

RESOURCE GUIDE FOR GENDER INTEGRATION IN VALUE CHAIN DEVELOPMENT IN LEBANON

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ACRONYMS

ADS	Automated Directives System
AO	Assistance Objective
CDCS	Country Development Cooperation Strategy
CIDA	Canadian International Development Agency
IFAD	International Fund for Agricultural Development
IIRR	International Institute of Rural Reconstruction
INGIA-VC	Integrating Gender Issues in Agricultural Value Chains
ILO	International Labour Organization
KIT	Royal Tropical Institute
LIVCD	Lebanon Industry Value Chain Development Project
MSE	micro-/small enterprise
PMSPL	Performance Management and Support Program for Lebanon
SWOT	Strengths, Weaknesses, Opportunities, and Threats
USAID	United States Agency for International Development

INTRODUCTION

The USAID Country Development Cooperation Strategy (CDCS) 2014–2018¹ for Lebanon proposes an overarching goal of “improved accountability and credibility of public institutions, and broader economic prosperity.” This goal supports the broader U.S. objective of achieving stability in Lebanon, and it aligns with various Government of Lebanon strategy pronouncements.

The above-indicated goal is to be achieved through two Development Objectives (DO):

Development Objective 1 – improved capacity of the public sector in providing transparent, quality services across Lebanon; and Development Objective 2 – inclusive economic growth enhanced

Specifically, under Development Objective 2, “Inclusive Economic Growth Enhanced,” USAID works toward increasing the competitiveness of Lebanon’s private sector by strengthening the advocacy role of business associations, improving trade linkages, increasing access to finance credit (especially in rural areas), addressing labor market issues, and providing for job-focused formal higher education and technical training for vulnerable groups.

Across all sectors, USAID/Lebanon uses the value chain development approach as a core mechanism for achieving its DO2. In agriculture for example, USAID/Lebanon works to improve the competitiveness of several value chains, including, high-value fruits, vegetables and flowers.

PURPOSE

This resource guide is designed to support USAID and its implementing partners in articulating how to identify and address gender inequalities that can have negative impacts on the achievement of value chain development objectives. In particular, the resource guide presents a step by step practical approach to identifying and analyzing gender issues in value chains, and in accessing the implications of any gender disparities for planned value chain development interventions.

The material presented in this guide can be classified under the following topics:

- The rationale for gender integration in value chain activity design and implementation
- The value chain approach to economic development, the different phases in the value chain development cycle, and the major focus and activities in each phase
- How to conduct a gender analysis of a value chain, including , the gender dimensions framework for gender analysis; and the process for integrating gender considerations into agricultural and non-agriculture value chains

¹ USAID/Lebanon Country Development Cooperation Strategy (CDCS) 2014 – 2018. Available at: <https://www.usaid.gov/sites/default/files/documents/1883/CDCSLebanon2014-2018.pdf>

- How to include gender in value chain monitoring and evaluation.

BACKGROUND

The U.S. government has put gender equality and women's and girls' empowerment at the forefront of its foreign policy, as reflected in the President's National Security Strategy, the Presidential Policy Directive on Global Development, and the 2015 U.S. Quadrennial Diplomacy and Development Review. In 2012, USAID promulgated several comprehensive and interlinked policies and strategies to reduce gender inequality and enable girls and women to realize their rights, determine their life outcomes, influence decision making, and become change agents in households, communities, and societies.

The Agency has reinvigorated attention to gender equality through its 2012 Gender Equality and Female Empowerment Policy, Automated Directives System (ADS) Chapter 205 ("Integrating Gender Equality and Female Empowerment in USAID's Program Cycle"), and several other policies.

Together, these policies and strategies provide guidance for pursuing more effective, evidence-based investments to achieve USAID's mission. This resource guide is designed as one of four resource guides intended to be developed by PMSPLII as per the 5 year plan 2015-2020 to assist USAID and its implementing partners to integrate gender into current and future agricultural and non-agricultural value chain activities.

RATIONALE FOR GENDER INTEGRATION IN VALUE CHAIN INITIATIVES IN LEBANON

Gender equality and female empowerment are core development objectives, fundamental for realizing human rights and keys to effective and sustainable development outcomes. Gender inequality affects production, distribution, and consumption in an economy, but is often overlooked in value chain development. Gender inequalities affect competitiveness directly, by restraining productivity, growth, and output, and indirectly, by hindering trade performance. Failure to understand and account for gender dynamics in value chain analyses and activities can limit the success of value chain initiatives, potentially hindering economic growth (see **Exhibit 1** for definitions).

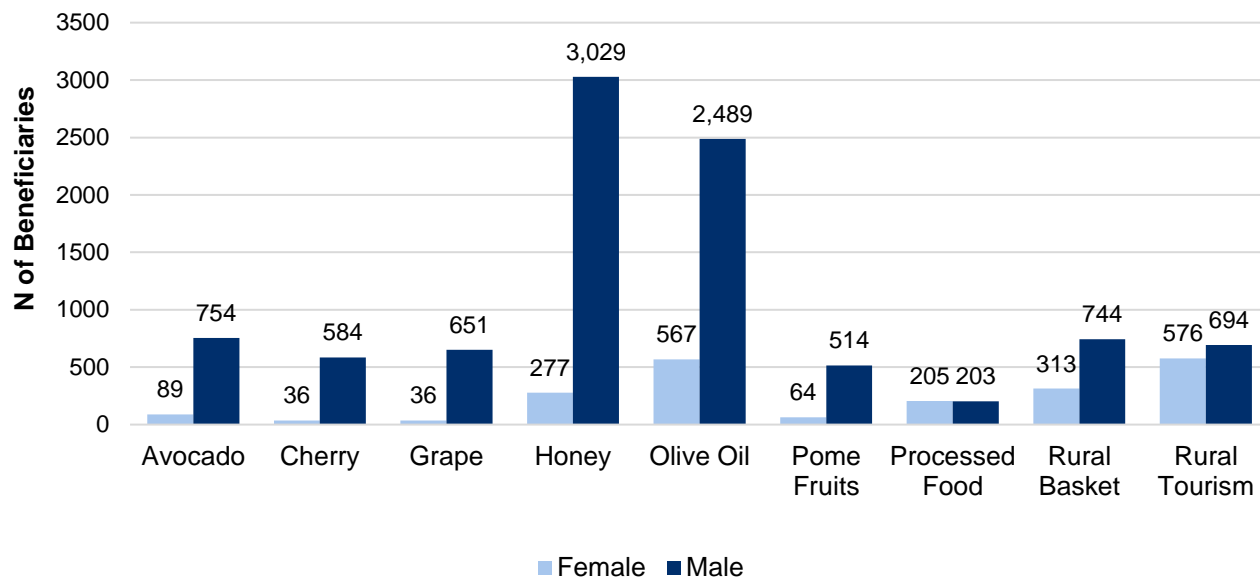
Gender inequalities can have a negative impact on value chain activities, including technology adoption, participation in agricultural markets, and distribution of intra-household gains from livelihood-generating activities. Gender disparities also affect the achievement of broader agricultural and economic development goals, such as poverty reduction, income, nutrition, and food security. For example, assets are required to participate in agriculture and non-agriculture livelihood activities. For each activity, there is a need to identify assets, consider how gender influences access to these assets, and examine how gender disparities may result in differences in men's and women's participation in the value chain. The extent of this evidence and the manifestation of gender disparities in livelihood-generating activities vary across geographic regions and social contexts.

In Lebanon, gender disparities exist in agriculture and non-agriculture value chain. The USAID-funded Lebanon Industry Value Chain Development (LIVCD) project (2012–2017) conducted a midterm evaluation that examined gender equality in Lebanese value chains and highlighted major gaps (LIVCD 2016). Only 18.5 percent of project beneficiaries to date are women. The value chains themselves are gendered, with the majority of females who are active in Lebanese value chains working in rural tourism, olive oil, and to a lesser extent rural baskets and honey. The processed food industry is the most gender balance in terms of proportion of beneficiaries, with 49.6 percent female beneficiaries, followed by rural tourism, with 44 percent female beneficiaries. The value chains for avocado, cherry, grape, and pome fruit (e.g., apples and pears) are characterized by low numbers of female beneficiaries. **Exhibit 2** illustrates sex-disaggregated participation in LICVD value chains.

Exhibit 1: Definitions

- **Value Chains:** The full sequence of activities required to bring a product or service from conception through production, transformation, marketing, and delivery to final consumers (Rubin, Manfre & Barrett 2009). Value chains actors include input suppliers, producers, processors, and buyers. They are supported by a range of technical, business, and financial service providers (USAID Microlinks).
- **Value Chain Analysis:** A methodological tool for understanding the dynamics of economic globalization and international trade. The approach focuses on vertical relationships between buyers and suppliers and the movement of a good or service from producer to consumer. Value chain analysis is now a key analytical approach in research and policy fields, with an increasing number of bilateral and multilateral aid organizations adopting it to guide development interventions (Riisgaard et al. 2010).

Exhibit 2: LIVCD Value Chain Participation by Sex



Source: LIVCD Monitoring System

This analysis highlights important gender gaps in Lebanese value chains and the need to integrate gender into the design and implementation of Lebanese value chain activities.

Women in Lebanon make important contributions to agricultural activities, but their contributions are often underestimated and undervalued due to cultural and policy biases. Rural Lebanese women especially face legal, cultural, and socioeconomic constraints that are further accentuated by gender bias in the delivery of rural services (Tailfer 2010). Women's household responsibilities often prevent them from investing sufficient time in agricultural work or rural tourism activities. Women in rural areas also have limited engagement in formal economic and social groups and limited community leadership roles.

Gender inequalities in Lebanon related to value chains include the following (Atallah & Helou 2012):

- **Discrimination:** National legislation provides women and men with equal rights to ownership, inheritance, and access to loans and banking facilities, but rural women lack awareness of their rights, and discrimination is common.
- **Limited access to land and credit:** Women have a legal right to own land, but few have land registered in their names. Women constitute the majority of smallholder farmers, with limited access to credit due to lack of adequate collateral and the high risk associated with administering small agricultural loans. The LIVCD evaluation report shows how the project is trying to address existing gender disparities with respect to access to credit. According to the report, three events have been organized by LIVCD in partnership with the Women Empowerment Initiative of BLC Bank to facilitate women's access to loans. The project has also developed feasibility studies for four women to

apply for a loan. Notwithstanding, the number of women who have accessed agricultural loans through LIVCD remain low (LIVCD, 2016)

- **Limited cooperative membership:** Few women are cooperative members, and therefore are less able than men to benefit from cooperative credit. The LIVCD mid-term evaluation revealed that the project includes interventions tailored to women or women cooperatives, notably in rural tourism and food processing. LIVCD grant assistance tailored to women food processing cooperatives and female-headed companies has enabled the women to adopt new technologies, thereby improving production efficiency and quantities. The purchase of the technology has generated gains such as in a better allocation of workforce in the production chain, increases in income (for Lebanese Mezze and for Al-Imad Cooperative), or lower workload burden (at Agricultural Cooperative Association for Production and Food Processing in Ein Ebel).
- **Inequitable decision making:** Lebanese men make almost all decisions related to farming activities, except for decision making in the allocation of water for livestock, which is a woman-dominated activity. When men are away, most women are able to decide on family expenditures, hiring labor, and allocating water to crops. Single, divorced, and widowed women have a lower status in society; decisions are usually made by male family members, although these unmarried women may have a say in the allocation of family expenditures.
- **Unequal division of agricultural work:** The division of labor varies from crop to crop and depends on irrigation, but in all cases women perform a large share of the agricultural work. Men generally carry out land preparation, irrigation, and spraying, while women are primarily responsible for seeding, sowing, weeding, harvesting, and processing.
- **Disproportionate burden of domestic responsibilities:** The LIVCD evaluation reveals a disproportionate burden of domestic responsibilities on women, which in turn limits their participation in training sessions (LIVCD, 2016)
- **Few formal work opportunities and low wages/income:** Despite high female enrollment rates in the Lebanese education system, gender bias remains in choosing fields of specialization. Males dominate sectors such as agriculture. Female agriculture day laborers receive lower wages than men and have no social benefits. Men are paid twice the salary of women because they do more physically intensive work that is considered unsuitable for women (ILO 2015).

Value chain programs designed with gender-equitable principles can boost competitiveness and gender equity to reduce poverty more effectively. Men's and women's roles, opportunities, and access to resources and benefits from income-generating activities also have an impact on the efficiency and competitiveness of value chains in the global market. Understanding these gender disparities and addressing them in agricultural value chains improves program outcomes (Rubin, Manfre & Barrett 2009).

VALUE CHAIN DEVELOPMENT

This section provides an overview of the value chain approach to development and examines the stages in value chain development. Understanding the value chain approach provides a foundation for integrating gender in each stage, resulting in more competitive and more gender equitable value chains.

THE VALUE CHAIN APPROACH TO ECONOMIC DEVELOPMENT

The value chain approach to development is a strategy for enhancing economic growth and reducing poverty (Rubin, et al., 2009). USAID applies the value chain approach to drive economic growth by integrating large numbers of micro- and small enterprises (MSEs) into increasingly competitive value chains (USAID Microlinks).

The following are key features of the value chain approach (USAID Microlinks):

- **Market system perspective:** Understanding a market system in its totality expands and lengthens impact, leading to more productive results. This should include the firms within an industry; the support markets that provide technical, business, and financial services; and the business environment. The principal supports and constraints to competitiveness may lie within any part of this market system.
- **Focus on end markets:** An understanding of the end market—the local, regional, or international market into which a product or a service is sold—provides opportunities and sets the parameters for economic growth.
- **Value chain governance:** It is important to understand the roles of and relationships among buyers, sellers, service providers, and regulatory institutions that operate within or influence the range of activities required to bring a product or service from inception to its end use. Governance describes which firms within a value chain set and enforce the parameters under which others operate. Embedded in governance are inter-firm relationships, power dynamics (symmetrical and asymmetrical), and distribution of benefits.
- **Relationships:** The quality of relationships between different stakeholders is a key factor for a functioning value chain. Strong, mutually beneficial relationships between firms facilitate the transfer of information, skills, and services, all of which are essential to value chain upgrading.

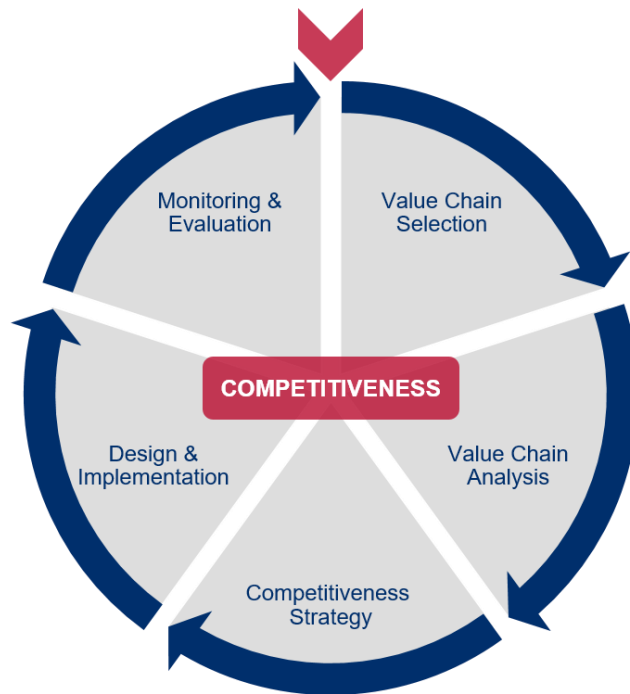
THE VALUE CHAIN DEVELOPMENT CYCLE

Effective value chain development programs are designed and carried out in a dynamic, five-phase process, referred to as the project cycle:

1. Value chain selection

2. Value chain analysis
3. Competitiveness strategy
4. Design and implementation
5. Monitoring and evaluation.

Exhibit 3: Value Chain Project Cycle



Source: USAID Microlinks

PHASE 1: VALUE CHAIN SELECTION

Value chain selection is the process collecting and analyzing quantitative and qualitative data from different value chains, with the goal of prioritizing the value chains based on the extent to which they satisfy a predefined set of criteria.

Common criteria used in the process of prioritizing industries or value chains, include:

- Potential for growth and competitiveness
- Impact on and contribution to other development objectives, such as conflict mitigation
- Women’s empowerment
- Food security or natural resource management.

See **Annex 1** for USAID’s general criteria for prioritizing a short list of industries.

PHASE 2: VALUE CHAIN ANALYSIS/ASSESSMENT

The phase requires using the value chain framework to identify:

- **The structure of the value chain**, including all individuals and firms that conduct business by adding value and helping move the product toward the end markets
- **The dynamics of the value chain**, which refers to the determinants of individual and firm behavior and their effect on the functioning of the value chain (USAID Microlinks).

Value chain analysis requires four interconnected steps:

1. Data collection and research
2. Value chain mapping to highlight market segments, product flows from raw material to end markets, participants/actors, and their functions and linkages
3. Analyzing opportunities and constraints using the value chain framework to identify systemic, chain-level issues rather than focusing on firm-level problems
4. Vetting findings with stakeholders and recommending future actions.

PHASE 3: COMPETITIVENESS STRATEGY

This phase involves developing a vision for how firms might collaborate to achieve growth, rather than seeing one another simply as competitors. Implementers should involve stakeholders at all levels of a value chain in developing an end-market competitiveness plan that determines the industry's competitive advantage, a commercial upgrading plan, and a plan for sustaining competitiveness. The strategy should include elements that rely on information from the value chain analysis and active involvement by the private sector to create a focused approach to improving and sustaining industry competitiveness.

PHASE 4: VALUE CHAIN DESIGN AND IMPLEMENTATION

Most value chain development projects are designed to improve economic growth by strengthening the competitiveness of firms in an industry. Project design should articulate how interventions will facilitate implementation of the competitiveness strategy and address the threats to industry competitiveness, as identified in the value chain analysis (phase 2). In response to value chain constraints, value chain development projects can choose either **direct intervention** or **facilitation** as their involvement strategy (Microlinks):

- **Direct intervention** is when a project directly delivers services required for MSE upgrading or subsidizes private-sector service providers to provide these services to MSEs.
- **Facilitation** can be defined as an action or agent that stimulates a value chain to develop and grow, but does not become part of the chain.

PHASE 5: MONITORING AND EVALUATION

All value chain development projects are based on a causal model that shows the logical links between project activities and expected outputs, outcomes, and impacts. Underlying the links in the model is a set of theorized causal relationships that project designers believe to be true. The importance of the [causal model for performance monitoring and impact assessment](#) is that it forces implementers and evaluators to articulate the important causal relationships underlying project design and evaluate the degree to which they make sense and/or are justified.

The value chain approach uses facilitation as a means of implementation and measuring change can be difficult because project services are provided indirectly to intended beneficiaries through their relationships with other market actors. This can complicate the process of accurately measuring project outreach, identifying beneficiary populations, and monitoring changes over time. Another challenge is the measurement of “spillover” effects (diffusion), when firms not counted as part of project outreach imitate new techniques and business practices they observe in neighbors, friends, and competitors.

GENDER IN VALUE CHAIN DEVELOPMENT

This section provides information on how to integrate gender into each stage of the value chain project cycle.

GENDER IN VALUE CHAIN SELECTION

Competitiveness is an important criterion for selecting value chains and supporting economic growth. Integrating gender into value chain development projects and promoting gender-equitable opportunities can help increase competitiveness. Value chains should be assessed for growth potential and opportunities for gender integration.

Analysis of a value chain’s economic growth potential should be followed by a participatory process to determine the value chain’s potential to contribute to women’s empowerment and gender equality. **Exhibit 4** lists illustrative questions for considering gender in a value chain selection.

The value chain assessment team must include a trained gender specialist.

Exhibit 4: Gender Considerations in a Value Chain Selection

Question

What is the ratio of women to men employed in the value chain?

Question

How many male and female entrepreneurs are in the value chain?

What equipment and assets do women control?

What equipment and assets do men control?

Do women have (or can they acquire) the skills needed for value addition through processing or product diversification?

Do men have (or can they acquire) the skills needed for value addition through processing or product diversification?

Who controls the sales income and the enterprise? Men? Women? Both?

Can the work take place close to women's home?

Is this a value chain with low barriers to entry for poor entrepreneurs (small scale of production, low start-up costs, not requiring major capital investments, using low tech skills)?

Is this a value chain with low barriers to enter for women (time, mobility, access to technology and assets, cultural constraints)?

Does this value chain offer new opportunities for women?

Does this value chain offer new opportunities for men?

Is the activity in the value chain in line with livelihood conditions (year-round income, using family labor, rapid returns, contributing to food security, keeping the environment intact, not reducing the availability of clean water)?

Tradeoffs may exist between a value chain's growth potential and its potential to empower women. For example, a traditional "women's product" might yield only minor growth, but give women opportunities to strengthen their organization, build skills, learn to negotiate with the private sector, and access market services (KIT, AgriProFocus & IIRR 2012). For a project dealing with multiple value chains, such as LIVCD, dealing with tradeoffs could require selecting a combination of value chains.

According to the LIVCD Gender Assessment report (Basil 2014), women's involvement in the production phase is very low in certain value chains, such as pome fruits, floriculture, olive oil, and grapes. However, as revealed in most of the LIVCD value chain assessment reports, women play a critical role in activities such as pruning, thinning, weeding, harvesting, and post-harvest handling in most, if not all, of the tree crop value chains. The introduction of new crops for agro-industry in Lebanon and other Middle East and North African countries has resulted in an emergence of the use of large numbers of women agricultural labor (Abdelali-Martini 2011). Efforts to improve the competitiveness of such value chains must pay attention to any gender disparities that have implications for women's participation and incentives/gains.

GENDER IN VALUE CHAIN ANALYSIS

Generic value chain analysis does not differentiate constraints for men and women. Gender integration in value chain analysis requires considering gender relations in the household, the

firm, the industry, and society at large. It assesses how these factors influence value chain performance, identifies gender-based constraints and opportunities to competitiveness of value chains, and considers the constraints and opportunities for the distribution of benefits to men and women along the value chain.

GENDER CONSIDERATIONS IN THE ANALYSIS OF FACTORS THAT INFLUENCE VALUE CHAIN PERFORMANCE

End-market analysis, a factor influencing value chain performance, examines the value chain's ability to respond to end-market demand opportunities. Gender-differentiated access to resources may mean that men and women respond differently to end-market demand. Accurate end-market analysis can capture existing gender differences that may have an impact on end-market demand. **Exhibit 5** provides a list of questions to consider in end-market analysis.

Exhibit 5: Illustrative Questions for Gender in End-Market Analysis

- How do men and women learn about or access information on end-market demand opportunities?
- What resources are required to respond to end-market demand opportunities?
- Do men and women have the capacity to respond to end-market demand opportunities?
- What gender differences exist with respect to access to the resources (including skills and networks/relationships) that are required to take advantage of such opportunities?
- What is the origin of these gender differences? Why do these differences exist?
- How does end-market demand present opportunities for or constrain male value chain actors?
- How does end-market demand present opportunities for or constrain female value chain actors?
- What can the project do to facilitate gender-equitable access to such opportunities?

For example, analysis of the handicrafts value chain in Lebanon reveals that the production of baskets is a rural activity primarily done by women, who are typically organized in cooperatives. The LIVCD handicrafts assessment report reveals that trade in handmade baskets is mostly domestic (no regional or international trade), that basket producers lack access to retail locations, and that the baskets have traditional appeal but lack value-added designs to make them more appealing. The assessment concludes that there is an opportunity for producers to sell more baskets and to expose these products to more custom-order clients.

To take advantage of this opportunity, basket producers must shift from traditional designs to value-added designs so they can connect to high-end secondary sales locations and retail opportunities along tourism routes. Since basket production is predominantly done by women, a few questions can be explored:

- What resources (including skills and time) are needed to adopt the value-added basket designs?
- Do women have access to these resources? Why or why not?
- How can the project facilitate women's access to these resources?

The **business environment** is not gender-neutral. As part of society, it has a sociocultural dimension, in addition to an economic dimension, which influences how men and women interact and experience the other dimensions of the business environment. Features of the business environment can enable one sex while disabling another.

EXAMPLE: GRAPE VALUE CHAIN IN LEBANON

An assessment of the grape value chain reveals that access to finance is a key element in the business environment for this value chain in Lebanon. Grape producers face a general challenge in accessing credit, because lending to agriculture is generally limited. Common problems include high interest rates, high collateral requirements, and a lack of seasonal loans structured for agriculture (LIVCD 2014b).

Given these facts, access to finance appears to be a "general" constraint.

However, there is evidence of gender disparities in land ownership and men's and women's ability to use land as a collateral. For example, "although women have access to such property, they generally cannot make legal decisions about how it will be used, such as offering it as collateral for a loan or selling it," because "they are unlikely to own the land on which

Exhibit 6 provides gender questions to consider in the analysis of the business environment.

Analysis of **vertical linkages** examines the relationship between firms at different levels of the value chain. This relationship is important not only for moving product or services to the end

Exhibit 6: Analysis of Gender in the Business Enabling Environment

- How does the sociocultural context (social norms and beliefs) influence the way men and women experience the business environment?
- How do social beliefs interact with legal and other regulatory frameworks to define how men and women function in the business environment or to exclude men and women from participating in certain business-related activities?

market (Microlinks) but also because it has implications for sharing knowledge and information and distributing benefits along the value chain. **Horizontal linkages**—how actors or firms at similar stages or levels of the value chain relate to each other—can also influence a value chain's performance and the distribution of benefits. All these relationships occur in a social environment that defines what behavior is appropriate for each sex and how different sexes relate to each other. Therefore, analysis of vertical and horizontal relationships and linkages along the value chain should consider how gender relations interact with or influence value chain relationships (see **Exhibit 7**).

Exhibit 7: Gender in Analysis of Vertical and Horizontal Linkages

- What differences exist in the way women-owned and men-owned enterprises link to downstream and upstream actors?
- What differences exist in relationships between men-owned and women-owned enterprises and value chain actors and upstream and downstream firms/actors?
- What implications do gender-differentiated relationships have for the transaction costs of doing business?
- How do male value chain actors or men-owned businesses link or relate with other actors or firms at similar stages of the value chain?
- How do female value chain actors or women-owned businesses link or relate with other actors or firms at similar stages of the value chain?
- How do different actors influence the nature and extent of benefits from such linkages?

Support markets play an important role in firm upgrading (Microlinks). Access to support markets is shaped by sociocultural norms, including gender, which can limit access to credit/loans, business training, and equipment required for value chain activities. Analysis of support markets should focus on differentiating opportunities and/or availability of these services by the sex of the value chain actor or business owner.

Analysis of value chain governance and the relationship between the different actors along the value chain should consider how these relationships differ for different groups. Analysis of inter-firm relationships should also consider how existing gender power relations define how male and female value chain actors interact or relate with other actors and stakeholders along the value chain. See **Exhibit 8** for illustrative questions for gender analysis of support markets.

Exhibit 8: Gender in the Analysis of Support Markets

- Which support services are critical for different value chain operations?
- To which support services (formal and informal) do male value chain actors have access?
- To which support services (formal and informal) do female value chain actors have access?
- What restricts and facilitates men's access to and use of support services critical to value chain operations?
- What restricts and facilitates women's access to and use of support services critical to value chain operations?
- What does the gender differential in access to support services and products imply for men and women's ability to upgrade?
- How can access to such services be improved for male value chain actors?
- How can access to such services be improved for female value chain actors?
- How do existing gender power relations interact with value chain governance or manifest along the value chain?
- How do gender relations weaken or strengthen men's and women's ability to exert control along the value chain?
- How does the governance structure of the value chain benefit or disadvantage men or women?

GENDER IN COMPETITIVENESS STRATEGY

Value chain upgrading increases competitiveness through changes in production processes, products, functions, or market channels within a value chain. Upgrading allows value chains to respond to changing market conditions and engage in new market opportunities, and can help ensure entry into broader regional and international markets that require higher standards of product quantity, quality, size, safety, and other characteristics (Sebstad & Manfre 2011).

Upgrading can include:

- **Process upgrading:** Increasing efficiency of production processes to reduce unit costs. Process upgrading that involves improved production process organization or technology.
- **Product upgrading:** Improving product quality or variety to increase value to consumers.
- **Functional upgrading:** Entry into a new value chain function that generates higher returns.
- **Channel upgrading:** Entry into a marketing channel that leads to a new end market in the value chain; for example, from the domestic market to the export market for the same product.

Approaches to promote upgrading must include and benefit men and women alike. Gender norms and inequalities can negatively influence upgrading and value chain competitiveness. Gender-specific constraints can limit women's ability to invest in product and process upgrading. Limited resources, information, inputs, training, and income streams can hinder women from accumulating capital for investment. In many societies, the ability to engage in or develop value chain relationships (horizontal or vertical) that support upgrading processes is limited by women's limited mobility and prevalent social norms (Sebstad & Manfre 2011).

Designing gender-sensitive value chain interventions requires an upgrading strategy that recognizes and addresses gender-based constraints for male and female actors in the value chain. The importance of a gender analysis at the beginning of the project cannot be overemphasized. A well-designed gender analysis can identify major disparities that could impede women's or men's ability to adopt an upgrading strategy. Understanding gendered behaviors can improve the design of value chain upgrading strategies. **Exhibit 9** provides an example of what can happen if an upgrading strategy does not consider gender.

Exhibit 9: A Gender-Blind Upgrading Strategy

In Latin America, upgrading occurred in the form of product certification for organic producers. The certification requirement increased the workload and labor demand associated with organic production, making it particularly challenging for female farmers to participate in the upgrading process (IFAD 2003). Organic certification significantly increased women's labor effort in coffee production, and gender disparities in land availability, farm size, and market conditions resulted in a distribution of the costs and benefits associated with coffee certification that was skewed by sex (Bolwig & Odeke 2007).

Ensuring gender-sensitive upgrading strategies requires:

- An accurate understanding of the social context: existing gender roles and relations
- Gender mapping of the value chain: the actors at each stage of the value chain
- Knowing who performs what tasks along the value chain and with what resources
- Identifying gender-based constraints with implications for the ability of male and female value chain actors to adopt the proposed upgrading strategy.

Information on gender integration in Lebanese value chains is limited. The few existing documents are weak and do not sex-disaggregate groups of actors along the value chain, disallowing a gender examination of the upgrading strategy for each value chain. **Exhibit 10** lists questions that should be considered in evaluating upgrading strategies for gender sensitivity. For more information visit <http://www.state.gov/f/indicators/>.

Exhibit 10: Analyzing Upgrading Strategies for Gender Sensitivity

- At what level of the value chain is the upgrading activity to take place?
- What is the proportion of men and women at that level of the value chain?
- What do the gender analysis findings imply for the ability of male actors at that stage in the value chain to adopt the upgrading strategy?
- What do the gender analysis findings imply for the ability of female actors at that stage in the value chain to adopt the upgrading strategy?
- What gender-specific actions can the project take to support gender-equitable participation and benefit from the upgrading strategy?

The LIVCD value chain selection took place following an analysis of all potential value chains, including a recommendation of the appropriate upgrading strategy to boost competitiveness

for each selected value chain. **Annex 2** provides more details on the LIVCD value chain upgrading strategy.

GENDER IN VALUE CHAIN DESIGN AND IMPLEMENTATION

Value chain design refers to the selection of interventions or activities to meet or achieve the strategic objectives of a value chain development project. Value chain design is considered gender-sensitive when the entire process is informed by the findings from a value chain gender analysis. **Exhibit 11** presents an example of a design that is not based on a gender analysis, with unintended negative consequences.

Exhibit 11: Building Project Design on the Findings from Gender Analysis

The importance of conducting a value chain gender analysis and using the findings to inform project design is highlighted in the experience of the Vietnam Fisheries Infrastructure Improvement Project (ADB 2001). With an overall objective of promoting modernization and greater efficiency in marine fisheries, the project aimed to raise the status and living conditions of women in fishing households by reducing hardship in fish transport, increasing the supply of freshwater and ice, increasing earnings, and improving living conditions and health. The project had three main activities: upgrading 10 fishing ports, establishing environmental monitoring units, and providing private sector investors with loans to establish ice plants and cold storage facilities at ports. While a socioeconomic study was conducted prior to project design, the study neither collected sex-disaggregated data nor was a gender analysis conducted. An evaluation of the project (Riisgaard 2010) showed that:

- The design considered gender specialization in some areas of marine fishery, but ignored onshore marketing and processing activities, in which women are mostly involved.
- The project assumed that its loans component and upgrading of port facilities would automatically benefit women by providing a better working environment and increasing income, and did not recognize women's inability to obtain loans due to lack of collateral.
- The project's focus on port modernization may reduce labor demand and remove small economic niches in fish marketing and processing that are occupied by poor women.

Implementation refers to the actual execution of project activities to achieve its intended objectives. In addition to having the findings from gender analysis inform the design of value chain activities, the approach for implementing activities must also be gender sensitive. Consider

“training” as a common value chain activity –e.g. training on production and safe-handling practices. The LIVCD evaluation report notes that while the project has made effort to adapt training scheduling to beneficiaries’ activities, the timing of training sessions was sometimes unsuitable for project beneficiaries. Of particular attention here were trainings conducted towards noon time, a time during which agricultural producers or food processors are busy in their economic activity, and women engaged in domestic responsibilities (LIVCD 2016). This is an example of a case where gender roles limit participation in project activities. Gender sensitivity is therefore required in both the selection and delivery of implementation strategy.

Exhibit 12 provides illustrative questions to consider in designing or planning training activities.

Exhibit 12: Gender in Training

- Are there cultural norms circumscribing women’s participation in mixed-sex meetings?
- What role do women play when they participate in mixed-sex meetings?
- What role do men play when they participate in mixed-sex meetings?
- Are women able to make decisions in mixed-sex group settings?
- Is it more appropriate and effective to have single-sex groups?
- What are men’s work tasks and roles in a specific context?
- What are women’s work tasks and roles in a specific context?
- What is the best time of day or week and what is the best location for men to participate in a training or demonstration?
- What is the best time of day or week and what is the best location for women to participate in a training or demonstration?
- Are there any restrictions on women’s mobility and space?
- How can the overall training be designed to increase women’s participation and benefit?
- How can the overall training be designed to increase men’s participation and benefit?
- Are there any known gender differences in literacy levels (e.g., between sexes, ages, rural/urban location)? How can the training content be designed to account for such differences?
- Who will deliver the training? Is it culturally appropriate for a male trainer to interact with female trainees, and vice versa?

GENDER IN MONITORING AND EVALUATION

Monitoring and evaluation is an important step in the value chain development process. It involves measuring the extent to which a project has achieved its intended results, and helps measure the impact of the intervention on the target population and determine whether project targets have been met.

Attention to gender is essential in the monitoring and evaluation process. USAID projects are required to report on gender-differentiated impact of project interventions and to collect and analyze sex-disaggregated data. USAID's Gender Equality and Female Empowerment Policy, Evaluation Policy, and ADS 205 outline the Agency's requirements for gender integration throughout the program cycle. Specifically, ADS 205.3.6 discusses gender in monitoring, evaluation, and learning; ADS 205.3.6.2 discusses gender in evaluation; and ADS 205.3.6.1 discusses gender in performance monitoring.

Measuring progress toward gender equality and female empowerment requires measuring the impact of project activities on men, women, boys, and girls, and other social determinants. Gender integration in monitoring and evaluation processes requires developing indicators that measure both participation and impact. Gender-sensitive indicators allow the value chain project to measure how well it has achieved its targets (e.g., number of men, number of women) and to what extent gender equality and female empowerment are being advanced, or if negative consequences are resulting. USAID-funded value chain projects are mandated to conduct gender analysis and use the findings to inform all phases in the value chain development cycle. **Exhibit 13** describes the characteristics of gender-sensitive indicators.

Exhibit 13: What Makes Indicators Gender-Sensitive?

Based on Sex-Disaggregated Data: Information is not neutral and is likely to differ between males and females. Sex-disaggregated data are needed in all types of monitoring and evaluation, auditing, or impact assessment process. Heterogeneity in the groups "male," "female," "men," and "women" implies further disaggregation along lines such as age, marital status, and urban/rural location.

Qualitative and Quantitative: Gender is defined by cultural values, social attitudes, and perceptions. Therefore, measuring gender dynamics requires a variety of indicators that provide a mix of quantitative and qualitative data. Qualitative data are used to understand social processes, why and how a particular situation measured by indicators has taken place or being experienced, and how such a situation could be changed. Qualitative analysis should be used in all stages of the project cycle (CIDA 1997).

Adapted from Brambilla (2001).

Consider the following gender-based constraint statement: "Five men and zero women participate in business training because social norms, which confine women to the domestic

space and make women entirely responsible for domestic chores and childcare, restrict women's participation in business training activities organized away from the home."

Value chain development projects seeking to include women should go beyond increasing their participation to considering how the value chain interventions can contribute to eliminating gender-based constraints that have implications for value chain participation, performance, and competitiveness, and for the distribution of gains from value chain participation. Effective monitoring and evaluation in this case requires a combination of quantitative and qualitative data on women's participation in the training program and how they are experiencing the training.

Monitoring and evaluation can measure changes in gender norms and identify the different constraints and opportunities that men and women experience during project activities. Analysis of monitoring and evaluation data should inform project design and implementation for future phases of the value chain intervention—a refinement in strategic objectives and intermediate results and the overall approach.

A participatory monitoring and evaluation process is one in which the target groups have genuine input into developing indicators to monitor and measure change, resulting in a process that the group "owns," rather than one that is imposed on them by outsiders. It is essential to include the perspectives of women and men. Involving the target group in designing indicators can also help identify indicators that the project staff did not think of initially. Project objectives should be agreed to in consultation with or through the participation of the target group so that they can reflect any changes in gender relations to which the target group aspires. Involving the target group in the process of identifying indicators helps avoid bias or neglect of relevant information on changes to gender relations in the monitoring process. It is important that the target group always participates in this process.

Any baseline study should capture sociocultural variables in addition to sex, such as marital status, age, location, and income. When monitoring gender-related changes in a specific context, it is important to measure external factors that may contribute to the success or failure of the program or policy (Brambilla 2001). Examples of external factors in value chain analysis include a change in the operation and functioning of a financial institution to facilitate women's access to agricultural loans, and a change in land ownership laws.

Data collection and analysis is not a gender-neutral process; it is subject to gender bias and cultural values and attitudes. Other important factors to consider in the monitoring and evaluation process include (Brambilla 2001):

- **Sex of the interviewer:** Data gathered during the project or CDCS-level gender analysis can be used to determine if it is appropriate to have females interview males, or vice versa.
- **Gender awareness of the interviewer:** What is the interviewer's level of understanding of gender in the social context? How can they collect data while maintaining objectivity? It is common for interviewers to be "gender blind" and disregard certain important data or play down the importance of particular gender differences.

- **Training:** Training of data collectors should include information on gender norms and address bias or insensitivity in data collection and analysis.
- **Data collection:** An appropriate interview location is one that ensures safety, confidentiality, and easy access. Do women or men feel comfortable in the location of interview? Is the time of the interview convenient for women or men? Is there a need for separate focus groups for men and women?
- **Indicators:** Use a combination of qualitative and quantitative indicators and include contextual factors. Indicators should measure changes in men's and women's attitudes, perceptions, practices, and knowledge. Indicators are subject to gender bias and must be contextualized to the country, language, and other factors.
- **Monitoring and evaluation systems:** Include gender-sensitive planning as part of the monitoring and evaluation cycle.
- **Monitoring and evaluation processes:** Use participatory processes that are carried out in gender-sensitive ways. Results can be influenced by gender bias derived from lack of gender awareness, cultural attitudes, or social practices of the people involved in the process.

GENDER ANALYSIS FOR VALUE CHAINS

Gender analysis is fundamental to gender integration. For value chains, gender analysis involves identifying the root causes of gender inequalities and obstacles to female empowerment in value chain operations. It identifies the gender relations that structure how smallholder households are organized and how they interact with other firms and economic processes (Rubin, Manfre & Barrett 2009). Ideas about gender relations shape the opportunities that are available to men and women throughout the value chain by creating or restricting educational and employment options and avenues for starting businesses and establishing needed social and business networks (Rubin, Manfre & Barrett 2009).

There exist many frameworks for gender analysis. In its ADS 2005, USAID provides general guidance on the dimensions of gender inequalities that should be examined in gender analysis. These dimensions include:

- Laws, policies, regulations, and institutional practices
- Cultural norms and beliefs
- Gender roles, responsibilities, and time use
- Access to and control over assets and resources
- Patterns of power and decision-making

See **Annex 3** for an in-depth explanation of these five domains.

This resource guide uses the **Gender Dimensions Framework for gender analysis that was developed for USAID** by Rubin, Manfre & Barrett 2009. The framework is particularly adapted for value chains and makes the analysis of gender relations and roles along the value chain much more tractable. The GDF comprise the first four dimensions of gender inequality in USAID's ADS 205, and considers the fifth dimension "patterns of power and decision-making" as a cross-cutting issue, i.e. it cuts

Example: Gendered Participation and Division of Roles in LIVCD Value Chains

Grape Value Chain

- Production of table grapes in Lebanon is heavily export oriented, employing a large number of women as rural wage laborers.
- Women play a large role in table grape handling activities (pruning, leaf thinning, weeding).
- Women dominate handling and packaging of table grapes—a labor-intensive activity. Harvesting and packaging 10 tons of grapes requires a crew of 25 women and 4 men, a manager, and a foreman. The typical off-season workday is 7 a.m.–3 p.m., and longer in season.
- Men are responsible for transporting harvested grape containers to the trucks.
- Women play a major role in grape processing and value addition—production of vinegar, molasses, and sun-dried raisins.

Pome Fruits Value Chain

- Low female involvement in pome fruit production means it is unlikely to find women involved in spraying, pruning, or planting of new orchards.
- Women's participation is estimated at about 50% in post-harvest activities—harvesting, sorting and packaging—but at management and decision-

across the first four dimensions. This resource guide illustrates the use of the GDF in the context of a much larger process for integrating gender in value chains. See the next Section. **Exhibit 14** presents some quick tips for conducting a gender analysis of a value chain. .

Exhibit 14: Quick Tips for a Gender Analysis of Value Chains

- Select the value chain.
- Conduct diagnostic value chain research (desk review of literature; consultation with project staff or other stakeholders and potential project beneficiaries) for an initial:
 - Understanding of the social context for the prospective value chain activity
 - Understanding of the different stages along the value chain and associated activities
 - Gender mapping of the value chain—the proportion of male and female participants involved at each phase of the value chain.
- Conduct a gender analysis of selected value chain:
 - Identify an appropriate framework for the gender analysis.
 - Use the framework to design data collection instruments/tools for each node of the value chain; for examples, key informant interview guides, focus group discussion guides and surveys, and desk review of the literature.
 - Collect sex-disaggregated data (quantitative and qualitative) at each node of the value chain.
 - Using an appropriate tool, organize and analyze data collected to highlight gender-based constraints and opportunities at each node of the value chain.
 - Think about what the gender-based constraints and opportunities imply for value chain performance and for the distribution of gains/incentives for value chain participation.
- Share findings from the gender analysis with project staff and implementing partners.

Conducting a gender analysis is the most important step towards integrating gender considerations in value chain development projects. Prior to designing project activities, a gender analysis study should be initiated to collect qualitative and quantitative sex-disaggregated data on gender relations and roles in the social context and along the value chain, which will be analyzed to identify gender gaps in participation as well as gender inequalities/disparities with potential implications for value chain competitiveness and impact. The gender specific findings must be interpreted alongside the findings from generic value

chain analysis (which often uses quantitative data to measure value chain competitiveness) to identify interventions that will improve competitiveness as well as promote gender equity.

In the case of the LIVCD project, a global gender assessment was conducted at the beginning of the project to identify social and economic differences and needs in the status, perceptions and priorities of men and women in different geographical regions and value chains. Generic value chain analysis was also conducted for each LIVCD value chain. The gender assessment did well in describing some common gender issues in the Lebanese context and in discussing the participation of men and women in the targeted value chains. However, both the gender assessment and the generic value chain analyses lacked a systematic approach to conducting a gender mapping of the LIVCD value chains, in understanding gender relations along the chain, in identifying gender-based constraints along each of the value chain, and in assessing the consequences of these constraints for the design and implementation of value chain interventions.

INTEGRATING GENDER IN AGRICULTURAL VALUE CHAIN ANALYSIS

This section introduces the **Integrating Gender in Agricultural Value Chains (INGIA-VC)** approach. INGIA-VC was designed for USAID to enhance practitioners' understanding of how gender roles and relations influence value chains and program outcomes. The INGIA-VC approach aims to:

- Enhance the competitiveness of agricultural value chains by reducing inefficiencies that originate from gender-based constraints
- Increase opportunities for women at all levels of the value chain
- Improve the ability of USAID projects to meet their objectives.

INGIA-VC is a five-step process for identifying and evaluating gender-based constraints in agricultural value chains (Rubin, Manfre & Barrett 2009):

- Phase One: Mapping Gender Roles and Relations along the Value Chain
- Phase Two: From Gender Inequalities to Gender-Based Constraints
- Phase Three: Assessing the Consequences of Gender-Based Constraints
- Phase Four: Taking Actions to Remove Gender-Based Constraints
- Phase Five: Measuring Success of Actions

INGIA-VC is built on three underlying assumptions, described in **Exhibit 15**.

Exhibit 15: Assumptions Underlying the INGIA-VC Approach

1. Value chains are embedded in a social context:

- Social and cultural factors affect the construction of organizational arrangements, transaction costs, bargaining strength, and incentives to cooperate or collude.
- Within this broader social context, gender roles and relations guide and determine the behavior of different actors, both as individuals and firms.
- Value chains reflect the consequences of gender relations from the household to the firm level. Specifically:
 - The household interacts with the market.
 - Social institutions reflect social norms.
 - Legal frameworks embody social beliefs.

2. Value chain development affects gender roles and relations:

- Production systems, marketing systems, enterprise conditions, gender relations, and gender roles are continually shifting.
- In addition to understanding functions and operations of value chain actors, there is need to understand:
 - How value chain interventions are shifting/affecting gender roles and relations
 - How gender roles and relations shape behavior within value chains.

3. Gender equity and value chain competitiveness are mutually supportive goals:

- Gender inequalities have severe implications for value chain performance, competitiveness, and overall economic growth, which is the principal objective of most value chain development projects.
- The INGIA-VC approach rests on this premise that developing value chains and supporting gender equity are mutually supportive goals.

Summarized from Rubin, Manfre, and Barrett (2009).

The INGIA-VC process uses the **Gender Dimensions Framework** to conduct a gender analysis of the value chain (phases one and two) and link analysis findings to value chain development (phase three). The Gender Dimensions Framework was developed for USAID and is based on the Gender Domains approach outlined in the ADS 205.

Exhibit 16 makes a connection between the INGIA-VC phases and the value chain development process. How can the information gathered during INGIA-VC inform the design of gender-sensitive value chains? Where does the information from INGIA-VC fit into the value chain development process?

Exhibit 16: The INGIA-VC Process and the Value Chain Development Cycle

INGIA-VC Phase	Value Chain Development Stage
One and Two	Value chain selection and analysis
Three and Four	Value chain design and implementation
Five	Value chain monitoring and evaluation

The main elements of each phase are summarized from *Promoting Gender Equitable Opportunities in Agricultural Value Chains: A Handbook* (Rubin, Manfre & Barrett 2009) and presented below to facilitate implementation.

PHASE ONE: MAPPING GENDER ROLES AND RELATIONS ALONG THE VALUE CHAIN

Exhibits 17 and **18** provide examples of gender-blind and gender-sensitive value chain mapping.

Mapping Gender Roles and Relations along the Value Chain

A. Main objective:	Identify gender roles and relations along the value chain
B. Specific goal:	Map men’s and women’s participation and benefits along the chain
C. How to achieve this goal:	
i. Assemble and collect:	Sex-disaggregated quantitative data to: <ul style="list-style-type: none"> • Identify key groups of value chain actors (producers, processors, etc.) • Measure sex-segmentation along the value chain: <ul style="list-style-type: none"> ○ Relative participation: Where are women and men located or not along the value chain? ○ What tasks do men and women do along the value chain? Differentiate by: <ul style="list-style-type: none"> ▪ Level of participation of actors (e.g. processor, retailer, trader) ▪ Quality of participation (specific labor category by group of actor; e.g., what tasks do women/men perform in processing?) ▪ Returns to labor; business ownership and management (e.g., sex-disaggregated data on businesses ownership and management).

ii. Organize & present data relevant to value chain: **Tool: Value Chain Map** (can be revised after the actual gender analysis) showing:

- Functions and value chain actors (operators) by function
- Engendered relations: location of women/men; number of women in each location.

A. Main objective: Identify gender roles and relations along the value chain

B. Specific goals: Identify factors that shape current gender roles and relations in value chain operations

C. How to achieve these goals:

i. Assemble and collect: Sex-disaggregated qualitative data, collected and organized using the Gender Dimensions Framework.

VALUE CHAIN ACTOR	GENDER DIMENSIONS FRAMEWORK DOMAIN			
	Practices & Participation	Access to Assets	Perceptions & Beliefs	Laws & Regulatory Institutions
Producers	?	?	?	?
Retailers	?	?	?	?
Processors	?	?	?	?
<i>Etc.</i>	?	?	?	?

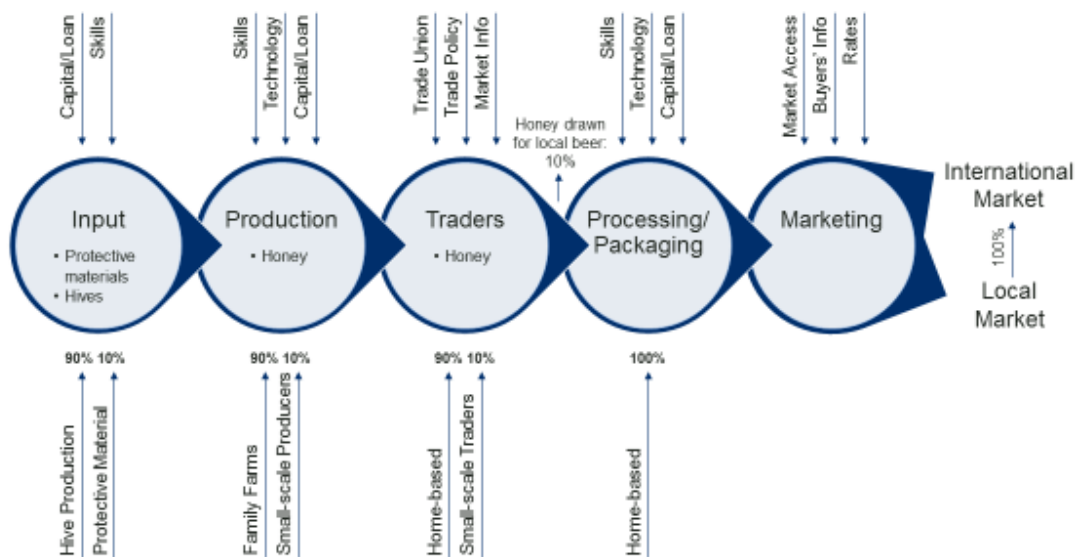
Through a literature review of the social context and relevant value chains, and in consultation with project staff, formulate questions relevant for each dimension of the Gender Dimensions Framework across the different actors in the value chain.

ii. Organize & present data relevant to the value chain: Organize data to reveal gender inequalities:

	FOR EACH VALUE CHAIN ACTOR				
	A	B	C	D	E
Producers	Question asked	Data about women	Data about men	Beliefs about men & women related to answers in columns B & C	Other data to confirm/contradict B, C, D
Practices & participation					
Access to assets					
<i>Etc.</i>					

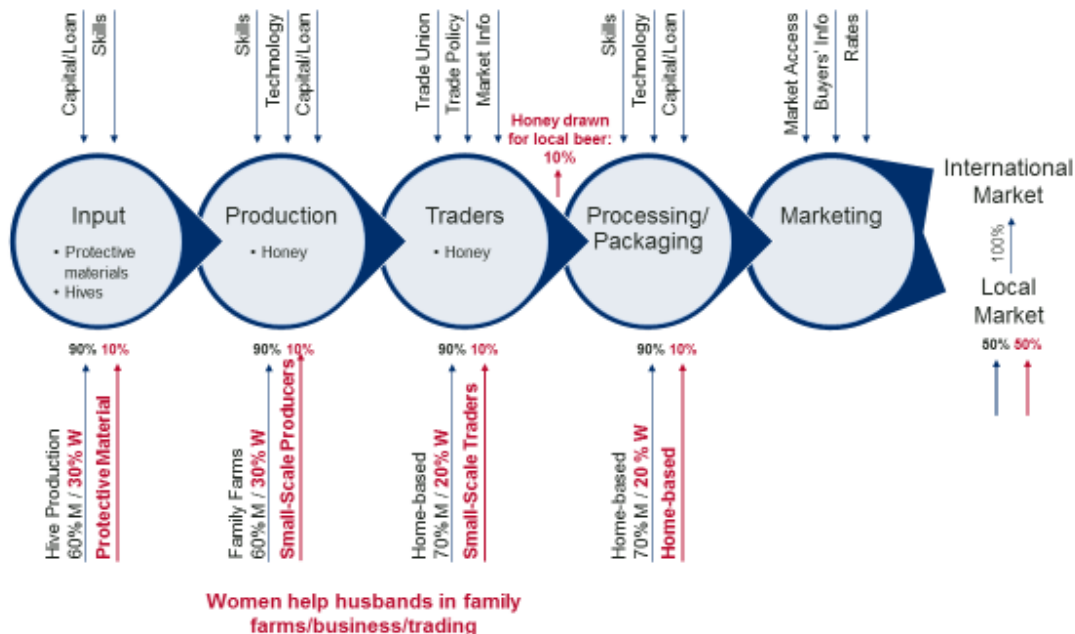
For each group of actors, the data should be organized and presented in a manner that highlights gender roles and relations that are most important for the value chain project or the activities supported by the value chain project.

Exhibit 17: Gender-Blind Map of the Honey Value Chain



Source: http://www.apmasnetwork.org/tools/gvc_tool

Exhibit 18: Gender-Sensitive Map of the Honey Value Chain



Source: http://www.apmasnetwork.org/tools/gvc_tool

PHASE TWO: FROM GENDER INEQUALITIES TO GENDER-BASED CONSTRAINTS

MAIN OBJECTIVE: Identify gender-based constraints affecting value chain development

SPECIFIC GOALS:

- Identify the types of disparities that exist in the project community.
- Distinguish the areas of inequality that are relevant to the efficient operation of the value chain.

HOW TO ACHIEVE THESE GOALS:

- Using the data collected under phase one, identify measurable conditions of gender disparity. Not all inequalities are relevant to the value chain project.
- Identify the factors that cause the conditions of disparity (Why do the disparities exist?).
- Formulate a cause-and-effect hypothesis—the gender-based constraint statement.

The gender-based constraint statement is a product of the multistep gender analysis and the foundation for identifying the actionable steps that need to be made to build the value chain so that it offers equal opportunities to men and women at each level of the chain (Rubin, Manfre & Barrett 2009). The statement consist of three parts: who is affected, the condition of inequality, and the factor(s) that explain the inequality. **Exhibit 19** uses the Gender Dimensions Framework to illustrate the process of moving from the qualitative and quantitative data collected during phase one to identify gender inequalities and formulate a gender-based constraint statement.

Exhibit 19: Phase Two Worksheet

GENDER DIMENSIONS FRAMEWORK	OBSERVED AND MEASURABLE GENDER INEQUALITY	FACTORS LEADING TO THE GENDER INEQUALITY	GENDER-BASED CONSTRAINT STATEMENT
Practices and Participation	Women have less discretionary time available than men.	Women work on household and agricultural tasks. Women are disproportionately responsible for household work.	Women are often constrained from improving on-farm productivity because of time-poverty linked to their household labor requirements
Access to Assets	Women are constrained from full membership in the dairy association, which is based on landownership. Thus, they do not receive full payment for the milk they supply.	Women are not registered landowners (unequal access to assets).	Women are often constrained from becoming members in dairy association because they are not registered landowners.

Beliefs and Perceptions	Women are observed to hold fewer technical and management positions than men. Girls form a small proportion of the agricultural science and technical students in secondary schools.	Men and women both express concerns about placing women in supervisory positions over men. These stereotypes work against even women with degrees and excellent qualifications.	Women are often constrained from filling senior management and technical positions in processing firms because of discriminatory social attitudes toward women's employment and ability to manage men.
Laws, Policies, and Institutions	Women cannot work in horticultural processing plants at night.	Labor laws restricts women's nighttime work. Labor laws restrict the amount of weight women are allowed to carry.	Women are restricted in the number of hours and types of jobs they can work because of discriminatory legislation.

Adapted from Rubin, Manfre, and Barrett (2009)

PHASE THREE: ASSESSING THE CONSEQUENCES OF GENDER-BASED CONSTRAINTS

MAIN OBJECTIVE: Assess the consequences of each identified gender-based constraint on:

- Value chain efficiency and competitiveness
- The achievement of project objectives
- Women's economic empowerment.

This phase helps practitioners connect gender-based constraints with the goals and objectives of value chain programs/projects. For example, what do the gender-based constraints imply for women's ability to improve product quality, access to support markets (financial markets), participation in horizontal linkages (producer associations, marketing cooperatives, etc.), bargaining power related to downstream and upstream actors, and ability to take advantage of emerging end market opportunities.

HOW TO ACHIEVE THIS OBJECTIVE:

Step 1. Hypothesize the consequences of gender-based constraints: Specifically, consider and lay out possible consequences on:

- Achieving project objectives (for a USAID-funded project, consider specific targets and indicators in the performance monitoring plan)
- Supporting women's economic advancement
- Building efficient and competitive value chains.

Step 2. Prioritize the gender-based constraints to identify the most critical issues to address. Determining the priorities is influenced by a variety of factors, including the project timeline,

budget, short-term and long-term goals, and reporting requirements. It also means considering where actions can have multiple spillover effects; that is, where the leverage points exist.

Exhibit 20: Worksheet – Assessing the Consequences of Gender-Based Constraints

GENDER-BASED CONSTRAINT	WHAT ARE THE CONSEQUENCES OF THIS CONSTRAINT ON			
	PROJECT OBJECTIVES	WOMEN'S ECONOMIC ADVANCEMENT	EFFICIENT AND COMPETITIVE VALUE CHAINS	PRIORITIZING CONSTRAINTS (e.g., numbering)
1				
2				
3				
<i>Etc.</i>				

PHASE FOUR: TAKING ACTION TO REMOVE GENDER-BASED CONSTRAINTS

MAIN OBJECTIVE: Brainstorm possible actions to remove these constraints and take advantage of opportunities to support women’s economic empowerment.

HOW TO ACHIEVE THIS OBJECTIVE:

Step 1. Take stock of gender-based constraints:

- Having selected a number of gender-based constraints to address, now is the time to reexamine them.
- Keep in mind that gender-based constraints are the result of multiple factors that create the gendered condition of inequality.
- Dissect the different factors embedded within the gender-based constraint. Differentiate individual from cascading factors.

Cascading Factors

Situations in which multiple factors build on one another to create gender inequalities. For example, women’s lack of finance may be the result of their lack of access to collateral, such as land. Addressing gender-based constraints can happen at multiple levels.

Source: Rubin, Manfre, and Barrett (2009)

Step 2. Identify actions:

- There is no single way to mitigate or remove gender-based constraints.

- The INGIA-VC process introduces a continuum for gender integration (**Exhibit 21**) which identifies three types of gender integration approaches (and/or outcomes) that move from “exploitative” to “transformative.”

Exhibit 21: The Gender Continuum = Gender Integration Strategies

Gender Exploitative refers to projects that intentionally manipulate or misuse knowledge of gender inequalities and stereotypes in pursuit of economic outcomes. The approach reinforces and potentially deepens existing gender inequalities.

Gender Accommodating refers to projects that acknowledge gender inequities and seek to develop actions that adjust to and often compensate for gender differences and inequities without addressing the underlying structures that perpetuate the inequalities. While this approach considers the different roles and identities of women and men in the design of programs, it does not deliberately challenge unequal power relations. In the process of achieving development objectives, projects following this approach may miss opportunities to improve gender equality.

Gender Transformative refers to an approach that explicitly engages women and men to examine, question, and change institutions and norms that reinforce gender inequalities and, through that process, to achieve both economic growth and gender equality.

Source: Rubin, Manfre, and Barrett (2009)

HOW AND WHEN TO USE THE GENDER CONTINUUM:

- When assessing the design of value chain activities or evaluating the outcome of particular activities, ask whether the design of a specific value chain activity reinforce unequal power relations (exploit), acknowledge without addressing existing gender inequalities (accommodate), or change the institutions and norms that reinforce gender inequalities (transform)?
- In prioritizing and designing value chain interventions, ask which value chain intervention is more likely to transform gender relations.

In *Promoting Gender Equitable Opportunities in Agricultural Value Chains: A Handbook*, Rubin, Manfre, and Barrett (2009) observe that the process of designing actions to remove constraints is iterative, identifying factors to address the constraints and designing actions to remove them. The handbook makes the following important notes to practitioners:

- Since most gender-based constraints involve multiple factors, programs may need to consider a range of strategies to ensure that the constraints are addressed.

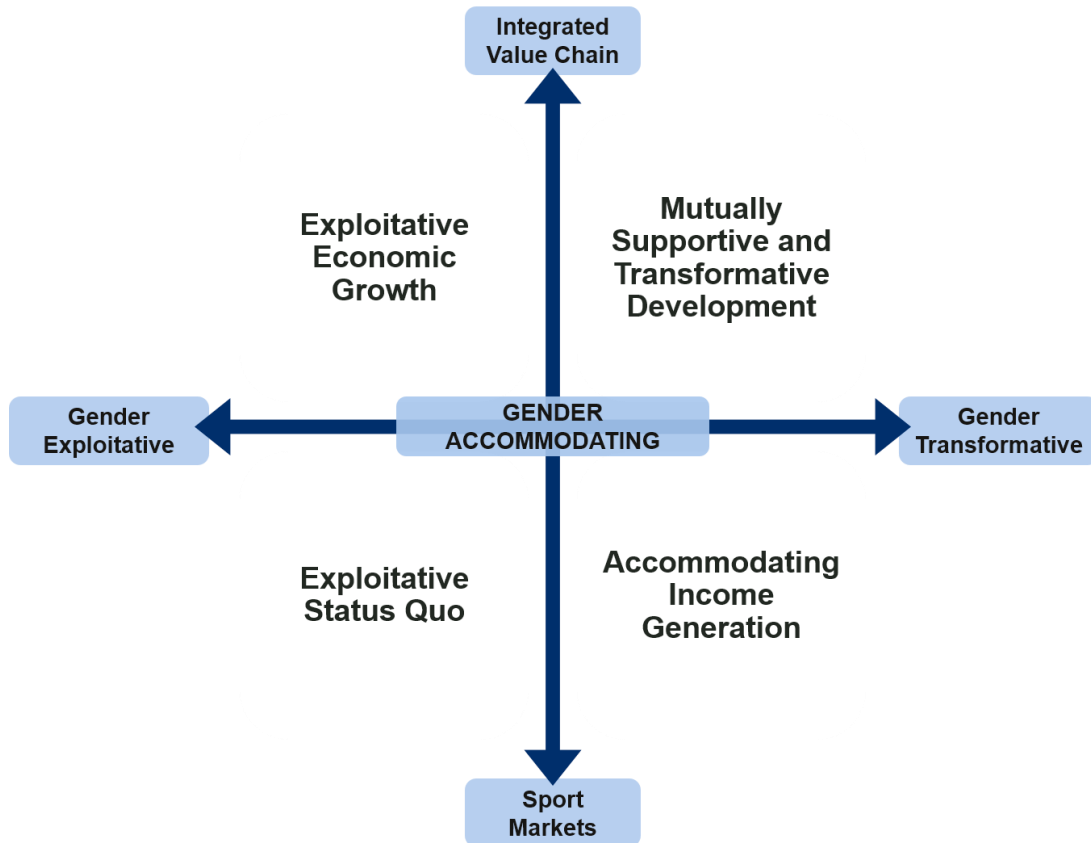
- It may be possible to identify fewer strategies if they are able to address different factors of the constraint at the same time. There may also be different types of actions to address specific constraints.
- Practitioners should consider all possible actions and then determine how they can be appropriately implemented in the specific socioeconomic context.
- Practitioners should consider the scope and resources for their specific program.
- Where programs have limited ability to act directly to remove particular factors, practitioners should look to involve other value chain actors or donor-funded programs to collaborate on specific tasks.
- The aim through this process is to identify mutually supportive and transformative strategies that lead to gender-equitable and competitive value chains.

The handbook offers the following advice to practitioners:

- Be creative and think innovatively
- Aim for strategic and market-driven solutions
- Seek mutually supportive and transformative strategies
- Engage men and women
- Consider how well their strategies are aimed at building broad-based growth in which both men and women can participate.

Exhibit 22 summarizes strategies that can result from combining the value chain approach with the Gender Continuum. The figure is followed by a description of each of the strategies, also drawn from Rubin, Manfre, and Barrett (2009).

Exhibit 22: The Gender Continuum and Value Chain Strategies



Exploitative Status Quo

- Continues household and firm-level “business as usual” in ways that reinforce existing inequalities.
- Captures the existing process of production and marketing, not only outside of donor-funded programs, but also under some existing programs, when no gender analysis has been made.
- Includes expectations that an additional need for labor, perhaps to meet quantity or quality specifications, can be drawn from women’s time without adjustments or compensation.

Exploitative Economic Growth

- Uses gender relations and stereotypes in negative ways to promote value chain development and competitiveness.
- Firms use these low production costs to gain competitiveness in the global market. For example, low wages in the garment sector and large-scale agriculture fall into this

category when designed based on perceptions of women’s “natural” abilities for certain tasks.

- In the long run, this strategy can erode competitiveness.

Accommodating Income Generation

- Most often focused on isolated income-generating opportunities for women, such as small-scale handicraft production or livestock projects.
- Cites women’s access to income or ability to combine activities with domestic responsibilities as benefits.
- Does not consider these income-generating activities in a larger value chain context, which limits sustainability.
- Many programs fall into this category because of the simplicity of targeting women.
- These programs do not create sustainable, systemic change in the value chain, but do identify isolated issues that may create more dynamic change in a broad range of activities.

Mutually Supportive and Transformative Development

- Identifies positive synergies between gender relations and value chain development.
- These programs design value chain activities to address gender inequalities directly.
- Strategies include gender-equitable market facilitation, introduction of labor-saving technology that reduces women’s labor, and promoting household approaches to farming business training.

Exhibit 23: Worksheet – Taking Actions to Remove Gender-Based Constraints

MOST IMPORTANT GENDER-BASED CONSTRAINTS FOR THE PROGRAM	FACTORS CONTRIBUTING TO CONSTRAINTS	ACTIONS TO ADDRESS CONSTRAINTS AND ACHIEVE MORE EQUITABLE OUTCOMES

PHASE FIVE: MEASURING THE SUCCESS OF ACTIONS

MAIN OBJECTIVE: Develop indicators that measure the success of actions taken to remove gender-based constraints in phase four.

HOW TO ACHIEVE THIS OBJECTIVE:

Step 1. Design gender-sensitive indicators that:

- Measure gender-related changes in society
- Help reveal how men's and women's status and roles change over time
- Help practitioners assess their relative success in achieving greater gender equality.

Rubin, Manfre, and Barrett (2009) provide few pointers on developing gender-sensitive indicators:

- *Check your assumptions:* What assumptions underlie the project/program goal and how accurate are these assumptions in reflecting the intra-household dynamics and gender relations in the social context? For example, if the project goal is "to increase rural household income," then the assumption behind this goal is that increasing overall household income benefits all household members equally. Is this necessarily true?
- *Avoid counting only bodies:* Participation is great, but it is not enough.
- *Aim to measure changes in levels of gender inequality:* Gender-sensitive indicators are designed to measure changes in men's and women's roles and status over time. Instead of "number of women who joined the producer association," use "percentage change in proportion of women's membership" In addition to general indicators, such as increased sales, projects can add an indicator like "women's proportion of increased sales (ratio of women's sales to men's sales)."

Step 2. Set gender targets to formalize commitment and measure success.

Step 3. Plot project success:

- Track changes in gender roles and relations to see the effect of project activities on gender inequalities and gender opportunities.
- Ask: How is the project doing with respect to achieving greater gender equality and overall project outcomes?

Gender-Sensitive Indicators

"A gender-sensitive indicator is simply an indicator that measures gender-related changes in society over time. By identifying the changes in the status and roles of women and men that we want to achieve and knowing how we will measure these, we can analyse our programme outcomes and see whether we are contributing to gender equality. Using gender-sensitive indicators can also help us to understand how changes in gender relations happen which enables more effective planning and delivery of future work."

Source: Oxfam (2014)

Exhibit 24: Worksheet – Developing Gender-Sensitive Indicators

LIST THE MOST RELEVANT GENDER-BASED CONSTRAINTS	WHAT ACTIONS MIGHT ADDRESS THE CONSTRAINTS TO ACHIEVE MORE EQUITABLE OUTCOMES	MODIFY OR CONSTRUCT A GENDER-SENSITIVE INDICATOR TO MEASURE SUCCESS
<p>EXAMPLE</p> <ul style="list-style-type: none"> Women struggle to access financial capital because they lack ownership of assets that can serve as collateral. 	<ul style="list-style-type: none"> Work with lending institutions to design women-friendly and pro-poor business loan instruments. 	<ul style="list-style-type: none"> Number of women-friendly and pro-poor loan products designed Percentage increase in women applying for loans Percentage increase in women receiving loans.

Source: Rubin, Manfre, and Barrett (2009)

ASSESSING EXISTING CAPACITY FOR GENDER INTEGRATION

Questions to consider when assessing availability of human and institutional resources to support gender integration in value chains:

Does the project have the required human capacity to successfully integrate gender into project work plans, into the design and implementation of project activities, and in the monitoring and evaluation of project outcomes and impacts?

- How will the project generate this resource/capacity?
 - Is there a need to hire a trained gender specialist to supervise the process?
 - Supplement any recruitment of new personnel with training to build the capacity of all project staff to identify gender issues that could have implications for the project.
- What is the gender culture of the partner organization?
 - Is gender integrated into the organization’s philosophy and strategic framework?
 - Is the organization able to adjust strategic objectives, indicators, and policies to promote internal and external gender equality?
 - Does the organization train personnel on issues of gender and development?

Successful integration of gender in value chain development requires planning and a gender expert who is proficient in the use of gender analysis tools. Failure to gather accurate and sex-

disaggregated data could result in a gender analysis that does not add much value to the value chain development process (i.e., a waste of project funds).

The LIVCD project team includes a gender focal point person who supports value chain leaders and coordinators on a regular basis to ensure gender mainstreaming in the planning, implementation, evaluation and follow-up of project activities. The evaluation also note that the project has conducted total of four gender trainings, as reported in the project's Annual Report for Year 3. The LIVCD project has also developed gender mainstreaming awareness sessions for about 20 implementing partners (IPs).

Annex 3 contains an illustrative scope of work for a gender analysis of an agricultural value chain. This scope of work can be revised and used to hire an expert to conduct the gender analysis.

ANNEXES

ANNEX 1: USAID'S VALUE CHAIN SELECTION CRITERIA

Criterion 1. Competitiveness Potential: Significant and sustainable increases in income and employment occur as a result of growth in an industry. As such, the potential for competitiveness—the ability to achieve and maintain a competitive edge over market rivals through an optimal combination of efficiency, product differentiation, and access to new or niche markets—is often the most important criterion in value chain selection. Various tools and frameworks exist for measuring competitiveness.

Criterion 2. Impact potential – selecting industries with strong potential to have desired impact on the target group: Assessing potential impact at the firm and industry level is important for understanding ways to increase or optimize growth with equity. Another aspect of impact is the multiplier effect of growth in a particular industry. Determining how and where marginal increases in industry revenue are invested in the local and national economy is an important element of impact.

Criterion 3. Crosscutting issues: A government or donor often has a complex set of objectives to consider when determining how and where to allocate resources to stimulate economic growth and affect crosscutting issues. Although economic growth is the goal for some donors, for others it is simply a means to achieve other objectives, such as improved health (including HIV and AIDS), gender equity, sustainably managed environmental resources, or the potential to mitigate conflict.

Criterion 4. Industry leadership: The concept of industry leadership refers to the willingness of one or more lead firms to invest time and resources (including non-economic resources, such as political and social influence or intellectual contributions) to increasing value chain competitiveness in a way that enhances benefits to MSE producers and the poor. Effective industry leadership necessitates transparent relationships with MSEs, a commitment to addressing constraints to MSEs' participation in the value chain, and a willingness to work with other stakeholders to solve industry-wide problems. The quality and strength of industry leadership cuts across competitiveness, impact, and crosscutting issues (Microlinks).

ANNEX 2: THE LEBANON INDUSTRY VALUE CHAIN DEVELOPMENT PROJECT

BACKGROUND

The USAID LIVCD project (2012–2017) is designed to assist the Lebanese private sector and select nongovernmental organizations to improve the competitiveness of selected value chains in rural areas. The project’s main aim is to increase the incomes of rural farmers, agro-processors, input suppliers, transporters, exporters, small businesses, service providers, retailers, and other entities involved in rural wealth creation.

To improve economic stability and food security for Lebanon, especially in rural areas, and help decrease migration from rural to urban areas, LIVCD is increasing the number of micro-, small, and medium-sized enterprises that can compete in selected markets; improving linkages between those firms and other actors throughout the value chain; increasing the gross value of products and services in local and export markets; and expanding exports.

LIVCD partners with local private sector companies to select value chains that have the potential to compete in regional and international markets. Following a series of assessments conducted during the initial phase of the project, USAID selected and approved agricultural and non-agricultural value chains that would receive project assistance.

Targeted LIVCD Value Chains

- Grapes
- Olive oil
- Pome fruits (apples, pears)
- Processed foods
- “Basket” items (e.g., honey free-range eggs, pine nuts, and medicinal herbs)
- Rural tourism (e.g., handicrafts)
- Stone fruits (avocados, cherries)

THE LIVCD VALUE CHAIN UPGRADING STRATEGY

LIVCD value chains were selected based on an analysis of all potential value chains. A recommendation of the appropriate upgrading strategy to boost competitiveness was included for each selected value chain. **Exhibit 25** displays these upgrading strategies.

An assessment for the grape and pome fruit value chain shows that women are not involved in the production phase for most LIVCD selected value chains (Basil 2014). In pome fruit production, men are responsible for activities such as spraying, pruning, and planting new

orchards, and women are involved in harvest and post-harvest activities. Pruning is described as physically demanding, and is therefore perceived as difficult for women undertake.

The SWOT analysis (strengths, weaknesses, opportunities, and threats) for the pome fruit value chain identifies old and poorly managed orchards and poor harvest and post-harvest handling as two (of many) weaknesses of this value chain. As **Exhibit 25** illustrates, two actions/activities in the overall upgrading strategy for this value chain are to work with farmers and service providers (e.g., nurseries, input suppliers, and extension agents) to upgrade orchards and production practices and supply high-quality markets; and to support new international market penetration through improved grading and packing and marketing with targeted exporters. Harvesting conditions and practices contribute greatly to the quality of the final product.

What does the gender division of roles in production and post-harvest handling imply for how the LIVCD will implement this upgrading strategy? Specifically, who will be targeted for any intervention to improve production practices and deliver high-quality pome fruits to target markets? How are women paid for their labor; is the female labor used in harvesting and post-harvest handling unpaid? Are there other types of paid labor, such as migrant workers? What incentives can the project provide to increase women's participation in this value chain?

The development of new business relationships, vertical linkages, horizontal linkages (producer associations, cooperatives, or other groups), improved production practices, and improved product quality through the adoption of value-added designs emerge as important upgrading strategies cutting across most of the LIVCD value chains. As Sebstad and Manfre (2011) observe,

"Social norms shape, drive and enforce gendered business practices.² These include women's time constraints, mobility constraints, and limited bargaining power due to a lack of alternatives. Sociocultural norms may limit women's ability to interact with male commercial actors in the value chain, deal with formal institutions, or cross boundaries of class or ethnicity in transacting business." Building cooperation and trust in value chain relationships is important for forming commercial networks that support upgrading, allowing chains to function more efficiently and respond more effectively to market demand (Sebstad and Manfre 2011.). Sebstad and Manfre conclude that value chain programs should start by assessing the current roles of men and women and the nature and quality of their value chain relationships. The findings from the gender analysis can be used to identify the challenges women encounter when participating in mixed groups and women-only groups and inform the selection of an appropriate upgrading strategy.

² In agricultural value chains, business practices refer to behaviors and practices related to production, harvesting, processing, and marketing, as well as business management.

Exhibit 25: LIVCD Value Chain Upgrading Strategy

LIVCD VALUE CHAIN	RECOMMENDED UPGRADING STRATEGY
Honey	<ol style="list-style-type: none"> 1. Promote improved vertical linkages between commercial honey exporters and small/medium-scale beekeepers with more than 20 hives, using a lead farmer collection mechanism. 2. Use these improved vertical linkages to facilitate investments to expand beekeeper capacity and train new beekeepers through cooperatives. 3. Provide training and technical assistance to professionalize exporter operations. 4. Work with laboratories on quality certification linked to labeling with third-party control.
Pome fruits (apple and pears)	<ol style="list-style-type: none"> 1. Identify farmers, exporters/packers, and retailers interested in sourcing Grade 1 apples and pears and link them with organized small-scale farmers. 2. Work with farmers and business development service providers (nurseries, input suppliers, extension agents) to upgrade orchards and production practices and supply high quality markets. 3. Support new international market penetration through improved grading and packing and marketing with targeted exporters.
Grapes	<ol style="list-style-type: none"> 1. Develop exporter's capacity to export to promising markets in Europe and Gulf Cooperation Council countries. 2. Work with farmers, exporters, and service providers to develop needed pre-cooling and post-harvest systems to prolong shelf life for top-quality/export-quality grapes. 3. Work with small farmer cooperatives to improve production and marketing practices and guarantee product quality for domestic grapes to provide improved market conditions for less sophisticated small-scale farmers who are unable to meet European Union protocols.
Olives	<ol style="list-style-type: none"> 1. Develop a consensus among a core group of industry players and the Government of Lebanon supporting a verifiable labeling system certifying origin and/or quality, backed with publicity to increase consumer demand for 100% Lebanese olive oil products in export and domestic markets. 2. Build marketing capacity of exporters adhering to the new labeling strategy. 3. Support quality improvements through better storage and milling with farmers/mills linked to "quality" bottlers. 4. Develop business development service providers offering improved practices to farmers in key zones.

LIVCD VALUE CHAIN	RECOMMENDED UPGRADING STRATEGY
Floriculture	<ol style="list-style-type: none"> 1. Work with upper-level value chain actors to develop direct supply relationships with smaller greenhouse producers, bypassing the few dominant wholesalers. 2. Work on production-upgrading with financing for new investments to allow producers to improve quality and increase efficiency, lowering unit costs. 3. Develop new export relationships with Middle East and North African countries to relieve pressure on the domestic market. 4. Promote indigenous Lebanese flower species as a unique competitive advantage.
Stone fruit	<ol style="list-style-type: none"> 1. For cherries, capitalize on Lebanon's unique availability window to increase exports to the European Union and Russia. Avocados should focus on expanding and supporting the current trend for converting citrus orchards to avocado production of highly-demanded varieties. 2. Link small-scale farmers to exporters/packers or large commercial orchards through supply agreements revolving around improved production practices. 3. Help exporters with market access to develop new market linkages and deal with non-tariff barriers in the European Union.
Processed foods	<ol style="list-style-type: none"> 1. Work with the processed foods syndicate (Syndicate of Lebanese Food Industries) to assess export market potential for key processed food products in the targeted categories (ready-to-eat foods, pickles, and jams). 2. Collaborate with local service providers (e.g., pilot plants and regional chambers of commerce) to put in place product development capacities at local processing plants and offer training and support food safety certification. 3. Support individual processors to conduct efficiency audits and develop financing alternatives (including public-private partnerships) to facilitate investments for developing new products or realizing efficiency gains for existing products.
Rural tourism	<ol style="list-style-type: none"> 1. Work with municipalities to develop local tourism plans to support rural tourism. 2. Improve links between Lebanese tour operators and rural tourism product providers. 3. Create linkages between travel agents serving major market segments and Lebanese tour operators offering rural tourism products. 4. Work to strengthen networks of lodging and restaurants in key rural tourism locations, possibly with quality certification.

LIVCD VALUE CHAIN	RECOMMENDED UPGRADING STRATEGY
Rural basket of items, including honey (approached as a distinct value chain), free-range eggs, pine nuts, and medicinal herbs	<ol style="list-style-type: none"> 1. Find sources of investment with low-interest loans to finance the cost and training needed to enter a new line of production. 2. Provide institutional and technical training for cooperatives, which face challenges in administration, sales, marketing, and distribution. 3. Strengthen market linkages to bring naturally produced, traditional products to the high-end and niche retail market in urban locations, and to export these products internationally. 4. Promote organic certification to add value to Lebanese products in the growing domestic market for these products and in the global export market.
Non-agricultural basket	<ol style="list-style-type: none"> 1. Establish a trusted database of Lebanese craftspeople and the retail outlets supporting them; encourage craftspeople to form associations and groups. 2. Assist craftspeople in building a marketing and packaging strategy of products and help establish new regional and international retail opportunities. 3. Establish a strong connection with tourism operators and closely link craft interventions with the LIVCD tourism value chain. 4. Provide overall training to craftspeople on design upgrading, finishing elements, and financial management to produce consistent and high-quality products to ensure sustainability in new markets. 5. Support Lebanon’s craft fairs and exhibitions and encourage craftspeople to attend regional and international exhibitions.

Exhibit 26: Gender Integration in Planning and Programming Cycle – Examples from USAID’s ADS

Long-term planning: ADS 201.3.9.3, “Gender Analysis,” sets forth the requirements for the Agency’s long-term planning goals regarding gender: “Gender issues are central to the achievement of strategic plans and Assistance Objectives (AOs), and USAID strives 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.”

Accordingly, “USAID planning in the development of strategic plans and AOs must take into account gender roles and relationships. USAID’s gender integration approach requires that gender analysis be applied to the range of technical issues that are considered in the development of strategic plans, AOs, and projects/activities.”

Project and activity planning: ADS 201.3.11.6, “Project/Activity Planning Step 2: Conduct Project-Level Analyses as Needed” requires all projects and activities to address gender issues in a manner consistent with the findings of any analytical work performed during development of the Mission’s long-term plan (as in ADS 201.3.9.3, “Gender Analysis”) or for project or activity design. Findings from gender analyses should help determine how gender can be addressed in the project or activity, and “If the AO Team determines that gender is not an issue, it must state this in the Activity Approval Document” (as in ADS 201.3.11.16, Project/Activity Planning: Step 12). Gender analysis at the project/activity level is mandatory under USAID funding/programming.

Performance Indicators: ADS 203.3.4.3, “Reflecting Gender Issues in Performance Indicators,” sets forth the Agency’s requirements for performance indicators in projects/activities regarding gender:

“In order to ensure that USAID assistance makes the optimal contribution to gender equality, performance management systems and evaluations at the AO and project or activity levels must include gender-sensitive indicators and sex-disaggregated data when the technical analyses supporting the AO, project, or activity demonstrate that:

- a. The different roles and status of women and men within the community, political sphere, workplace, and household (for example, roles in decision-making and different access to and control over resources and services) affect the activities to be undertaken; and
- b. The anticipated results of the work would affect women and men differently.

Both qualitative and quantitative data can be used to determine the impact of proposed or already implemented projects on policies and practices that affect men and women.”

Source: USAID (2010)

Exhibit 27: Gender Analysis in Project and Strategy Design

Definition: Gender analysis is a tool for examining the differences between the roles that women and men play in communities and societies; the different levels of power they hold; their differing needs, constraints and opportunities; and the impact of these differences on their lives.

At the strategy and project level, the gender analysis should identify the root causes of existing gender inequalities or obstacles to female empowerment in that context, so that USAID can proactively address them in the project design and seek out opportunities to promote women's leadership and participation.

The gender analysis should also identify potential adverse impacts and risks of gender-based exclusion that could result from planned activities, such as:

- Displacing women from access to resources or assets
- Increasing the unpaid work or caregiver burden on females, relative to males
- Conditions that restrict the participation of women or men in project activities and benefits based on pregnancy, maternity/paternity leave, or marital status
- Increasing the risk of gender-based violence, such as sexual exploitation or human trafficking and sexually transmitted diseases, including HIV and AIDS
- Marginalizing or excluding women in political and governance processes.

Because males and females are not homogenous groups, gender analysis should also, to the extent possible, disaggregate by income, region, caste, race, ethnicity, disability, and other relevant social characteristics. It should explicitly recognize the specific needs of young girls and boys, adolescent girls and boys, adult women and men, and older women and men.

Source: USAID (2012)

ANNEX 3: ILLUSTRATIVE SCOPE OF WORK FOR A GENDER AND AGRICULTURAL VALUE CHAIN ASSESSMENT

This scope of work provides general guidance on the activities and level of effort required to undertake an assessment using the INGIA-VC approach. The exact level of effort will depend on the number of commodities to be analyzed and the geographic scope of the work.

OBJECTIVE

The objective of this gender assessment is to identify gender issues that should be addressed in value chain development for a particular commodity.

METHODOLOGY

The assessment will use the INGIA-VC process, including the following methods of data collection and analysis:

- Collect information on gender roles and relations along a specific agricultural value chain, using both of the following:
 - A quantitative analysis based on existing project baseline surveys; monitoring and evaluation systems; and household, firm, and labor force data to derive a complete picture of the level of men's and women's participation in the sector and/or project
 - Qualitative methods, including structured interviews with male and female actors at each level of the chain. Mixed-group interviews and same-sex interviews may be necessary and appropriate, particularly with producer associations.
- Identify gender-based constraints that have the potential to reduce value chain competitiveness, women's economic advancement, and the project's ability to achieve its goals
- Recommend appropriate actions to remove gender-based constraints
- Design indicators to measure the success of actions.

DELIVERABLES

The expected outputs will include three components, as one or more written deliverables:

- A literature review of available data on gender issues related to the commodity, region, or country in which the assessment is conducted
- A sex-disaggregated quantitative and institutional map of the value chain
- A report reviewing the quantitative and qualitative analyses, with an explanation of the gender-based constraints identified and the recommendations for suggested actions and indicators.

LEVEL OF EFFORT

The exact level of effort required to employ the INGIA-VC process will depend on the number of commodities considered in the assessment, the number of regions, travel time, and other variables, all of which can influence the time it takes to complete data collection and analysis.

The table below provides a guideline for estimating the level of effort for the INGIA-VC approach.

Guidelines for Determining Level of Effort for a Single Value Chain

TASK	NUMBER OF DAYS*
Background reading	3–5 days
Interviews	3–4 days per region (assuming roughly 4 interviews a day) for field visits with value chain actors (farmers, processors, transporters, exporters) 1–2 days per region, per value chain, for interviews with project staff and other donors and nongovernmental organizations
Debrief	1 day
Writing the assessment and recommendations	5 days

* These estimates assume that only one commodity is being assessed, and do not include travel time.

ANNEX 4: GENDER ANALYSIS DOMAINS

As outlined in ADS 205, gender analysis should examine the following domains, regardless of the analysis framework selected:

Laws, Policies, Regulations, and Institutional Practices that influence the context in which men and women act and make decisions. Laws include formal statutory laws and informal and customary legal systems. Policies and regulations include formal and informal rules and procedures adopted by public institutions for making decisions and taking public action. Institutional practices can be formal or informal and include behaviors or norms related to human resources (hiring and firing), professional conduct (workplace harassment), and the like. The gender analysis should identify the extent to which laws, policies, regulations, and institutional practices contain explicit gender biases (e.g., explicit provisions that treat males and females differently) or implicit gender biases (e.g., the different impacts of laws, policies, regulations, and practices on men and women because of different social arrangements and economic behavior).

Cultural Norms and Beliefs: Every society has cultural norms and beliefs (often expressed as gender stereotypes) about what are appropriate qualities, life goals, and aspirations for males and females. Gender norms and beliefs are influenced by perceptions of gender identity and are often buttressed by and embedded in laws, policies, and institutional practices. They influence how females and males behave in different domains. Cultural norms and beliefs should be explicitly identified in the country-level gender analysis and especially in project design, because they affect the potential participation of males and females in project activities.

Gender Roles, Responsibilities, and Time Used: The most fundamental division of labor within all societies is between productive (market) economic activity and reproductive (non-market) activity. This is the central social structure that characterizes male and female activity. Gender analysis should examine what males and females do in these spheres, including roles, responsibilities, and time used during paid work, unpaid work (including in the home), and community service to get an accurate portrait of how people lead their lives and to anticipate potential constraints to participation in development projects.

Access to and Control over Assets and Resources: A key component of gender analysis is the examination of whether females and males own and/or have access to and capacity to use productive resources—assets (land, housing), income, social benefits (social insurance, pensions), public services (health, water), and technology—and the information necessary to be a fully active and productive participant in society. Although gender gaps in access to resources can be identified at the country level, they are especially important at the project level.

Patterns of Power and Decision-Making: This domain of gender analysis examines the ability of women and men to decide, influence, and exercise control over material, human, intellectual, and financial resources in the family, community, and country. It also includes the capacity to vote and run for office at all levels of government. Analyses should examine to what extent males and females are represented in senior decision-making positions and can exercise their voices in decisions made by public, private, and civil society organizations.

ANNEX 5: ADDITIONAL GENDER AND VALUE CHAIN RESOURCES

Field Manual for Subsector Practitioners. Published in 1991, USAID’s pioneering field manual details a number of approaches and tools that form the foundation of the Agency’s value chain approach. Suggested selection criteria fall into three categories that are closely linked to the criteria in Annex 1 above: growth prospects (competitiveness), size (impact), and target groups (crosscutting issues). USAID’s value chain selection process improves on this approach.

http://pdf.usaid.gov/pdf_docs/PNABJ797.pdf

Making Value Chains Work Better for the Poor: A Toolbook for Practitioners of Value Chain Analysis. The book lays out a logical, step-by step process for developing selection criteria, weighting the criteria, and ranking value chains under consideration. Proposed selection criteria emphasize pro-poor issues, such as the equitable distribution of benefits and power in the value chain, and suggest the importance of competitiveness criteria.

http://aci.gov.au/files/node/14580/making_value_chains_work_better_for_the_poor_a_to_14413.pdf

Selecting Pro-Poor Value Chains: A Useable Framework. The goal of Chad Hamre’s framework, published in 2008, is to determine how pro-poor a value chain is during selection. The framework adopts a blend of the two definitions of pro-poor: reduction in inequality and absolute growth. <https://www.microlinks.org/good-practice-center/value-chain-wiki/hamre-framework>

Royal Tropical Institute (KIT), AgriProFocus, and International Institute of Rural Reconstruction (IIRR). 2012. **Challenging chains to change: Gender equity in agricultural value chain development.** KIT Publishers, Royal Tropical Institute, Amsterdam. The book includes tools and methodologies for analyzing and developing value chains with gender in mind. Using examples from across the world, the book explains how development organizations and private entrepreneurs have found ways to improve the position of women in value chains. It outlines five strategies for development organizations and enterprises to ensure that women can participate in value chains as full partners and decision-makers: (1) working with women on typical “women’s products”, (2) opening up opportunities for women to work on what are traditionally “men’s commodities”, (3) supporting women and men in organizing for change by building capacity, organization, sensitization and access to finance, (4) using standards and certification to promote gender equity, and (5) promoting gender-responsible business.

https://www.kit.nl/sed/wp-content/uploads/publications/2008_chachacha.pdf

Rubin, D., Manfre, C., and Barrett, K. N. 2009. **Promoting Gender Equitable Opportunities in Agricultural Value Chains: A Handbook**. Publication prepared under the Greater Access to Trade Expansion project under the Women in Development (IQC Contract No. GEW-I-00-02-00018-00, Task Order No. 02). Washington, DC: USAID. This Handbook presents the "Integrating Gender Issues into Agricultural Value Chains" (INGIA-VC) approach. It was developed to bring together concepts from different technical areas in development, specifically gender, agriculture, microenterprise development, and value chains. Written by gender practitioners, it provides readers with an understanding of agricultural value chains from a gender perspective. The Handbook helps practitioners become familiar with: How gender issues affect agricultural value chains; a process for analyzing gender issues in agricultural value chains; and strategies for addressing gender issues in agricultural value chains. <http://www.culturalpractice.com/site/wp-content/downloads/4-2009-16.pdf>

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GLOSSARY OF TECHNICAL TERMS

Female empowerment: When women and girls have the power to act freely, exercise their rights, and fulfill their potential as full and equal members of society. Although empowerment often comes from within (individuals empowering themselves), cultures, societies, and institutions create conditions that facilitate or undermine the possibilities for empowerment. (USAID 2012)

Gender: A social construct that refers to relations between and among the sexes, based on their relative roles. It encompasses the economic, political, and sociocultural attributes, constraints, and opportunities associated with being male or female. As a social construct, gender varies across cultures, is dynamic, and is open to change over time. Because of the variation in gender across cultures and over time, gender roles should not be assumed, but investigated. "Gender" is not interchangeable with "women" or "sex." (USAID 2010)

Gender analysis: A tool for examining the differences between the roles the women and men play in communities and societies; the different levels of power they hold; their differing needs, constraints, and opportunities; and the impact of these differences on their lives. (USAID 2012)

Gender-based constraints: Restrictions on men's or women's access to resources or opportunities that are based on their roles or responsibilities, encompassing the measurable inequalities identified by sex-disaggregated data and gender analysis and the factors that contribute to a specific condition of gender inequality. (Rubin, Manfre & Barrett 2009)

Gender disparity: Measurable differences in the relative conditions of men and women, especially (but not only) as they relate to the ability to engage in economic or political opportunities; for example, illiteracy rates, levels of land ownership, or access to finance. (Rubin, Manfre & Barrett 2009)

Gender equality: Fundamental social transformation, working with men, boys, women, and girls to bring about changes in attitudes, behaviors, roles, and responsibilities at home, in the workplace, and in the community. Genuine equality means expanding freedoms and improving overall quality of life so that equality is achieved without sacrificing gains for males or females. (USAID 2012)

Gender equity: Fairness in representation, participation, and benefits afforded to men and women; processes used to achieve gender equality. The goal is that women and men both have a fair chance of having their needs met, and each has equal access to opportunities for realizing their full potential as human beings. (Rubin, Manfre & Barrett 2009)

Gender integration: Identifying and addressing gender inequalities during strategy development and project design, implementation, and monitoring and evaluation. Since the

roles and power relations between men and women affect how an activity is implemented, it is essential that project managers address these issues on an ongoing basis. (USAID 2012)

Gender mainstreaming: Integrating a gender perspective into policies and strategies. Mainstreaming can happen at different levels: programs and projects, institutions and organizations, and at the government level. (Brambilla 2001)

Gender planning: Taking gender issues into account in every stage of the project and using gender analysis.

Gender-sensitive indicators: Point out to what extent and in what ways development programs and projects achieve results related to gender equality and whether/how reducing gaps between males and females and empowering women lead to better project/development outcomes. (ADS 205, p. 24)

Sex: The classification of a person as male or female. At birth, infants are assigned a sex based on a combination of bodily characteristics, including chromosomes, hormones, internal reproductive organs, and genitalia. USAID policy calls for the collection and analysis of sex-disaggregated data for individual-level indicators and targets. "Gender" and "sex" are not synonymous. (USAID 2012)

Sex-disaggregated data: Data that is divided into subcategories based on the physical attributes (male or female) of the individual. Disaggregating data by sex permits cross-country comparisons. (Rubin, Manfre & Barrett 2009)

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