers	2 focus group discussions with 7 farmers/growers 5 individual interviews (including 2-3 positive deviants)	2 focus group discussions with 7 farmers 5 individual interviews	38 women farmers
Men farmers	1 focus group discussion with 7 farmers 5 individual interviews (including 2-3 positive deviants)	1 focus group discussion with 7 farmers 5 individual interviews	24 men farmers
Input suppliers	2 women 2 men	2 women 2 men	8 input suppliers
Transporters	1 man 1 woman	1 man 1 woman	4 transporters
Agricultural extension agents/ service providers	2 women 2 men	2 women 2 men	8 agricultural service providers
Financial service providers	1 bank manager 1 loan officer	1 bank manager 1 loan officer	4 financial service providers
Processors	1 man 1 woman	1 man 1 woman	6 processors
Traders	2 men 2 women	2 men 2 women	8 traders
Wholesalers	2 men 2 women	2 men 2 women	8 wholesale buyers
Domestic retailers	2 retailers	2 retailers	4 retail sellers
Exporters	1 exporter	1 exporter	2 exporters
Retail buyers	2 retail buyers	2 retail buyers	4 retail buyers
TOTAL	58 value chain participants	58 value chain participants	116 value chain participants

⁴ We need help from ADVANCE and FINTRAC in order to finalize the design, including appropriate participant categories

⁵ The Kenya sample currently assumes that we will do one value chain. If the decision is made to do two value chains, we will have to adjust the sample size for each value chain so that two researchers can cover it in one week, or one researcher can cover it in two weeks.

4.2 Data Collection Tools

Questions to guide the interviews and focus group discussions with each group of value chain participants are included in Annex A.⁶ These 'generic' guides will be tailored to each value chain.

5. Data Analysis

To ensure rigor, the qualitative field data will be analyzed using a systematic format for recording, organizing, and analyzing the information gathered from the field research.

There will be an individual record for each interview, focus group discussion, or document reviewed. To the extent possible, the information recorded will include the actual words or phrases of respondents and follow the actual sequence of the discussion. The interviews and focus group discussions will be recorded if respondents agree ahead of time.

The research team will write up the interview notes, to the extent possible, within 12 hours of any interview or session while it is still fresh in mind. They will consult with the translators to clarify and confirm points. The notes should include observations and comments about the context and situation that might be useful in interpreting the results.

The next step will be to reduce and organize the findings in analysis matrices. The matrices for organizing the information from these individual records will follow the categories of respondents and research questions, above, which reflect the underlying purpose of the study. Organizing the information around the research questions will establish a chain of evidence from the data to the questions. The researchers will summarize the information for each sample group (farmer, exporter, etc.). After the information is reduced, we will summarize:

- key findings related to specific research questions;
- patterns and common themes on specific items;
- deviations, if any, from the patterns and factors that might explain these; and
- interesting stories that help illuminate the broader study questions.

6. Report

The findings from each country will be summarized in draft reports and integrated into a final framework paper. The studies will be shared with the participating organizations in Ghana and Kenya.

7. Roles and Responsibilities

The research team is comprised of Jennefer Sebstad and Cristina Manfre who will jointly conduct all the interviews in the field, analyze the data, write the field reports, and finalize the framework paper. The research team will be supported in Ghana by the ADVANCE team who will help to identify translators (as needed) and help with logistics. Ms. Aba Eshun will be the key contact person in Ghana.

The team will be supported in Kenya by FINTRAC who will identify translators (as needed) and someone to help with logistics. Mr. Steve New will be the key contact person in Kenya.

⁶ See the previous section for the interview guides.

8. Work Plan

Once the field sites have been selected, the team will communicate with the local partners in finalizing the sample design and question guides. We will identify and work with a local logistics person at least two weeks ahead of time to make advance preparations such as setting up interviews, identifying venues for the interviews, arranging for transport and field travel, and finding a good translator. The data will be collected over a two-week period in each country (November 8-19 in Ghana; January 10-21 in Kenya). The findings will be analyzed and written up immediately following the field work.

Table 5: Work Plan for Ghana Field Research (Proposed - for Discussion)

<i>Tasks</i>	<i>Date</i>	<i>Person(s) involved</i>
Ghana		
Identify citrus value chain study locations	By October 31	Aba, Richelle, Mike, Jennefer, Cristina
Finalize sample design	By October 31	Aba, Richelle, Mike, Jennefer, Cristina
Select sample (identify study participants)	By October 31	Aba, Richelle, Mike in consultation with JS and CM
Arrange for focus group discussion and other interview venues	November 1-5	ADVANCE team/logistics person
Set up appointments with study sample (communicate purpose of interviews, how much time they will take, and where we will meet)	November 1-5	ADVANCE team/logistics person
Finalize interview/field work schedule	November 8	ADVANCE team/logistics coordinator in consultation with JS and CM
Identify and hire translator(s) as needed and line up transport	November 1-5	ADVANCE team/logistics coordinator
Workshop with ADVANCE team	November 8	ADVANCE team/logistics coordinator
Conduct field interviews and focus group discussions	November 9-19	Jennefer, Cristina, [ADVANCE team] ⁷ , translator (as required)
Complete notes for each interview	November 30	Jennefer, Cristina, ADVANCE team
Analyze findings	November 30-Dec 31	Jennefer and Cristina
Complete report on findings from Ghana field work	December 31	

⁷ Discuss with the ADVANCE Team which team members will participate in which interviews

Table 6: Work Plan for Kenya Field Research (Proposed - for Discussion)

Tasks	Date	Person(s) involved
KENYA		
Identify smallholder flower and/or sweet potato value chain study locations	By December 15	Jennefer, Cristina, Steve New, [other?]
Finalize sample design	By December 15	Jennefer, Cristina, Steve New [other?]
Select sample (identify study participants)	By December 15	JS and CM in consultation with Fintrac
Arrange for focus group discussion and other interview venues	January 3-7	Logistics person
Set up appointments with study sample (communicate purpose of interviews, how much time they will take, and where we will meet)	January 3-7	Logistics person
Finalize interview/field work schedule	January 10	JS and CM in consultation with Fintrac and logistics person
Identify and hire translator(s) as needed	January 3-7	Logistics person
Line up transport	January 3-7	Logistics person
Conduct field interviews and focus group discussions	January 10-21	Jennefer, Cristina, [translator (as required)]
Complete notes for each interview	January 10-21	Jennefer, Cristina,
Analyze findings	February 28	Jennefer and Cristina

9. Field Work Budget

Local budget

Logistics coordinator honorarium
 Translator fees
 Local transport costs
 Snacks for focus group discussion participants

Note: the work plan for each field study was finalized in collaboration with field partners at the beginning of each field visit.

E. Facilitation Guide for Consultative Workshop with Field Partners

This sample facilitation guide should be used for a consultation workshop with field partners to introduce them to the objectives and design of the planned research and to solicit their inputs and suggestions. It should be incorporated into the work plan for field research (see section 8 of the research plan example, above).

***Consultative Workshop with ADVANCE Project Team
Monday, November 8, 2010
10:30 – 15:30***

Participants

ADVANCE project officers and managers working on citrus
 ADVANCE gender specialist
 Translator for the field research
 Logistics coordinator for the field research
 Research team (also the facilitators)

Objectives

- Brief participants on the background, purpose, and design of the exploratory field research
- Receive feedback and input from the ADVANCE team on the research questions by:
 - creating a gendered value chain map for citrus value chain
 - specifying upgrading opportunities and implications for each value chain actor
 - identify 'desired' behaviors to promote upgrading related to money management, business practices and value chain relationships (use this information to refine the question guides)
- Brainstorm on gender differences in constraints and incentives to upgrading in the citrus value chain
- Review and finalize sample plan and field schedule with the field team (translator, logistics coordinator, ADVANCE team)
- Review individual interview and focus group discussion guides with translator

Table 7: Workshop Facilitation Guide

WHAT	WHAT FOR <i>By the end of the session participants will ...</i>	HOW	WHEN
Review objectives of field research and the consultation workshop	Understand the objectives of the research activity	Facilitated discussion; flip chart with objectives written out	15 minutes
Quick map of value chain; review what ADVANCE project is doing in the value chain: key constraints identified, upgrading needs, project facilitation activities, who they are working with directly and indirectly	Be able to zero in on specific upgrading objectives and activities to study	Group discussion; flip chart with big value chain map; ask everyone to rank the upgrading activities by importance to competitiveness	30 minutes
Identify key upgrading	Linked specific 'desired'	Pick three top upgrading	30

opportunities and related 'desired' behaviors of citrus value chain actors	behaviors to upgrading (to guide the design of questions and prioritize who to interview)	activities; ask participants to identify what specific groups of VC actors need to do to make this happen (who/what) PROBE: Money management practices, business practices, value chain relationships	minutes
Map out gender roles (% women in each category) and relationships in the value chain; identify positive deviants	Discussed issues around the gender roles and relationship in the chain, including constraints for women and constraints for men	Facilitated discussion on % women and gender dimensions of relationships	45 minutes
Lunch	Informal discussions		1 hour
Discuss what the ADVANCE team already know about gender dynamics in the value chain; differences in financial behaviors, business practices, and value chain relationships	Gained information to feed into the research (what question to ask, who to talk to, factors to consider in data collection and analysis)	Facilitated discussion	1 hour
Discuss questions to guide field interviews of: -Farmers -Traders -FBO leaders -Transporters -Financial service providers -Input suppliers -Extension workers -Buyers/processors -Other (?)	Generated information to feed into finalization of the question guides	Brainstorm on current behaviors Brainstorm on constraints to changing behaviors	1 hour

Materials

Flip charts

Outcomes

#1 Value chain map (skeleton to fill in)

#2 List of what is already known about gender dynamics in the value chain:

 Money management – different behaviors of men and women

 Business practices – different behaviors of men and women

 Value chain relationships – different behaviors of men and women

#3 Current behaviors related to upgrading activity and constraints