



GENDER MAINSTREAMING GUIDE FOR AIP-PRISMA:

A step-by-step approach to gender mainstreaming in agricultural interventions

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ABBREVIATIONS

AIP-PRISMA	Australia Indonesia Partnership for Promoting Rural Income through Support for Markets in Agriculture
BPS	Badan Pusat Statistik
CMT	Core Management Team
DCED	Donor Committee for Enterprise Development
DFAT	Department of Foreign Affairs and Trade (of the Government of Australia)
FGD	Focus Group Discussions
GE	Gender Equality
GSD	Growth Strategy Document
GSI	Gender and Social Inclusion
ILAF	Intervention Logic Analysis Framework
IP	Intervention Plan
ISD	Intervention Steering Document
ISP	Intermediary Service Provider
MRM	Monitoring and Result Measurement
M4P	Making Markets Work for the Poor
NTB	Nusa Tenggara Barat
NTT	Nusa Tenggara Timur
PA	Partnership Agreement
PSD	Private Sector Development
WEE	Women's Economic Empowerment

INTRODUCTION TO THE GENDER MAINSTREAMING GUIDE

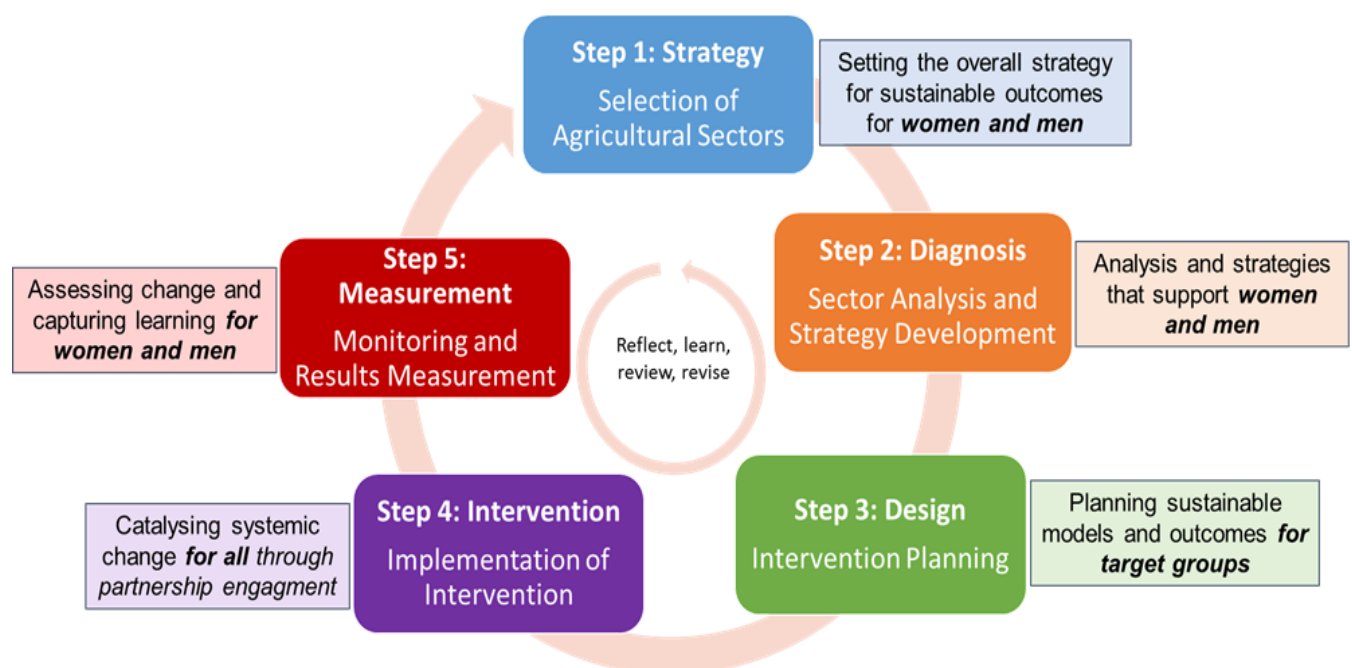
PURPOSE OF THE GENDER MAINSTREAMING GUIDE

The purpose of the *Gender Mainstreaming Guide* is to offer practical guidance on the integration and empowerment of women in AIP-PRISMA sub-sector interventions. The guide is intended to complement the *Gender Inclusion Strategy* that describes AIP-PRISMA's gender inclusion goals, approach to gender inclusion, and roles and responsibilities for staff and management.

STRUCTURE OF THE GENDER MAINSTREAMING GUIDE

The *Gender Mainstreaming Guide* follows the AIP-PRISMA project life cycle¹ through the five steps from strategy to results measurement as outlined in the following visual tool and described below. The following sections of the *Gender Mainstreaming Guide* describe each of the five steps in detail with specific guidance, examples and tools from AIP-PRISMA experience. This guide was updated in April 2016, and has been aligned with the recently published Women's Empowerment and Market Systems Framework that is a useful reference document for readers of this guide.²

Figure 1: AIP-PRISMA project life cycle with gender inclusion lens



¹ The life cycle approach draws from guidance on gendering M4P programs in Jones, L. (2012) *Women's Economic Empowerment Framework for M4P Programs*. M4P Hub paper for DFID, Sida and SDC.

http://www.springfieldcentre.com/wp-content/uploads/2012/11/M4P_WEE_Framework_Final.pdf

² Jones, L. (2016) *Women's Empowerment and Market Systems: concepts, practical guidance and tools*.

The BEAM Exchange <https://beamexchange.org/resources/>

The AIP-PRISMA project cycle consists of 5 steps with corresponding output documents as noted. Each of these steps is described in greater detail in the remainder of this guide.

1. Strategy and Selection of Sub-Sectors

When setting initial strategy and selection of sub-sectors, potential outcomes for men, women and/or households need to be considered. The ***Gender Inclusion Strategy*** sets out AIP-PRISMA's gender strategy – its goals, approach, and roles and responsibilities – and is considered an important companion to this step-by-step guide.

2. Diagnosis: Sub-Sector Analysis and Strategy Development

Market systems are analyzed, and the resulting ***Growth Strategy Document*** (GSD) prepared. The GSD describes sub-sector functions and dynamics, male and female actors and their roles, the enabling environment, potential interventions for the sub-sector and the resulting outcomes for women and men.

3. Intervention Design and Planning

During Step 3, an ***Intervention Concept Note*** (ICN) and ***intervention Plan*** (IP) are created to describe selected interventions in detail and to gain approval from the core management team (CMT) to move forward. Involvement of women and men is detailed in the ***Intervention Plan***.

4. Implementation of Interventions

Interventions are implemented through partners with facilitation support from AIP-PRISMA. The partnerships are guided by a ***Partnership Agreement*** (PA), which is negotiated between AIP-PRISMA and the partner, and incorporates details of gender targets as needed and appropriate.

5. Monitoring, Results Measurement and Learning

The ***Intervention Steering Document*** (ISD) defines the MRM plan, indicators, business models and other aspects of the MRM process with guidance on gender disaggregation and gender indicators.

Each of the steps – except for Step 1 which has already been completed for AIP-PRISMA – includes:

- Objective of the step
- Description of the step
- A case example
- AIP-PRISMA output of the step
- References to tools found in the Annex
- Final Tips for users

STEP 1: STRATEGY / SELECTION OF SUB-SECTORS

Objective of Step 1: The objective of a project strategy is to establish goals, describe the overall method for achieving those goals, and to articulate specific principles, approaches and/or inclusions. For example, at AIP-PRISMA, the strategy aims to i) strengthen agricultural sectors for the benefit of 300,000 poor rural and female farmers; ii) utilize a M4P approach with an emphasis on private sector engagement, and iii) select specific agriculture sub-sectors for programming.

Description of Step 1:

Strategy Development: AIP-PRISMA has already prepared strategy documents for the programme and these do not need to be recreated. The first, is a strategy/planning document – the *Summary Design Document* – while the second is a *Gender Inclusion Strategy*. These two strategy documents are resources for programme staff. The steps outlined in this guide will be more meaningful and efforts more successful if the strategy documents are reviewed and considered in the following project life cycle steps.

Selecting Sub-Sectors for Programming: AIP-PRISMA has carried out its sub-sector selection process. Sub-sector selection was based on growth potential of the sub-sector and projected benefit to target populations – that is, smallholder farming households. Although specific gender analysis was not carried out in the original selection of sub-sectors, given that women are highly engaged in most agricultural sub-sectors in Indonesia, there is scope for gender inclusion and women’s empowerment across AIP-PRISMA’s suite of sub-sectors.

Tool for Strategy/Selection of Sub-Sectors

A tool that has been recently developed and included in the new WEAMS framework is “Relevancy, Opportunity, and Feasibility” tool that is based on M4P theory and included in the Tools Annex as:

Tool 1: Relevance, Opportunity, Feasibility for Sub-Sector Selection

TIP FOR USERS: Reference the strategy documents for effectiveness of programming

This step-by-step guide will be more meaningful and efforts more successful if the strategy documents are reviewed and considered in the following project life cycle steps.

STEP 2: DIAGNOSIS: SUB-SECTOR ANALYSIS AND SUB-SECTOR STRATEGY DEVELOPMENT

Objective of Step 2: The diagnosis step of the project life cycle aims to conduct research and analysis of the market system around selected sub-sectors and gain a comprehensive, nuanced and gendered understanding of the system's elements allowing the development a strategy for each sub-sector including potential interventions. During this step, by using a gender lens throughout, gender can be mainstreamed into research, analysis and strategy setting. As AIP-PRISMA had completed most of its sub-sector analyses and strategies prior to gender mainstreaming, alternative approaches to gendering interventions had to be devised (see below).

Description of Step 2:

Conducting Sub-Sector Analysis with a Gender Lens: Sub-sector analysis with a gender lens follows the usual approach to sub-sector assessment (as outlined in various M4P documents, and as adapted by AIP-PRISMA) but ensures that roles, controls, challenges and opportunities relevant for women and men are assessed separately. In this way, gender considerations are integrated into the process of research and analysis:

- **Core functions** of women and men in the sub-sector, focusing on the target group (smallholder farmers) but considering all market actors with a gender lens and identifying their roles.
- **Formal and informal rules and norms** affecting women and men such as gender-insensitive regulations and social attitudes towards women in various jobs.
- **Transactions** that take place in the sub-sector, and the gender dynamics of those transactions.
- **Barriers or challenges** that are generally true and specific to women in the sub-sector, including those related to reproductive/household activities.
- **Access** to services, resources, infrastructure and opportunities related to the sub-sector.
- **Decision making authority** of women and men regarding production, sales, income management and use.
- **Workload** issues in the sub-sector with an understanding of outcomes from increased or changed participation in the sub-sector, or the introduction of new services/technologies etc.

By understanding these areas of inquiry for women and men, we learn about the barriers and opportunities for both genders such as differing access to assets, services, information and opportunities, preferred or prescribed roles, socio-cultural norms and workload constraints.

Sub-sector analysis provides this information to program staff and allows them to make strategic decisions in later steps of the intervention life cycle involving:

- Consideration of the potential interventions that will be recommended, clarifying men's and women's roles in the proposed interventions; and

- Setting gender targets as it makes sense (e.g., numbers of service providers of either gender, percentage of farmers that are women or men).

Case Example: This Bima district mini-case illustrates how sub-sector analysis is informed by gender information.

Gendered Shallot Sub-Sector Analysis in Bima District

Local farming households in Bima often employ traditional methods in shallot cultivation, using inferior inputs with resulting low yields and poor quality products. Agronomic information has been transferred to farming households through government and commercial channels though services are weak and it is unclear if women and men benefit equally from available services. As a result, men and women farmers are unable to take advantage of market strategies that could result in higher income such as offseason production of shallots and storage until markets are not glutted and prices are higher.

Male and female shallots farmers in Bima District are connected directly to local markets, as well as to local and distant markets through traders that come to the district during harvest time. Outside traders are mostly from Java, and at peak season the price of shallots is determined by the larger traders in Java. In other cases, women negotiate on price and accept the best offer for their shallots, and then manage the proceeds on behalf of the household. When shallots are sold in the local market, women are more likely to sell the shallots, however men will also take this responsibility as needed particularly if women are too busy with other farming or household responsibilities. However since women are considered better negotiators and since they manage household finances, it is preferred by women to conduct the sales themselves.

Thus, while both women and men are key actors in shallots production, women take on dominant roles in shallot marketing and household finance management. This means that in any intervention involving shallot production and sales, women of the household need to be aware of new opportunities (e.g., better inputs) and advantages in order to contribute knowledgeably to household decision-making around production and sales.

AIP-PRISMA Output for Step 2: The output for the sub-sector analysis and strategy development stage of the intervention cycle is a **Growth Strategy Document (GSD)**. Gender information is mainstreamed throughout each GSD, including, for example, in the market map analysis, problem analysis and recommended solutions. There is no separate gender section required, and men and women are integrated into all descriptions, analysis, examples and conclusions. The main contents for a GSD are:

- Description of the sub-sector including a general profile, sub-sector dynamics, underlying constraints, services and enabling environment including weaknesses

- A strategy for change in the sub-sector that describes market potential, a vision for change, potential interventions, proposed sequencing and prioritization of interventions, and the vision of change logic.
- Annexes that provide supporting information and analysis including an overall market map, market maps relating to targeted interventions, problem tree, etc.

Once sub-sectors are understood, a vision for change is developed and preliminary interventions proposed that take advantage of both men and women's knowledge, capacities and contributions in the sub-sector. A vision for change in the sub-sector reflects the desired change for the identified gender-related problems, either at the sector competitiveness or service level. For example, a vision of change at the sub-sector level in soybean is: "Improving productivity and market value of soybean through better access to better quality seed, post-harvest processing and more *women-friendly technology*." This vision was based on analysis of the soybean sub-sector in Madura.

While the GSD does not present final approved intervention designs, it proposes multiple interventions that are further detailed in the next steps of the intervention life cycle.

Tools for Analysis and Strategy Development: Gendered sub-sector information can be collected using different methodologies: household surveys, key-informant interviews, in-depth interviews and FGDs. AIP-PRISMA used FGDs to collect gendered information on sub-sectors and interventions. The findings for each sub-sector were written up in an FGD Gendered information Sub-sector Report. This report is a sub sector analysis on gender division of labor.

- ✓ **Tool 2 – Focus Group Discussion Guide**
- ✓ **Tool 3: Focus Group Discussion – Gender Division of Roles Sub-sector Report**

TIP FOR USERS: Social Norms and Gender Analysis

Understanding the social norms that affect women's engagement can be key to promoting their enhanced participation: that is, women may be limited by socially-prescribed expectations around their behaviour, beliefs about their innate capacities, informal rules involving segregation or mobility, and so on. When we do not understand such limitations, we can easily end up designing inappropriate interventions. AIP-PRISMA's FGD guide includes questions around women's roles, their challenges and opportunities, decision-making and workload. Utilizing this tool, the impact of social norms on women's participation in the sub-sector can be better understood.

STEP 3: INTERVENTION DESIGN AND PLANNING

Objective of Step 3: Once sector assessment has been completed and women's roles understood, selected interventions can be designed and planned, partnerships identified, the involvement of women defined and approval of management received.

Description of Step 3

Gender Inclusive Design and Planning: In order to be gender inclusive in the design and planning of interventions, the following questions can help program staff think through the requirements for successful outcomes.

- How are women included in the intervention? That is, does the intervention target a role that is or could be carried out by women? Will women take on new roles?
- What are the levels of effort and control that women have in the sub-sector and in the specific area of intervention?
- How can the intervention create income earning opportunities and / or support women to access products, services or infrastructure?
- Does the intervention provide women with opportunities such as training, technology transfer, and access to markets?
- Does the intervention support women's access to assets such as land, farming equipment, financial services, livestock, etc.?
- Will the intervention impact household decision-making dynamics in a positive or negative way for women?
- Does the intervention reduce or address increased workload for women?

An important step during the intervention design is the development of business model(s). A gender-sensitive business model aims to show how service provision to poor female and male farmers/producers will work and continue beyond the project. This can be done by including existing or new women market players as well as women farmers. The inclusion of women market players either as business partner or as ISPs in the relevant sub-sector is an important strategy to facilitate WEE objectives. This means that practitioners need to consider selecting women business partners or partners with a gender inclusion mandate or interest, and women ISPs when developing the business model. The women ISPs can include local women cooperative, traders, collectors etc

Case Example: The following case describes the business case for gender inclusion in the beef sub-sector in Timor

Mini-Case – Building the Business Case in the Beef Sub-sector

In Timor, AIP-PRISMA is negotiating a partnership agreement with Puskud for feeding supplements for cattle. Research findings to date have shown that women are very active in cattle maintenance (50/50) with prevalence in procuring feed, caring for cattle, watering and breeding – especially when the cattle are on the farm and not in distant pastures. Because of women's involvement in the feeding and care of cattle, AIP-PRISMA has made the business case that an intervention on feed supplements that will increase animal health and yields is highly relevant to women. Since partners in Timor are aware of importance of women's roles, they have agreed to work with women and men.

AIP-PRISMA Output for Step 3: The outputs for the planning phase of the intervention life cycle are the **Intervention Concept Note (ICN)** and the **Intervention Plan (IP)**. Both the ICN and the IP should explicitly include women and discussion of how they will be included in the intervention. For example, In order to measure how activities affect women and men, each of the indicators in the IP Indicators table can be gender disaggregated to get a clear picture of change over time. This will provide answers to questions such as: are there increasing numbers of women ISPs, for example, and are they as profitable as their male counterparts? Another key element of IP is the Intervention Logic Analysis Framework (ILAF) which represents the sequence from problem analysis through to solution. The following ILAF tool illustrates how an ILAF can be gendered by highlighting participation of women and men.

(1) Problems / Symptoms	(2) Underlying causes	(3) (4) Supporting functions/ rules	(5) Weaknesses	(6) Interventions	(7) Service Provider/ Partner
Problem Public Drying & Storage not Operational Why-2: Absence of promotion and embedded services to increase demand for facilities by men and women farmers <ul style="list-style-type: none"> Lack of management capacity to create a viable and diversified business. Limited financial resources to operate and diversify services 	Limited capacity of government to provide competent management personnel and sufficient resources to male and female farmers	Business management development services and investment.	Poor planning and resources allocation by government Unclear business prospect for the private sector	Intervention 2: Assess the potential of Drying and Storage in Multiple Crops in NTT	Middle to large agricultural traders and feedmillers, including those outside of NTT. Government or state-owned enterprise Gapoktan (Federation of Farmer Groups) Banks (BRI, Bank NTT, etc.) Insurance (Bumiputera, etc.)

Once an Intervention Plan is complete and approved by the CMT, the next step is to finalize negotiations with partners and sign a partnership agreement with all pertinent information included including relevant gender expectations.

Tools for Intervention Design and Planning: AIP-PRISMA has recently created a tool for categorizing sub-sectors and activities according to women and men's roles, level of effort and level of control. This tool informs intervention design:

- ✓ **Tool 4: Categorization of Sub-Sectors and Intervention Design**
- ✓ **Tool 5: Potential Interventions Reference List**

TIPS FOR USERS: Women-Friendly Activities

Activities can be made more women-friendly through:

- **Contents or materials:** appropriate to women's educational and sociocultural background as well as their specific roles in the sub-sector
- **Location:** accessible or relatively close to where women live in a non-threatening environment
- **Timing:** convenient to women's work schedule and responsibilities on the farm and at home
- **Invitations to and participation in activities:** invitations to women and men so they can both participate in activities such as expos, demo plots etc. as appropriate to their roles

STEP 4: IMPLEMENTATION OF INTERVENTIONS

Objective: The fourth step, Intervention, examines implementation with a dual focus on business partnerships and women's empowerment.

Description: AIP-PRISMA works with private and public sector partners to implement interventions. PRISMA negotiates an agreement with a partner that outlines how needed products and / or services will be provided to farmers on a sustainable basis. Therefore, the implementation step involves a formal partnership arrangement that is supported by but not implemented by AIP-PRISMA.

In order to encourage gender inclusion, AIP-PRISMA translates partner incentives into innovations, which increase a partner's business volume or creates a new market. Gender inclusion in deal making has to make 'business sense'. This means practitioners have to be creative in finding or developing incentives for partners to be gender-inclusive in their outcomes and activities. For interventions with definite gender implications (e.g., when there is high involvement of women), it is crucial to include relevant WEE objectives in deal making. For example, there is a clear gender implication for interventions focusing on access to finance. Practitioners must see that loan schemes are also accessible to women beneficiaries and/or women-headed households as per AIP-PRISMA target group mandate. PRISMA staff need to convince partners on the efficacy and benefits of being gender sensitive in putting together loan conditions.

Case Example: The following case describes how partners are often very aware of women as viable customers or suppliers even before AIP-PRISMA has encouraged them to be more gender inclusive. It is helpful to ask partners about their current activities and plans for working with women before assuming that they may not wish to do so.

Maize Sub-Sector, Madura

Where gender is concerned, partners may be aware of women's contribution to a sub-sector and will automatically work with women. For example, in the maize sub-sector in Sumenep and Pamekasan districts the partner (AHSTI – seed distributor) understands women's dominant role in maize production and marketing and included women in all activities related to cultivation and sale of seeds without any specific direction from AIP-PRISMA.

AIP-PRISMA Output for Step 4: Interventions are implemented through partners with facilitation support from AIP-PRISMA. The partnerships are guided by a **Partnership Agreement (PA)**, which is negotiated between AIP-PRISMA and the partner, and incorporates details of gender targets as needed and appropriate.

Tools for Intervention Implementation: In many cases, it may be necessary to build the business case for partners to engage with women based on private sector incentives. Tool 6 provides guidance on assessing the motivations of partners. See:

✓ **Tool 6: Incentivizing Private Sector Partners**

TIPS FOR USERS: Strategies to negotiate gender objectives with partners

- Master the facts and figures about women's role and contribution in the sector to promote the value of women as business partners, lead farmers or other roles as appropriate.
- Think profitability and still focus on private sector opportunities.
- Highlight opportunities for partners to have access to more customers (e.g. seed buyers), higher volumes of raw materials (e.g., soybean for processing) or other commercial advantages
- Educate partners on women's roles and contributions in the sub-sector that will negatively impact the overall success of the intervention, if being overlooked.
- Develop gender-sensitive innovations, which will create business incentives for partners.
- Continue to consider the local context and specific socio-cultural conditions

STEP 5: MONITORING, RESULT MEASUREMENT AND LEARNING

Objective of Step 5: The Monitoring, Results Measurement and Learning step examines inclusion of women in monitoring, evaluation and impact measurement, taking into consideration the goals of increased income, and improvements in access and agency.

Description of Step 5: The recommended approach that is used by AIP-PRISMA the DCED results measurement standard³ viewed with a women's empowerment lens.⁴ The crux of the standard involves i) the articulation of logic models (results chains) that track the changes from programme activities to ultimate impact and ii) defining of indicators that capture the changes both at the individual / business level as well as wider changes in the market system.

AIP-PRISMA Output for Step 5:

The **Intervention Steering Document (ISD)** is the tool that is used to establish monitoring and results measurement for interventions. As gender is a priority and an integral part of the AIP-PRISMA program, the ISD includes gender implications, indicators and gender-disaggregation.

The ISD is an excel file that is comprised of several worksheets some of which are more relevant for gender inclusion:

- Background
- Business Model
- Results Chain
- MRM Plan
- Projections and Results
- Key Indicators

Worksheets

In the "Background" worksheet of the ISD, there is a Gender and Social Inclusion box for listing the gender implications or WEE objectives of the intervention. These WEE objectives are translated into quantitative and qualitative indicators in the MRM Plan worksheet. Key Indicators are for reporting and consolidation with other sub-sector reports; while these are currently set to be gender neutral, there is a plan to gender disaggregate for some if not all interventions as illustrated in Tool 4 above. That is, it is possible to gender disaggregate the indicator data collected for any intervention. This will not only help us understand

³DCED *An Introduction to the DCED Standard* <http://www.enterprise-development.org/page/introduction-standard>
Viewed at April 17, 2016.

⁴Markel, E. (2014) *Measuring the Results of Women's Economic Empowerment in Private Sector Development: a guideline for practitioners*. The Donor Committee on Enterprise Development. <http://www.enterprise-development.org/page/download?id=2433>

women's roles and the change in those roles over time, but it can also provide us with information on women's performance.

Although in AIP-PRISMA household statistics are not always gender disaggregated – that is, when it is recognized that both women and men contribute to a particular sub-sector in somewhat equal measure. However, understanding engagement of men and women separately in intervention activities, even in non-disaggregated households, will contribute to our understanding of the gender-sensitivity of interventions and partners. For example:

An example of individual unit measurement requirement for a gender indicator:

Activity: Farmer group leaders provide technical assistance on maize farming techniques to farmers

Indicator 1: Number of **male and female farmers** receiving technical assistance on maize cultivation

Indicator 2: Number of **male and female farmers** receiving technical assistance on GPP

Reason: Processing activities are predominantly done by women, thus a household unit measurement is inappropriate

Data collection and gender-balanced procedure

Intervention teams must ensure that during data collection for measuring results, a reasonable number of women respondents and women-headed households are included. The intervention teams need to discuss with the MRM team to determine the reasonable number of women respondents according to the intervention context. Women FGD findings can be used as a reference to determine an appropriate number of women respondents. In case of the absence of primary data, then BPS data of women farmers in the respective sub-sector is to be used as a reference. AIP-PRISMA aims to get 15% women-headed household respondents in each data collection exercise, according to the national proportion of women-headed household. A valid justification must be presented if the quota is not achieved.

Explicit GE and WEE indicators

AIP-PRISMA may articulate explicit GE and WEE indicators in its results chain and MRM plans, and in the case interventions which aim to facilitate specific changes, such as better results for female-headed households. As such, disaggregation will be augmented by other indicators: e.g., number of women that are unable increase farming activities due to already high workload, number of women adopting labour saving devices.

Qualitative Assessment

While quantitative data provide some of the information needed to track women's economic empowerment, a richer understanding is derived from qualitative assessment. AIP-PRISMA will conduct gender impact assessments for selected sub-sectors looking at indicators that are usually not captured in the ISD. These indicators may include women's agency, leadership or decision making authority, change of perception on women's role, impact on workload and quality of life. Further, periodic qualitative

assessments on specific topics across sub-sectors (e.g., decision making authority, changes in household status) can provide information on the impact of project interventions. These assessments will also provide material for the selection of case studies and impact stories with the opportunity to disseminate information on program successes that can be replicated elsewhere.

Tools for Monitoring and Results Measurement: In addition to the tools and approaches described above, it is useful to examine the following tools in the Annex:

- ✓ **Tool 7: AIP-PRISMA's Gendering of the Logic Model**
- ✓ **Tool 8: Sample Quantitative Indicators for Access and Agency**

TIPS FOR USERS: Are there exceptions to inclusion?

The above is a guide for how to proceed in developing inclusive sectors. However, situations are often more nuanced and complex. For example, what if there is a great opportunity to grow a sector, but it will enhance men's roles and diminish women's roles (or vice versa), do we automatically exclude it? The simple answer is 'no' as this could be very beneficial to the household economy, and viewed as desirable by both women and men. However, it needs to be studied and understood, women need to be consulted, and the ramifications should be assessed. For example, if large loans can be given to men farmers because they own land, and these loans have the potential for good agricultural investment with significant returns to the household while reducing women's role (e.g., moving from backyard poultry to semi-commercial or commercial poultry) then women may welcome this. Further, deeper examination may show that both men and women will be involved in poultry rearing still, and that increased income will be pooled and financial decisions jointly made. In fact, this may open the door to women receiving skills and business development training too, with the farm unit the focus of the intervention even though the loan may be taken against the man's collateral.

SUMMARY AND CONCLUSIONS

The revised *Gender Mainstreaming Guide* shows that the convergence of gender mainstreaming and women's economic empowerment with M4P is possible and mutually beneficial. Taking the role and contribution of women into account is essential for the overall success of interventions in agriculture sub-sectors. It is therefore sensible for the programs and their partners to be gender sensitive in order to accomplish program goals and profitability for the partners.

Furthermore, to achieve gender equality and WEE objectives as directed by DFAT (using the DCED standard, M4P guidance and the new WEAMS Framework), AIP-PRISMA needs to utilize a gender lens throughout the whole intervention life cycle. The implications of this process of integration include: being gender aware and inclusive when developing sub-sector strategies: identifying opportunities that are accessible to both women and men: and more importantly when engaging with partners and making agreements as well as during intervention monitoring to make sure that women as well as men are benefiting from the program.

This document is therefore intended to help intervention designers and managers recognize the opportunities for poverty reduction and women's empowerment through being gender aware, while at the same time giving them the practical tools they need to implement and measure gendered interventions.

TOOLS ANNEX

STRATEGY TOOL 1: RELEVANCE, OPPORTUNITY, FEASIBILITY FOR SUB-SECTOR SELECTION

This tool draws from M4P guidance to create a matrix for comparing relevance, opportunity and feasibility across sub-sectors. This supports the selection of target sub-sectors and highlighted areas where further researched is required.

SUB-SECTOR SELECTION MATRIX						
Sector Number →	1	2	3	4	5	6
Sector Name →						
Relevance for Target Group – Is there an opportunity for the target group?						
Women's current or potential roles in the SS						
There is potential for increased numbers of women in the SS						
There is good potential to include more target women (poor or excluded)						
There are clear opportunities to expand or improve women's roles and opportunities in the SS (e.g., jobs)						
Existing barriers for women can be reduced or removed (e.g., transportation, norms)						
Women's would/could have access to needed supports (e.g., finance, inputs, raw materials)						
Women's agency could be improved (e.g. reduced workload, control over income)						
Any risks can be mitigated or overcome						
Growth Opportunity for the Sub-Sector: What is the potential growth / competitiveness opportunity for the sub-sector?						
The SS is significant in value (size, GDP %)						
The SS has anticipated stability/growth						
The political economy is favourable						
There are opportunities to leverage markets, finance and other improved supports in SS						
Challenges in the SS can be overcome or worked around						
Any risks can be mitigated or overcome						

Feasibility – Will the programme team be able to design, implement and monitor interventions?						
There is or can be alignment between relevance to target women and SS growth						
Programme team has capacity to develop SS, private sector partners and integrate women						
There is partnership potential in the SS						
There is government, donor or other support for the SS						
Any risks can be mitigated or overcome						
Other Issues that are Significant to the Specific Context (e.g., conflict, refugees situation, etc.)						

DIAGNOSIS TOOL 2 – FOCUS GROUP DISCUSSION GUIDE

Focus Group Discussion: Gendered sub-sector information can be collected using different methodologies: household surveys, key-informant interviews, in-depth interviews and FGDs. The table below is template for a Focus Group Discussion, a practical tool for collecting information on women's roles and controls in target sub-sectors.

Participants: Women (8-12 people) from smallholder farming households involved in XYZ sub-sector or intervention. If interventions are yet to be developed, participants should be women who are involved in the targeted sub-sector. The FGD should take between 60-90 minutes – remember that it is important to hear from a range of women but not necessary for each to answer every question. Rather we are seeking to understand the issues and gain consensus on these.	
5 minutes	Welcome, introduction to FGD/purpose, researchers and participants Explain the process – it is a discussion, all comments are valuable, we would like to hear from everyone even if opinions are different, practical experience is good.
5 minutes	Brief warm up question: What do these women do to contribute to household incomes – both on their own farm and also off the farm? This is not intended to delve into specifics of the sub-sector but to get women talking in general, and not all women need to answer.
10 minutes	Roles: What is women's involvement in the target sub-sector (name the sub-sector of interest)? That is, what roles do they play in farming activities – e.g., cultivation, weeding, harvesting, processing, selling etc.? Seek to understand similarities and differences.
15-20 minutes	Constraints and Solutions: What are the sub-sector-specific challenges for women? For example, low quality, low volume, no storage, pests, processing issues, lack of knowledge about production and marketing, no linkages to services, etc. Given these challenges, what services or resources do they need to make a better contribution to work in this sub- sector – e.g, appropriate finance, quality inputs, increased information, knowledge and skills, cost-effective market linkages, labour-saving tools and technology.
15-20 minutes	Access Issues: Why are they unable to access the needed services etc.? (Are they available, costly, remote, and appropriate?) What could be done differently so they could access needed services and resources? Who are the potential service providers? Discuss.
15 minutes	Agency: Who makes decisions around production and marketing? Is decision-making joint or more skewed towards women or men? Do they have different spheres for decision-making? Who controls the income from sales? Is it pooled at the household level? Does one or the other keep the income and make decisions about how to spend it? Is the income from this crop spent on specific things (e.g., food, education, health, social obligations, agricultural inputs)? Discuss.
10 minutes	How do they find their current workload ? Who helps them to finish tasks in the farm and at home? Who looks after children when they have to work in the field? Discuss. Would the proposed intervention have an effect on their workload? In what way? Is this a good thing or a bad thing from their perspective? Why?
10 minutes	Questions for us? Wrap-Up

DIAGNOSIS TOOL 3: FOCUS GROUP DISCUSSION – GENDERED INFORMATION SUB SECTOR REPORT

The outcome of the FGD is an FGD report that summarizes the findings from which the implications for intervention design can be drawn. An example FGD report is presented here (the report can be much longer than this and are available in the GSI shared folders).

FGD Gendered Information Report – Cashew Sub-sector in Dompu

Two focus group discussions (FGDs) were held with women whose households are active in the cashew sub-sector in two locations in Dompu: Songgajah and Tolokalo. Songgajah is a village closer to a main town whereas Tolokalo is further away from the town centre, and the poorer of the two villages. In both villages, most participants are trans-migrants from Bali (80%) and Java (10%). In Songgajah and Tolokalo, all women are engaged in cashew as farmers and labourers. Although the landholdings are larger in Tolokalo (averaging .7 HA as compared to .5 HA in Songgajah), the tasks are much the same: women and men work together on cultivation, fertilizing, planting, watering, weeding, maintenance and harvesting. Post-harvest processing and marketing are women's work in both villages. In Songgajah, seed selection and thinning are done by women, while in Tolokalo watering is women's work. Women in both villages are mainly responsible for harvesting and marketing. Men will help with harvesting when they are not busy with other crops. In Songgajah, women are in charge of post-harvest processing but due to a high workload, women in Tolokalo do not undertake processing (drying and shelling nuts).

In both villages, cashew theft, high workload, tree productivity and financing are challenges. During harvest months, women watch over their cashew fields during the day and cannot go home to rest. Men sleep in the field during peak harvest months to guard the fields. High workload was identified by women as another major challenge since women often do most cashew tasks and household chores, as men work on other crops such as maize. Moreover, cashew trees in Tolokalo are about 15 years old, approaching the unproductive age of 20. This causes lower yields, disease and death. In addition, women are dependent on money lenders who provide them with capital and/or input materials such as seeds and fertilizers in advance for which they must pay interest.

Sales are typically made at home to collectors, with women and men deciding on the desired price. However, the actual price is usually set by collectors, particularly in Tolokalo where women are tied to collectors who provide loans for household needs and/or input materials. Regardless of who receives the actual cash from the collector, the money is managed by women. Decisions about spending the money are joint decisions (e.g., buying inputs such as seeds, pesticide and fertilizer). Women indicated that if a higher cost seeds or pesticides were available but produced better yields or was more resistant to pests or diseases, they would recommend that their husbands invest in such input materials, as cashew is an important crop and the main household income.

Implications from the FGD for cashew sub-sector interventions:

- Women are influential decision-making actors in household money management. If specific inputs are to be promoted to households, then it will be advisable for women to have firsthand experience of the benefits of these inputs. So, for example, women should have access to demo plots and be exposed to promotion activities as much as the men of the household.

- A potentially beneficial women-specific intervention in Tolokalo would be to facilitate women's involvement in post-harvest processing through the introduction of technology that reduces workload and improves outputs.
- There is an opportunity to work with a private sector providers of equipment who could work through women lead farmers, entrepreneurs or groups.
- Any intervention involving GAP services and pesticide might be compromised by other factors in the sub-sector – that is, will theft deter households from cultivating cashew, will aging trees respond to GAP services or pesticide, or will lack of finance deter households from investing in planting materials? Women's opinion will influence final decisions on farming as they are active decision makers and actors in the sub-sectors.

***The total LoE of women, men and other must equal 4 for all four (men, women and other men and women)

- ✓ For **categorizing sub-sectors**, either women or men are functionally dominant according to the level of effort in the sub-sector (total score of all activities) from the above.
 - ✓ For **designing interventions**, level of effort at each relevant activity/task level determines the focus of an intervention on women, men or both.
3. Level of Control / Access / Equality

In addition to functional contributions, men and women have different levels of 'control' within the household and sub-sector, which may vary, across regions. In order to understand the power dynamics in each sub-sector, sub-sector assessment needs to capture the following information. The table only looks at men and women within the household as this table focuses on household dynamics.

Area of Control	Men in HH LoC 0-4*	Women in HH 0-4*	Total 4**	Explanation – provide a justification of the scoring for each activity. This needs to be evidence based (not secondary statistics but from sub-sector assessment).
Resource ownership				
Access to resources				
Productive decisions				
HH Expenditure				
Farming Expenditure				
Filling other roles in sub-sector e.g. service provider				
Other areas as relevant to the sub-sector and context***				
Total control				

*Level of Control is 0-4 where 0 is no control, 4 is all the control, 2 is equally shared, 1 and 3 are somewhere in between.

**The total LoC of women and men must equal 4

***For example, membership in groups, participation in training, gender based violence, workload management.

- ✓ For assessing control, we find that either women or men are dominant according to the level of control (total score) from the above.
- ✓ Level of control will influence decisions around the selection of interventions, intervention design and implementation activities.

Questions to consider for intervention selection and design:

1. In the target sub-sector (by region) – are men or women more functionally dominant?
2. How will this influence your choice of intervention?
3. In the target sub-sector (by region) – are men or women more dominant in terms of control?
4. How will this influence your design of the intervention?

Note re: The Portfolio of Sub-Sectors

Total scores for women and men's levels of effort and control in programme-targeted sub-sectors can be calculated by adding total effort and total control from the various sub-sector categorizations. In addition, identification of activities where women exhibit the greatest level of effort can be calculated across sectors.

DESIGN TOOL 5: POTENTIAL INTERVENTIONS REFERENCE LIST

The following list are potential interventions that are commonly beneficial in gender inclusion.

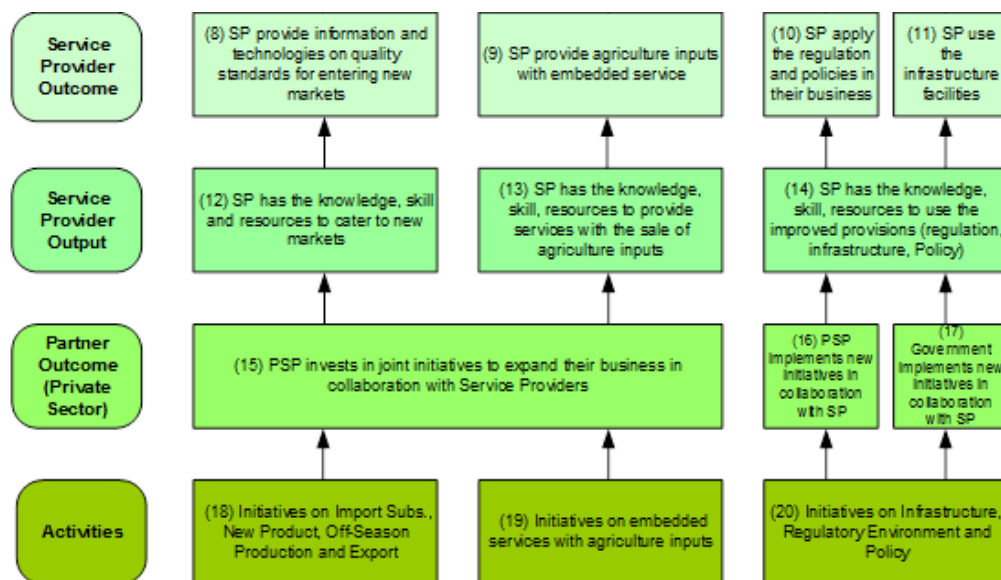
- **Market Linkages:** As described in the above case study, women are often key in the marketing of products, and yet, as market linkages are upgraded by programs, men may be favored over women. Sensitivity among staff and partners to the potential for both women and men in elevated value chain roles needs to be heightened;
- **Access to Opportunities: Skills Development:** Inclusion of women in training from private and public sector actors is highly beneficial, particular if partners take into consideration women's time constraints and the venues and approaches that will be most suitable for them (e.g., consider distance, family responsibilities, literacy, etc.);
- **Access to Assets: Appropriate Technologies:** Mechanization of repetitive and time-consuming tasks may not only allow women to reduce their workload but can also contribute to increased income and better quality products. A caveat here is the potential negative impact of reducing women's roles in a sector through mechanization (although generally women welcome such opportunities). Appropriate technologies might include: micro-irrigation for vegetable plots, post-harvest tools such as sorters and graders, processing equipment (including simple and inexpensive devices);
- **Access to services:** Because women often do not own land or houses, they may be refused finance for agricultural expansion. This means that growth strategies may favor men, particularly those who have access to resources, and therefore innovative financial mechanisms (e.g., rent-to-own where the equipment is the collateral) need to be explored.
- **Women's Leadership:** Women lead farmers and service providers provide economic role models for other women, and are also more likely encourage increased female participation. In some cultural situations, it is easy to overlook even skilled women as they may be quiet in mixed program meetings, but these same women may be excellent leaders among other women and exceed program expectations for stimulating economic growth;
- **Networks:** Women are typically less involved in all kinds of groups and associations than men. This is a disadvantage in agricultural development since individuals without group affiliation are less likely to receive training, benefit from bulk buying and selling, and are not as visible to program staff and other partners. Therefore, partnerships with civil society programs may be needed to overcome such constraints to women's advancement.

IMPLEMENTATION TOOL 6: INCENTIVIZING PRIVATE SECTOR PARTNERS

Assessing Motivations for Partners to Work with Women as Suppliers, Employees and Consumers	Yes	No	Comments
Do women represent a new market segment for partners? E.g., as a buyer of inputs or insurance.			
Would working with women lead to greater profitability for partners? E.g., as purchasers of products or reduced costs in labour.			
Could a partner realize increased efficiency by working with women? E.g., they are faster at a given job.			
Will a partner have access to higher volumes of raw materials? E.g., a needed input such as vegetables or grain.			
Can partners expect improved quality from engaging with women suppliers? E.g., a partner could share information on improved post-harvest handling.			
Does working with women represent a 'doubling of options' for partners? E.g., more consumers, more suppliers, more employees.			

MONITORING TOOL 7: AIP-PRISMA'S GENDERING OF THE LOGIC MODEL

The following logic model is gender neutral, while the text beneath it explains how and why a logic model can be gendered. This is used for reference purposes by AIP-PRISMA.



Let's examine each of these levels from the bottom, moving up the chain.

- Activities Level:** Promotion of inclusion at the activities level requires an understanding of the roles of the actors in the sector, their contributions to the specific product, the interventions that will be appropriate to their knowledge and skills, resources, time availability, and so on. 'The actors in the sector' can be men, women, ethnic minorities, youth, the elderly, the very poor or people living with disabilities. For example, even in a men's crop such as mangoes or coffee, women may play an important role in harvesting and post-harvest handling which can affect the quality of the product (through handling, processing, sorting, grading, packaging etc.). In order to improve economic outcomes for such household, the roles and contributions of women and men need to be understood for design and targeting of successful interventions.
- Partner Outcome:** This level of the program involves joint investment with the proposed (business) partners (BP), and it is at this stage that it is important to convey gendered knowledge to the partner, to encourage or set targets for inclusion, and to agree upon the types of activities or approaches that the partner will undertake (and for which they are receiving significant subsidy in many cases) while taking the business perspective and incentives of the partner into account. For example, in the coconut sugar sector, if BPs do not realize the significant role that women play in processing of coconut sugar, this could negatively impact their return on investment. That is, as new technologies and techniques are introduced, if women are not targeted, then the adoption and implementation of the new processes may not reach expected levels. Similarly, as the program develops its understanding of 'poor' and 'poorer' farmers (see discussion in thematic strategy above), business partners may require different intervention support from the program

that incentivizes them to target more marginalized farmers who are lower resourced; for example, offering different loan products, smaller ‘packages’ of services and products, or bundled approaches.

- **Service Provider Output:** Service providers (SPs) are selected and supported by the program partner (BP). If the BP has a good understanding of the sector actors (including the roles that women and other marginalized groups play) this can guide their selection of and support to SPs, making sure they have the right capacities to succeed. For example, if women have a significant leadership role in a sector such as shallots, SPs need to be selected that are representative of their participation and contribution (that is to say, selection of both women and men service providers). If BPs are not aware of women’s roles, there may be an unintentional inappropriate focus on men as service providers and farmers, which will result in diminished (rather than enhanced) roles of and outcomes for women in the sector. In the same vein, if SPs are not selected from the targeted ethnic group, then results may not be as strong. For example, in the beef sector in NTT, traders are from multiple ethnic groups and are therefore better able to connect with the various farmers in the province.
- **Service Provider Outcome:** At this level of the results chain, the service providers (SP) must understand the varying constraints and opportunities of working with different types of farmers, and the SP level of commitment must reflect the investment and support of the partner and the program. If, for example, women or target ethnic groups have been included as SPs (e.g., in the case of women for processing, post-harvest handling, livestock rearing) then this will definitely increase outreach to women and ethnically diverse farmers. However, even when there are no suitable service providers from the target group, the selected SPs still need to incorporate appropriate numbers of target farmers. In particular, for women, it is necessary to not downplay their current roles, and undermine the potential for growth.

MONITORING TOOL 8: SAMPLE QUANTITATIVE INDICATORS FOR ACCESS AND AGENCY

Quantitative evaluations typically collect sex-disaggregated but usually do not report on specific women's empowerment questions. Therefore, issues of Access and Agency for women in market systems are often evaluated qualitatively. While qualitative assessment is excellent for gaining a nuanced understanding of women's empowerment in a market system, it is also possible to integrate women-specific quantitative indicators into baselines, household surveys and other assessments. A combination of both quantitative and qualitative findings will provide the richest understanding of women's empowerment as a result of programme interventions

Framework Area of Focus	Sample Quantitative Indicators
Economic advancement – increased income	Income (gross) Income (net) Income per hour or day or week (calculated)
Access to opportunities and life chances such as skills development or job openings	Number of trainings suitable for women and men Number of workshops including women and men Types and number of income generating activities open to women (list) % of women undertaking such activities (can be compared to men as relevant) Types and number of jobs open to women (list) % of women undertaking such jobs (can be compared to men as relevant)
Access to assets, services and needed supports to advance economically	Assets owned by women (list) Value of assets owned by women Services available to women (list) Number of times women have accessed target services (can compare to same for men if relevant) Size of land available to women for agricultural production Size and kinds of loans available to women for productive activities
Decision-making authority in different spheres including household finances	Areas where women can make decision (list) \$\$ value of decisions typically made by women in a week (can compare to same for men) Areas where women do not have input into decisions (list)
Manageable Workload	Hours a day working in HH Hours a day working in fields (can be done by task) Hours a day for leisure Hours a night sleep
Leadership and Networking	Number/percentage of women in non-producer roles (e.g. as lead farmers, ISPs, traders, retailers) Percentage of women in mixed groups (e.g., cooperatives/farmers' groups) Women's own cooperatives or farmers' groups