

Gender and Social Inclusion AIP-PRISMA Strategy Report April 2014

Submitted by: Linda Jones

psdjones@gmail.com

Submitted to: Mieke Leermakers

mieke.leermakers@aip-prisma.or.id

Table of Contents

Executive summary.....	4
Introduction to the GSI unit Strategy Report	5
1. Introduction to the Report.....	5
2. Background to the AIP-PRISMA Approach.....	5
Thematic Strategy.....	8
1. Gender Inclusion	8
Women in Agriculture.....	9
The Importance of the Business Enabling Environment.....	12
2. Inclusion of Other Marginalized Groups.....	13
Ethnic Minorities.....	13
Age Marginalization – the Young and the Ageing.....	14
People Living with Disabilities.....	16
Poorer Farmers	16
Operational Strategy.....	18
1. Inclusive Materials and Processes	18
Program Materials	18
PRISMA Results Chains, Intervention Plans and Inclusion.....	19
Sector Reports, Intervention Plans and Inclusion – Background Information.....	23
2. Forward plan - Overview.....	26
Strategic Objectives of the Operational Strategy	26
General Ongoing Activities of GSI unit - Description	26
A Note on Youth.....	29
3. Forward Plan – Roadmap 2014 – 2017	29
4. Roles and Responsibilities of Team Members	31
GSI Manager.....	31
GSI Advisor (international consultant).....	32
Sector Portfolio Lead and Sector Managers	32
RM/L Lead	32
5. Inclusive Results Management and Learning	32
Expanding the Measurement of Gender Inclusion – A M4P WEE Framework.....	33
Potential Quantitative Indicators.....	34
Qualitative Assessment.....	34

6. Conclusions	35
Annexes	37
7. Annex One – Scope of Work	37
8. Annex Two – Focus Group Discussion Template	39
9. Annex Three: Suggested Changes to Guidelines.....	40
10. References Cited	47

List of Tables

Table 1: State Apparatus and Approaches To Empowerment	12
Table 2: Right to Inheritance	13
Table 3: Gendered guidance tool for intervention design	18
Table 4: Analysis of Sector Reports, Intervention Plans and Inclusion.....	24
Table 5: Key Performance Indicators.....	32

List of Boxes

Box 1: DFAT and Gender Inclusion	8
Box 2: Representation of Women Farmers in Farming Activities.....	10
Box 3: Australia's Development for All	16
Box 4: Are there Exceptions to this Inclusion Approach?.....	22
Box 5: CAVAC Cambodia - Approach to Gender Inclusion.....	28
Box 6: A M4P Women's Economic Empowerment Framework	33
Box 7: Quantitative Measures for a WEE Framework	34

List of Figures

Figure 1: AIP-PRISMA Results Chain	19
Figure 2: Target Areas of Results Chain for Inclusion	21

EXECUTIVE SUMMARY

AIP-PRISMA is an agricultural development program which follows a Making Markets Work for the Poor (M4P) approach that aims to contribute to a 30%, or more, increase in the net incomes of 300,000 poor rural female and male farmers. The program will work in a range of sub-sectors in collaboration with farmers, businesses, government and civil society partners to increase competitiveness of target farmers. The project will be implemented in twenty (20) districts of five (5) provinces in Eastern Indonesia: East Java, Nusa Tenggara Barat (NTB), Nusa Tenggara Timur (NTT), West Papua and Papua.

AIP-PRISMA recognises that women, the young or elderly, people with disabilities, ethnic minorities and poorer farmers often lack access to opportunities and assets needed to move out of poverty. To address this concern, a separate gender and social inclusion (GSI) sub-unit, was established under the RM/L (Results Management and Learning) unit.

As an M4P program, AIP-PRISMA does not engage directly with clients (beneficiaries), but seeks to create systemic change in selected sectors resulting in benefits for its target group, emphasizing economic growth as the path to poverty reduction. Although AIP-PRISMA does not pursue separate social inclusion objectives, gender and social inclusion are priorities for AIP-PRISMA. This document sets the stage for this work offering both a thematic and operational strategies. Note that the definition of 'poor' and a general description of the farmers with which AIP-PRISMA are yet to be articulated, and plans are underway to conduct a poverty survey and analysis of farmers in targeted sectors and regions (based on the Pathways out of Poverty Index – PPI).

The thematic strategy outlines the conceptual basis for GSI in the AIP-PRISMA program and describes the underlying reasons for GSI. That is, the thematic strategy is the 'why' of the GSI strategy. The thematic strategy underlines the importance of gender to the donor – DFAT – and to the implementing agencies, emphasizing the need for inclusion of all people in development programs and in AIP-PRISMA.

In order to deliver on the thematic strategy, the GSI unit requires an understanding of 'how' and 'what' it will do in the program – this therefore focuses on the intervention and activity level (while emphasizing the importance of the sector assessment that precedes intervention design). This operational strategy is the first step in detailing a forward plan, specific activities year by year, clear roles and responsibilities for the team members, and relevant reporting systems and how this relates to the overall AIP-PRISMA reporting system.

INTRODUCTION TO THE GSI UNIT STRATEGY REPORT

1. Introduction to the Report

AIP-PRISMA is an agricultural development program which follows a Making Markets Work for the Poor (M4P) approach that aims to contribute to a 30%, or more, increase in the net incomes of 300,000 poor rural female and male farmers. The program will work in a range of sub-sectors in collaboration with farmers, businesses, government and civil society partners to increase competitiveness of target farmers. The project will be implemented in twenty (20) districts of five (5) provinces in Eastern Indonesia: East Java, Nusa Tenggara Barat (NTB), Nusa Tenggara Timur (NTT), West Papua and Papua.

AIP-PRISMA recognises that women, the young or elderly, people with disabilities, ethnic minorities and poorer farmers often lack access to opportunities and assets needed to move out of poverty. To address this concern, a separate gender and social inclusion (GSI) sub-unit, was established under the RM/L (Results Management and Learning) unit.

AIP-PRISMA then sub-contracted an expert in gender, social inclusion and M4P to provide strategy development support and technical assistance to the sub-unit (see Scope of Work in Annex One). The following preliminary GSI strategy was produced as the main deliverable of the consultancy that took place in April and May 2014, including ten days with the project team in Surabaya. The objective of the consultancy was to develop a practical strategy that will guide the GSI sub-unit and support the design of its annual plans.

The specific contents of the strategy document as outlined in the terms of reference are:

- Thematic Strategy (conceptual background)
- Operational Strategy (practical implementation details)
 - Forward plan
 - Envisaged activities and deliverables
 - Reporting system and how that fits in the overall AIP-PRISMA system
 - Roles and responsibilities of team members

The GSI strategy is a living document. This first version of the GSI strategy was prepared while the AIP-PRISMA program was being launched, as staff were being hired and trained, and after some but not all of the background sector research had been carried out. When new information is available and opportunities are revealed, the GSI strategy will be adapted ensuring a flexible response to the GSI needs of the program and its target clients.

2. Background to the AIP-PRISMA Approach

The overall approach of AIP-PRISMA is Making Markets Work for the Poor (M4P). As such, the program does not engage directly with clients (beneficiaries), but seeks to create systemic change in selected sectors resulting in benefits for its target group; in the case of AIP-PRISMA, the target group is poor female and male smallholder farmers in multiple sectors across districts in Indonesia. The M4P and AIP-PRISMA approach emphasizes economic growth as the path to poverty reduction, and does not pursue separate social inclusion objectives. However, gender and social inclusion –within an M4P framework – are priorities for AIP-PRISMA.

The main vehicle for systemic change in M4P programs is the private sector – the segment of society that is considered to be the best option for sustainable impact at scale – but it is also possible to engage other stakeholders including public sector agencies and civil society institutions if they have the capacity and resources to contribute to enduring systems change. Incentives are identified and leveraged by the program to encourage behaviours that contribute to pro-poor economic growth: for example, an input supplier may be supported to create a rural distribution network with appropriate and affordable products so that even poor and remote farming households have access to improved seeds and agrichemicals. The incentive for the input supplier in such a case is a new and profitable customer base with potential for growth.

Within this framework, AIP-PRISMA's goal is to achieve a 30% increase in the incomes of 300,000 poor male and female farmers in targeted locations in Indonesia by June 2017. The strategy is to address systemic growth constraints in rural agricultural sectors that are most relevant to poor farmers in the districts in which the program operates. The definition of 'poor' and a general description of the farmers with which AIP-PRISMA are yet to be articulated, and plans are underway to conduct a poverty survey and analysis of farmers in targeted sectors and regions (based on the Pathways out of Poverty Index – PPI).

The program will strive to achieve four main objectives: increased sales in new and existing markets, increased efficiency and performance (i.e., same production but reduced cost), and increased production. The goal and objectives will result from three key outcomes for women and men farmers: improved farmer practices, increased access to input and output markets, and improved business enabling environment (at the sub-national level). For example, in the coffee sector, a draft intervention plan prepared by an AIP-PRISMA co-facilitator (NGO implementation partner) suggests supporting the development of a decentralized processing facility for specialty coffee through a cooperative. This intervention will address the quality issues of the specialty coffee sector and in particular good post-harvest handling practices and certification, resulting in higher quality coffee and increased incomes for participating farmers.

Given the indirect approach of M4P in creating systemic change and achieving impact, gender and social inclusion have been viewed by many (in programs around the world) as problematic, with the particular concerns that i) inclusive economic development might require social interventions that are beyond the scope of the program, and ii) interventions might also need to work directly with excluded groups to achieve impact rather than through sustainable market actors which is a cornerstone of M4P. New program successes (e.g., Katalyst and M4C in Bangladesh; CAVAC in Cambodia) are demonstrating however that M4P programs can be compatible with inclusive economic growth without giving up on key programming principles. To build on the co-facilitator coffee example in the previous paragraph, the intervention design suggests target numbers for women cooperative staff and women farmers who will adopt better processing practices and exhibit improved performance.

Still, achieving inclusiveness in M4P programming requires awareness-raising and capacity-building of staff, co-facilitators and business partners, and can therefore take time to develop and implement. AIP-PRISMA is committed to expending the necessary level of effort to achieve these results, and the recommendations in the following strategy have been discussed and are supported by program managers.

The remainder of this document presents i) a thematic strategy (the conceptual – why) and ii) an operational strategy (a pragmatic what and how). As noted, the GSI strategy is a living document that will evolve with the program, being intentionally flexible to achieve the maximum return on effort and resources.

THEMATIC STRATEGY

The thematic strategy outlines the conceptual basis for gender and social inclusion (GSI) in the AIP-PRISMA program and describes the underlying reasons for GSI. That is, the thematic strategy is the ‘why’ of the GSI strategy. The thematic strategy underlines the importance of gender to the donor – DFAT – and to the implementing agencies, emphasizing the need for inclusion of all people in any development program.

The GSI sub-unit of AIP-PRISMA was formed to promote and support the inclusion of women and other marginalized groups in program interventions. This thematic strategy section lays the conceptual foundation for the GSI sub-unit operational strategy, and explains why GSI is relevant to AIP-PRISMA programming.

AIP-PRISMA’s approach to gender and social inclusion is based on the recognition that women, the young or elderly, people with disabilities, ethnic minorities and poorer farmers (resource poor) often lack access to opportunities and assets which affects their capacity to change their lives and to contribute to economic growth. In the case of gender, although women often play primary roles in on-farm production they may be excluded from more commercial interventions or membership in key decision making forums. For example, women may be members of farmers groups but not as often members of higher level farmer associations, and therefore can lack access to the level of services received by their male counterparts which would not only enable them to succeed but would have a positive impact on the household and national economies.

Women are named beneficiaries in the goal of the AIP-PRISMA program – 300,000 female and male smallholder farmers – and although this preliminary GSI strategy touches on the other marginalized groups, it was agreed that gender inclusion is the primary focus for this first iteration of the strategy. Other marginalized groups are discussed and will receive greater attention as the program advances, capacities are strengthened, and experience is deepened. Moreover, the document draws attention to the need to understand the target group more generally – that is, ‘poor smallholder farmers’

This section explains the thematic (conceptual) strategy – the detailed and pragmatic operational strategy follows.

1. Gender Inclusion

Box 1: DFAT and Gender Inclusion

DFAT and Gender Inclusion

Gender equality is an overarching principle of the Australian aid program. Advancing gender equality is essential to reducing poverty and increasing aid effectiveness. The Australian Government’s response to the Independent Review of Aid Effectiveness, *An Effective Aid Program for Australia*, affirmed that promoting gender equality and empowering women will continue to be an overarching goal of Australia’s aid program. The Australia Indonesia Country Program Strategy 2008-2013 commits to greater support to gender equality.

Source: AusAID (2012) Empowering Indonesian Women for Poverty Reduction.

Both the Indonesian and Australian Governments recognise that past and current discriminatory practices have led to widespread gender inequality. Both Governments are signatories to the Convention of Elimination of All Forms of Discrimination against Women (CEDAW), and have made policy commitments and developed programs aimed at promoting gender equality.ⁱ The Australian Government’s gender and development policy aims to promote equal opportunities for women and

men as participants and beneficiaries of development. Key objectives include improving women's access to economic resources and promoting women's participation and leadership in decision making at all levels, acknowledging that providing equal rights and access to resources and opportunities to women is crucial to the goal of reducing poverty. This is reflected also in the Australia Indonesia Partnership Country Strategy (2008-13), where commitment to promoting gender equality is identified as one of four priority areas in the partnership.

In the AIP-Program as elsewhere, it is acknowledged that women in Indonesia are particularly vulnerable to poverty; they have less access to education, they earn less than men, and are subject to discrimination and exclusion from decision-making processes within households and communities.ⁱⁱ Women are disproportionately vulnerable and poor, as revealed in Indonesia's 2010 Gender Development Index performance rank of 108 out of 166 countries. This ranking reflects a combination of a lower literacy rate for women and fewer years of schooling, a smaller share of earned income, one of the highest maternal mortality rates in the region, and political under-representation.ⁱⁱⁱ

In response to this situation, the AIP-PRISMA Summary Design Document states that "It will therefore be critical for each intervention to be based on an understanding of the specific factors that affect women and the role they play in the production of different commodities, value chains and practices. Personnel to ensure that these principles are integrated into the design, implementation and evaluation of interventions will be located in the Results Measurement part of the Project's organisational structure."^{iv} It is important to emphasize that this is not only to empower women but to enable their prerequisite contribution to stronger growth in the economy and in the selected AIP-PRISMA sectors – that is, if women are excluded growth will be less even and slower due to women's fundamental role in smallholder farming households.

The following discussion of gender inclusion focuses on women in agriculture, their roles, challenges and opportunities.

Women in Agriculture

AIP-PRISMA's Summary Design Document points out that inefficiencies in agricultural development and women's involvement can often be linked to weak understanding and communication amongst different market actors, low levels of trust and a lack of appreciation for different positions and reasons for action/behavior. Given women's key role in many value chains, however, it is necessary to understand the differing contributions, needs and opportunities relevant to men and women. In some cases the gender division of labour may appear to proceed harmoniously and result in a good product. In other cases, if men or women (or partners) have little understanding of the requirements of the next stage in the chain, gradual losses in product quality and quantity along the chain will yield a relatively poor product. Therefore, interventions aimed at adding value along the chain – from production through processing and marketing – need to consider how to increase understanding between chain actors, identify which gender may contribute and benefit at each stage.^v

The following case offers insights into the highly critical role of women in all stages of agricultural production, processing and marketing in Indonesia:^{vi}

Box 2: Representation of Women Farmers in Farming Activities

Representation of Women Farmers in Farming Activities

The presence of women in farming activities, especially in rural areas is widespread. Of the 21.74 million smallholder farmers working in the Indonesian agricultural and forestry sector, about 41% are women. This shows that almost a half of agriculture human resources are women. Women farmers are involved in almost all the agricultural processes.

A case study conducted in 6 rural areas of the Bengkulu province involving about 118 women farmers described the important role of rural women farmers in every phase of the agricultural process. The role of men and women in paddy farming, cow farming and farm product processing in 6 rural areas of the Bengkulu Province is illustrated in the following table.

No	Description	Average percentage (%) Participation	
		Men	Women
1	Paddy farming		
	- Determination of activities	52,5	18,3
	- Providing capital	69,9	12,5
	- Providing tools and facilities	40,4	41,6
	- Farming activities	20,5	52,6
	- Harvesting	20,5	52,6
	- Post harvest activities	11,5	69
	- Marketing	36,4	41,3
	Average	35,96	41,13
2	Cow farming		
	- Determination of activities	54	16,3
	- Providing capital	63,7	10,5
	- Providing seeds	67,3	10,1
	- Cow farming	45,5	24,3
	- Marketing cows	16,9	44,4
	Average	49,48	21,12
3	Processing farm products/commodities		
	- Determination of activities	8,9	77,5
	- Providing Capital	34,4	49,4
	- Providing tool, facilities	23,8	61,3
	- Production activities	10,4	72,2
	- Packing activities	12,5	72,1
4	Marketing products	15,8	70,3
	Average	17,63	67,13

Source : Primary data processed, Research of BPPT Bengkulu, Research and Development, Indonesia Ministry of Agriculture, 2011

This case study reveals that women's role is marginal when determining what activities are to be carried out and how to access capital resources for production. However, the role of rural woman in both conducting the work and decision-making increases dramatically for on-farm processing and marketing. Moreover, through their involvement in most agricultural activities, even when not the main decision-makers, women in farming households contribute significantly to their families' income. Apart from becoming partners with the male members of the family in the family agricultural business, many women have become the main breadwinners of the family as farm laborers or smallholders cultivating their own small plot of land. ^{vii}

Because of women's critical role in agriculture, it is absolutely necessary to consider the ways that women can be supported so that they contribute more to the household economy while also benefiting from the support. The following are examples of M4P-compatible approaches to promoting women's roles and contributions to sector development – specific suggestions are discussed in the operational strategy section.

- **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.);
- **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 Finance:** Because women often do not own land or houses, they may be refused finance for agricultural expansion. This means that growth strategies may favour 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;
- **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 favoured over women. Sensitivity among staff and partners to the potential for both women and men in elevated value chain roles needs to be heightened;
- **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.

Despite women's agricultural contributions, a recent study by USAID has identified three main pitfalls that have compromised women's empowerment from smallholder agriculture in Indonesia:^{viii}

- 1) Adherence to [or perception of] traditional women's roles as secondary support to men;
- 2) Ignoring women's unpaid work in the home and community in project design and implementation;
- 3) Instrumentalizing women – exclusively or primarily focusing on women as a means to deliver broader economic gains rather than for reasons of gender equality or women's empowerment in their own right.

The USAID report states that these three pitfalls result in women smallholder farmers facing a series of distinct challenges, the most significant being the burden she takes on in terms of unequal distribution of tasks, the absolute lack of free time, and the unquestioned triple burden.^{ix}

In the operational strategy, recommendations are made that are specific to women in agriculture, and take into consideration the issues raised in this section, as appropriate for an M4P program.

The Importance of the Business Enabling Environment

The business enabling environment (BEE) can have an impact on women’s ability to benefit from economic initiatives. BEE may refer to the laws and regulations, business culture, associational membership, opportunities to network and other factors that affect the business ecosystem and women’s full participation.

USAID has recently reported that in Indonesia there is significant state apparatus for supporting women in private sector development as represented in the following table.^x

Table 1: State Apparatus and Approaches To Empowerment

Agency	MOA	DINAS	MWE&CP	PKK
Target	Government bodies, farmer organisations, cooperatives, private sector	farmer organisations, cooperatives, private sector	Government bodies	Women nationwide
Approach	Build women farmers groups, training /capacity building; Gender Responsive M&E tools; Gender Budgeting	VEW training in line with focus of Dinas (agriculture, food security, small business, health)	Train gender focal points to implement GM and other policies	Monthly meetings for all community women; artisan; ‘motherly’ activities: nutrition, cooking, beauty training.
Empowerment Issues	Supports women’s role in agriculture. Admits to instrumentalizing women for production goals. No concerns with equality.	Support women’s groups through quota. Trainings mainly reported as uninteresting, unuseful. Aim for presence not participation.	Very concerned with equality but smallest budget of all agencies and no Dinas for outreach. Limited to training focal points but cannot monitor progress.	Maintain and reinforce ‘traditional’ roles: women as dependent, housewives, providing ‘free’ labor, deprived of political power
Empowerment Score (from 1 at the lowest to 5 at the highest)	3-4	2	5	3

However, on the ground, women may not benefit from these enabling environment initiatives: for example, women’s right to own and inherit land as noted in the table below.^{xi} The variation from place to place is due to Indonesia’s recognition of customary law – that is, while women may have legal rights to inheritance, customary law means that land is typically passed from father to son.^{xii}

The following table merely highlights the issue, and a thorough review is beyond the scope of this report but might be considered by AIP-PRISMA at a future date as relevant to ongoing programming.

Table 2: Right to Inheritance

Region	N. Sumatra	S. Sulawesi	C. Sulawesi	E. Java	Bali	NTT	Papua
Land ownership	M/F	M/F	M/F	M/F	M	M	M
Inheritance	F<M	F<M	F<M	F<M	M	M	M

Within the BEE component of AIP-PRISMA, it will be important to understand the varying situation for women and men, and how the enabling environment promotes or hinders participation of each. As the Head of BEE has not joined the program at the writing of this document, additions and changes will be made to the relevant sections in this document once further information has been collected and plans outlined for areas of intervention.

The operational strategy that follows this thematic (conceptual) section discusses practical approaches and activities for gender inclusion in AIP-PRIMA interventions.

2. Inclusion of Other Marginalized Groups

The Australian Government is increasing the focus of its aid program on practical development outcomes, including faster progress towards the MDGs, with substantially increased attention to the most vulnerable and excluded.^{xiii}

Over the last decade, Indonesia has experienced steady progress in raising per capita income and alleviating poverty. However, according to a recent ILO report, the country faces challenges in pursuing equitable development. Poverty rates are still high and inequalities, especially for marginalized and vulnerable people, including persons with disabilities, remain a major problem. For example, disabled persons are often socially excluded and face considerable discrimination in accessing health and other services, education, and employment.^{xiv}

As a side note to AIP-PRISMA work, social transfers have not gone far in relieving poverty; there are issues around targeting of those in need as well as total expenditures. “While targeting is not perfect in Indonesia, most of the poor will benefit from at least one of these [social assistance] programmes... [but] there is a question as to whether they receive enough assistance for their need” as Indonesia sets aside only 0.5% of GDP for social assistance compared to a South-East Asian regional average of 2.6%.^{xv} Moreover, as of 2007, only about 3% of households benefitted from international remittances.^{xvi}

In this section, we discuss the marginalized groups of greatest relevance to the AIP-PRISMA program. Specific actions for the program with regard to these marginalized groups are included in the operational strategy section that follows the thematic strategy.

Ethnic Minorities

Indonesia is a diverse country with many ethnic groups. The fifteen largest ethnic groups in Indonesia constituted about 85% percent of total citizens in Indonesia in 2010, while the remaining 15% of the population was made up of 619 very small ethnic groups and sub-groups.^{xvii} All together

those with Java origins represented over 63 percent of total citizens in Indonesia^{xviii} while the ethnically diverse live predominantly in Eastern Indonesia and areas of focus for PRISMA (e.g., Papua and NTT).

In macro-terms, therefore, we can say that ethnic minorities overall are the most disadvantaged groups in Indonesia. However, on a sector by sector and region by region basis, the analysis may be different. For example, in the beef sector in Timor, Timorese ethnic minorities are the majority and yet they make up the 'poor farmer' group. Large buyers and some of the trading intermediaries are Chinese, the ethnic minority. It is therefore more important to understand the situation of poor farmers in target sectors, regardless of their minority or majority status, and to design interventions accordingly.

Having said this, Indonesian ethnic minorities (macro-level) will have different customs from mainstream society, and therefore possibly from program staff, co-facilitators, service providers and other partners with whom the program works. In the beef sector example, if the program works with buyers and collectors as program partners and service providers, then this dynamic must be understood. A lack of awareness of local knowledge and customs could have a negative impact on intervention success, and so sector analysis and intervention design must take cultural differences and power dynamics into consideration.

Age Marginalization – the Young and the Ageing

Transition into and out of paid employment are worldwide issues, and youth in Indonesia as elsewhere struggle to move into gainful employment. In fact, in Indonesia, the unemployment rate of youth in the 20 to 24 age group is about two and a half times that of the overall population.^{xix} With migration from rural into urban areas, and the reduction of the value of agriculture in GDP,^{xx} agriculture is generally viewed as an undesirable option for youth. Families often place a priority on education and salaried employment for the next generation, contributing to outmigration of younger members of the household.

However, PRISMA has found, certain agricultural sectors – such as high value horticulture crops that may involve new technologies – are more attractive to younger farmers. Program staff at PRISMA are aware of the potential for capitalizing on greater willingness among young farmers' to adopt new practices and be more innovative in advancing economic growth. In the case of youth, unlike women and ethnic minorities, the program will need to be more concerned with aspirations rather than current roles. That is, what is likely to keep more young people on the farm, help them to earn an attractive income, and enable them to contribute to a prosperous rural economy? These questions need to be explored through sector analysis but also separate youth studies discussed in the operational strategy that follows.

At the other end of the age spectrum, due to rural urban migration, there is a greater degree of ageing in rural populations (even with a higher birth rate and lower life expectancy in rural areas) than in urban settings^{xxi} Due to lower levels of education and fewer job options, older people in rural areas are typically engaged in only agriculture, and there is no retirement option – even as capacities are reduced.^{xxii} Further, ageing farmers are more likely to stick to traditional approaches to agriculture and are less willing to take on new methods and tools that could enhance productivity and take advantage of emerging market opportunities. This means that older people in rural Indonesia are likely to be poorer unless they benefit from remittances or an adult child living in the

household.^{xxiii} With a significant number of elderly people continuing to work in and contribute to agricultural production, staff and partners will need to be aware of this situation. The preliminary operational strategy does not focus on activities vis a vis ageing farmers, but underlines the importance of awareness at this early stage in the program.

People Living with Disabilities

Box 3: Australia's Development for All

Australia's Development for All

Towards a disability-inclusive Australian aid program, the 2009–2014 strategy aims to ensure that people with disability, are included in and benefit equally from Australia's development assistance. The aim is to support the participation of people with disability in economic, social and political life to reduce poverty, increase economic growth and enhance democratic governance.... The strategy is aligned with the Australian Government's national social inclusion agenda and reflects the commitment to extending the benefits of development to all and to promoting the dignity and well-being of people with disability. In June 2011, 'enhancing the lives of people with disabilities' was highlighted as one of ten development objectives in Australia's aid policy.

Source: DFAT (2014) <http://aid.dfat.gov.au/aidissues/did/Pages/home.aspx>^{xxiv}

The Government of Indonesia ratified the UN Convention on the Rights of Persons with Disabilities (UNCRPD) in November 2011, and discrimination against persons with disabilities is prohibited by many laws.^{xxv} In addition to laws, the Government of Indonesia has adopted a number of policies, standards and initiatives pertaining to people with disabilities. However, according to the ILO, many of the provisions of these laws are still charity-based^{xxvi} and therefore do not provide structures or processes for people with disabilities to be included in economic growth initiatives.

There is lack of accurate data on the number of people living with disabilities, but if all forms of disability are included (e.g., visual impairment, hearing loss, intellectually challenged, physical impairment, etc.) then approximately 10% of the population is affected.^{xxvii} It is interesting to note, that as people age, they are more likely to be subjected to marginalization based on both age and physical or mental limitations.

Disabled people in farming households require the same supports as others in order to contribute to the household economy. They may be active in animal rearing and crop production, and therefore require skills and knowledge, input supplies and linkages to service providers and markets. Due to discrimination, however, disabled people may not receive the necessary services.

Although the AIP-PRISMA program is not designed to pro-actively incorporate approaches for integrating people with disabilities, awareness raising – as discussed in the operational strategy and plan – can be incorporated into orientation and trainings for staff and partners. When staff and partners have awareness about the role of those with disabilities, then active exclusion (as a result of discrimination) can be reduced and greater inclusion result. As AIP-PRISMA develops, and staff have more experience and sector knowledge, this aspect of the program should be revisited following the start-up year to determine what other enhancements can be added.

Poorer Farmers

AIP-PRISMA includes reference to poorer men as a marginalized group. If we take this term to mean poorer farmer (male and female) as per the project goal, then it will be necessary for the program to clarify who are 'poor' farmers and who are 'poorer' farmers. This term can reference resources, land-size or landlessness or income levels – and indeed, may vary across Indonesia. For example, in Papua, larger landholdings than in Java do not indicate reduced poverty but quite the opposite.

Describing the target group as a whole – 300,000 poor female and male farmers – will enable the program to identify ‘poorer’ farmers within this group and to determine what program interventions are possible to achieve poverty outreach. Further, assessing who are the target clients in each intervention will also offer direction in intervention design and activity planning. Such studies are beyond the scope of this assignment, and this section only offers a brief background to poverty in rural areas in Indonesia. The program however recognizes the need to conduct such studies with plans to carry them out in the near future.

According to IFAD’s Rural Poverty Portal, about 70% of the population of Indonesia lives in rural areas where poverty is increasingly concentrated and where “millions of small farmers, farm workers and fishers are materially and financially unable to tap into the opportunities offered by years of economic growth.”^{xxviii}

Although the national average for poverty is reported to be just over 12%,^{xxix} this calculation does not compare to international measures of poverty. That is, in 2013, the Indonesian government defined the poverty line at a monthly per capita income of approximately USD \$25 which is a very low standard of living. If we use the World Bank measure of less than USD \$1.25 a day as poor (absolute poverty), the percentage rises by a couple of points, while those who live on less than USD \$2 a day (those vulnerable to poverty) are estimated to be between 25-50%.^{xxx}

In the eastern islands of Indonesia, close to 95 per cent of people in rural communities are poor, largely dependent on subsistence farming.^{xxxi} The fact that many poor farming households are based in the more remote eastern islands dovetails with the observation that these islands are largely made up of ethnic minorities, underlining the multi-dimensional nature of poverty. Women-headed households (a third dimension of poverty) – often resulting from conflict and displacement – are among the poorest in these communities.^{xxxii}

In real terms, this means that resources for agricultural growth are limited, and many farming households, particularly in the east, will be challenged to take part in market development initiatives, particularly if they require significant investment. Since AIP-PRISMA’s brand is heavily oriented toward the private sector and ‘early adopters’ – the inclusion of resource-poor households will require specific consideration. For example, will poorer farmers be able to follow the example of early adopters even if the interest exists on the part of these farmers, or will resource constraints require a different approach to economic integration.

Poverty outreach successes will demand innovation on the part of staff and co-facilitators in designing initiatives that can respond to the needs of resource-poor households, and innovation on the part of business partners and service providers in engaging such households. Such innovation will depend on a deep knowledge of the areas in question, and an understanding of opportunities that can be leveraged with the least investment, allowing farmers to bootstrap to greater growth.

The thematic strategy’s purpose is therefore to ensure that all program interventions have taken gender and social inclusion into account, based on the goals of the donor and of the implementing agencies outlined in this section. The thematic strategy provides the rationale for the operational strategy that follows.

OPERATIONAL STRATEGY

In order to deliver on the thematic strategy, the GSI unit requires an understanding of **how** and **what** it will do in the program – this therefore focuses on the intervention and activity level (while emphasizing the importance of the sector assessment that precedes intervention design).

This Operational Strategy is the first step in detailing a forward plan, specific activities year by year, clear roles and responsibilities for the team members, and relevant reporting systems and how this relates to the overall AIP-PRISMA reporting system.

1. Inclusive Materials and Processes

Program Materials

Program materials provide the reference foundation for staff and sector support – from training materials to guidelines and tools. As the program develops, existing materials will be adapted to be more ‘inclusive’ in language and recommendations. This has already begun with input from the consultant on Guidelines 08 and 11 for an upcoming staff training (see Annex Three) as well as an orientation module on gender inclusion.

For example, in the following table for formulating research questions is adapted from Guideline 11 and illustrates a gendered example that could be created for that (and other guidelines). Plans are in place to gender tools and materials more generally, and this serves as an example for the strategy paper.

Table 3: Gendered guidance tool for intervention design

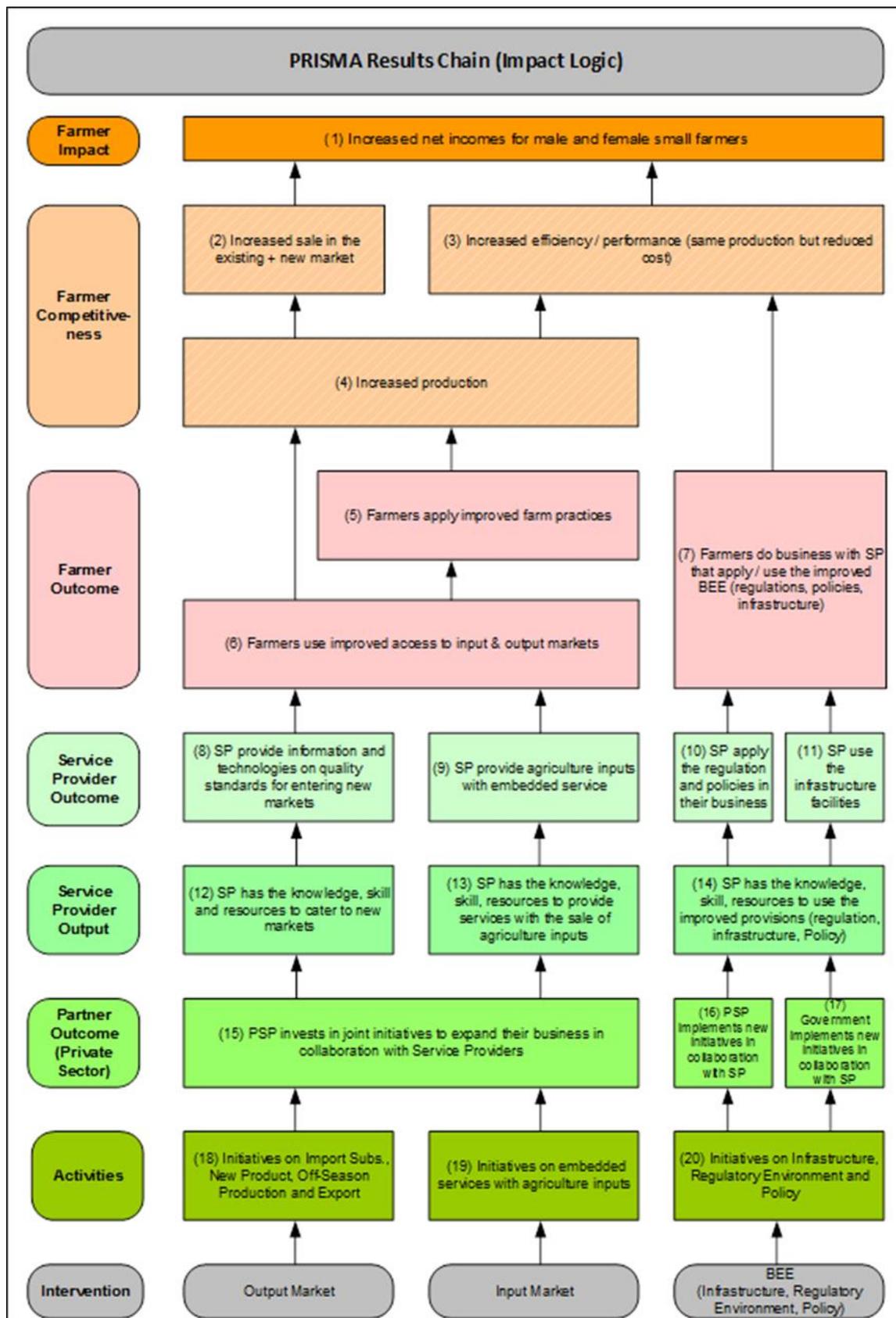
Function	Information / Knowledge Gap	Rationale	Questions	Target market group	Things to consider
Inputs	Access to inputs	To understand why female and male farmers do not have access to seeds for high value vegetables	Where do you purchase seeds? Are the high value seeds available there? If so, why do you not purchase them (price/quantity/quality /convenience etc?)	Primary male and female producers; triangulate with input suppliers	Women and men may contribute to different vegetable crops; men and women may have different constraints
On-Farm processing	Access to mechanization technologies	To understand why women do not access available technologies for peeling coffee cherries	Why do you peel coffee cherries manually? Is equipment unavailable, too costly, not good quality?	Primary producers – on-farm processors; triangulate with equipment suppliers	Women are responsible for processing and the household loses significant time and money if done manually or sold without processing

Such gendered materials will be necessary resources for staff and partners in their efforts to be inclusive in intervention and activity planning.

PRISMA Results Chains, Intervention Plans and Inclusion

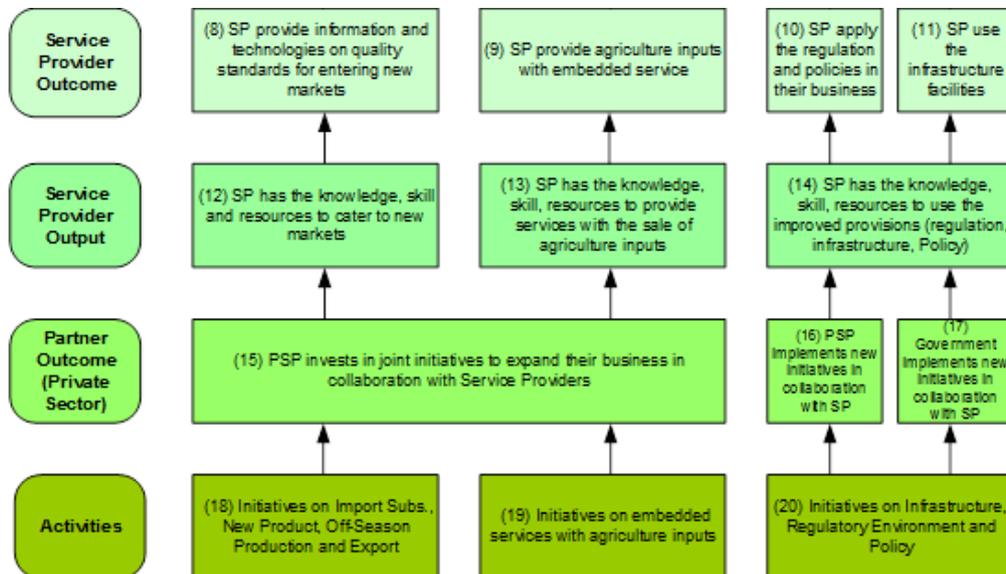
The first step in determining how inclusion might be mainstreamed into PRISMA is to understand the results chain that is pivotal to program interventions, and to determine where specific information is important and how it can be applied in interventions and activities. The following diagram illustrates the generalized results chain for the AIP-PRISMA program that is customized for each intervention plan.

Figure 1: AIP-PRISMA Results Chain



In particular, understanding the bottom levels of the results chain, and the specific interventions and activities that are undertaken by the program, its partners and the service providers will enable us to design effective interventions that are inclusive of women and other marginalized groups as appropriate.

Figure 2: Target Areas of Results Chain for Inclusion



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.

The above analysis of the results chain can be adapted to a checklist for intervention design and will be included in technical support activities outlined below.

Box 4: Are there Exceptions to this Inclusion Approach?

Are there exceptions?

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 many 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.

Underpinning intervention design, and the results chains that illustrate the intervention, are sector review documents that report on findings and analysis of the sectors. In order for the sector reports to be used in designing interventions for inclusive economic growth, then the sector reports themselves must elaborate roles of various actors in the value chain, taking into consideration gender, ethnicity, age and level of poverty.

Sector Reports, Intervention Plans and Inclusion – Background Information

Sector reports have been prepared for eight sectors by PRISMA co-facilitators and an additional five are available from ACIAR. From these, 14 intervention plans have been developed, with multiple intervention plans for some sectors. Currently, 10 additional intervention plans for eight sectors are getting underway.

The table on the following page provides an analysis some of the existing intervention plans and associated sector analyses vis a vis gender. The analysis illustrates the level of information that we have on gender from the co-facilitators' sector report, the incorporation of this information into the intervention plan, the opportunities for women that may have been lost or overlooked with current information, and the potential for proposed interventions to do harm to women. We can see from the table that gender analysis of the sector reports is very limited, but even where information is available, it may not be taken into account in the intervention plans. This can be easily rectified going forward by sector analysis teams asking questions about the roles of men and women in the sector, the predominance of each in the different activities, and who is seen as taking the lead or 'ownership' of the product.

It must be noted that since information is incomplete, this table is indicative only, and further information needs to be gathered (or consolidated if already available). Also, program staff will likely have a greater understanding of gender than what is recorded here, and can explain some of the gaps and decisions.

The analysis has not been applied to other marginalized groups. This analysis serves as an example of how a target group can be overlooked or included. More discussion and recommendations for how to conduct research and incorporate specific households in intervention plans is included in the Forward Plan.

Table 4: Analysis of Sector Reports, Intervention Plans and Inclusion

Product	Sector Report and Women's Opportunities	Current Proposed Intervention Plan	Missed Opportunity for Women in Current IP – TBD	Potential Harm to Women in Current IP -- TBD
Shallots	Shallot producers are smallholders; many/most of the farmers and workforce are women with high male migration in some areas. (According to Aciar men do most of the transactions – how is this possible with so many female headed households?)	Farmers selected by BP to be SP; SP sells improved bulbs with embedded services to smallholders; target for participants only 20% women farmers with income increase targets for only 10% women farmers. Why so low given women's involvement? No mention of women SPs.	Obvious sector to ensure that there are more ambitious targets for both women SPs and women farmers. If contract with targets is planned anyway, targets can be increased. Also, targets for women SPs with BP.	If men SPs and farmers are selected over women (with targets of only 10%) this will give an advantage to men and women's role in the sector may be diminished and definitely will not grow.
Coconut	The coconut sector has not been developed in the East but there is unmet market demand for coconut products. No information on household division of labour re production and marketing; women do the household processing for coconut sugar.	Two interventions: productivity and access to high value markets; improved standards and equipment for processing coconut sugar facilitated by credit. Women are only mentioned in that less smokey stoves will be better for them. No targets for women.	Unclear how partnerships and contracts will be developed to target and incorporate women (particularly with their role as processors).	If trainings involve more men – which is likely if there is no targeting or capacity building for BP/SP, then there could be male elite capture as the sector is advanced.
Seaweed	Opportunity to increase quality and productivity of seaweed farming as well as access to markets and some level of micro processing. No mention of women therefore women's roles unknown – gender neutral could be gender blind.	Establishment of a seaweed support centre and farmer agents who buy and consolidate seaweed, and also sell seedlings reducing famers' cost (no travel). No mention of women or targets vis a vis women. No mention of processing which is an areas where women may be more involved.	We do not know because there is not enough information on women's and men's roles.	Lack of information to determine harm potential. However, there is a possibility of advancement of men only if women are not explicitly invited to trainings etc.
Pig	Unmet demand for pork could be met by smallholder farmers with increased productivity and improved quality. Pig breeding is done by both	Solution involves credit, purchase of piglets (min 5) and fodder, advice and vet services. Loan value is Rp. 2,500,000 – and "After having fattened the pigs the farmer can sell his pig at a price and a time set by	Women are active in this sector and there should be provision for women's roles and targets.	The size of the in-kind credit may be prohibitive for women and lead to elite capture by men, thereby

	men and women; pig rearing is often handled by women and children.	himself.” No mention of women and their role despite predominance in the sector.		reducing women’s current roles and benefits.
Fish	<p>The SR found an opportunity to meet demand for fish with the development of coastal cage fishing as well as processed products.</p> <p>Report suggests women could be targeted as employees of medium size collectors/processors. Note that “In Situbondo there is an operation where 50 women have set up their individual fish chips processing businesses, after realizing how profitable the business can be.”</p>	<p>Fishing Association will be developed include more members and to develop capacity for cage fishing. (Are women members of the association?) Bank Jatim is interested to provide the financial services needed by the fisher-folk targeted by this project. These will be larger loans and the FA will assist in identifying and qualifying clients. No mention of women as processors.</p>	<p>Membership in the FA is not clear, nor is selection process by FA for those who will receive loans and operate the fish cage units. (80% of Jatim’s portfolio are fisher-folk 75% of which are women – but mainly small small processing enterprises or petty trade operations.)</p>	<p>Again, we cannot know if women’s roles will be reduced as a result of this intervention and if the micro fishers, traders, processors will be displaced by the larger fishers/processors. Also, as women have set up processing units, and now they are targeted as employees, this could downgrade their role.</p>
Mango	<p>No PRISMA Sector Report provided. Is one available?</p> <p>Aciar states that “The mango farming landscape is dominated by men. Women’s participation in the mango value chain is largely confined to the traditional retail trade.” Do women help in this sector at all?</p>	<p>The intervention will focus on production, extending existing technologies to develop a cropping system whereby small-farmers are able to produce at times when prices are higher. Technology adoption will first happen with larger farmers with possible rollout to smaller farmers.</p>	<p>Depending on women’s roles (in post-harvest handling for example) their improved capacities could support increased productivity with reduced spoilage and higher incomes through sorting and grading.</p>	<p>Unclear. If this is a male dominated sector, then women may not be impacted but in fact gain from increased household income.</p>

2. Forward plan - Overview

This Forward Plan outlines the objectives and the key activities required to achieve the GSI objectives and then details the timing and rollout of specific activities to the end of the project. It also provides links to tools that can be useful in completing the work described here.

Strategic Objectives of the Operational Strategy

The general strategic objectives of the operational strategy are:

- 1) Integration of women and other marginalized groups into sectors as appropriate taking into consideration current roles and contributions (based on a program understanding of who the target group is overall and for interventions in different contexts and sectors);
- 2) When women and other marginalized groups are not integrated into sectors, ensure that a 'do no harm' principle has been adopted and operationalized;
- 3) Support to partners (co-facilitators and business partners) for understanding roles and opportunities of all market actors / smallholder farmers, and influence partners' activities and selection of service providers and farmers;
- 4) Set targets for the involvement of women and other marginalized groups in interventions that are reflective of and build their roles along with the sector.

These objectives will be achieved by a set of activities according to each target group. Activities involve a number of common tools and approaches:

- Research and Planning – mainstreaming in sector reports, supplementary targeted research, primary research, secondary research as well as intervention plans and results chains
- Guidance and Research Tools – the Field Research Manual, Guidelines, Focus Group Discussions, Surveys, Interviews
- Training – awareness raising, orientation, capacity building
- Technical assistance – input into research, analysis, intervention design, implementation issues, reporting

General Ongoing Activities of GSI unit - Description

Key activities have been selected based on the goal of the AIP-PRISMA project – to increase incomes for 300,000 female and male farmers – and the M4P approach that involves working with partners and service providers, and not directly with farmers. This section mainly references gender and poorer farmers, and as the other marginalized groups become the focus of GSI activities, these can be adapted accordingly.

1) FROM TACTICAL TO STRATEGIC – MAINSTREAMING AND MAKING INCLUSION EVERYONE'S JOB

Although not a single activity per se, the role of the GSI unit will need to start tactically and become strategic over time. That is, the GSI unit manager will have to actively contribute to gendered and pro-poor sector research and intervention planning and implementation until sector staff have the capacity to do so. As sector staff's capacity is built, the GSI Manager can take a more advisory and strategic role, creating guidelines for sector research, reviewing sector reports and intervention plans, implementation backstopping, and participating in monitoring and evaluation. This is the premise for the following activities. Guidance from the GSI unit can be more comprehensively

mainstreamed into Guidelines, Field Research Manual, Training and other tools and materials on an ongoing basis (see section above on materials).

2) CAPACITY BUILDING

To mainstream gender and pro-poor activities into the program – sector assessments, intervention plans, implementation, measurement and reporting – will mean capacity building of staff, co-facilitators, business partners and service providers. Senior management will have to emphasize the importance of gender and poverty outreach, and the commitments of the program to achieving targets and being responsive to donor expectations.

- a. **Staff:** this will require gender and poverty outreach to be incorporated into orientation and training, and the provision of ongoing support by the GSI unit. An introduction to gender will take place in the spring 2014. This will be followed by a workshop in September of the same year that also includes an introduction to the issue of poorer farmers (resource poor / poverty outreach), and then ongoing capacity building and technical support
- b. **Co-facilitators:** this will depend on the capacity of the partner as some may already have appropriate skills; at the very least, they will require orientation to the goals and objectives of the project. Co-facilitators will be invited to the gender mainstreaming workshop in September and also be oriented on the issues of poorer farmers.
- c. **Business partners:** as negotiations and deals are made with business partners, and as the program is explained, objectives regarding women and poorer farmers will also need to be presented. Working with women (as SPs and farmers) should be held up as a business incentive as appropriate, building on knowledge of the sector.
- d. **Service providers:** the program may need to support BPs in their capacity building of SPs – if SPs are to adequately serve women and poorer farmers, and leverage their contributions.

As a result of these efforts, all program staff and partners will gain the necessary understanding and capacity necessary to integrate gender and poverty outreach into program planning, implementation, and monitoring and evaluation.

3) SELECTING SECTORS FOR PROGRAM INTERVENTIONS

The program may wish to select some sectors that are particularly favourable for women or poorer farmers (resource poor – e.g., livestock) in terms of economic advancement. Although it is likely that most sectors can mainstream gender or poorer households in some way, additional targeted interventions can increase gender and poverty outcomes. For example, in regions where there are many female-headed households to male labour outmigration or in a sector where women have had a more predominant role (in many contexts this is vegetable cultivation and small livestock), or with resource-poor and landless farmers, livestock can provide an interesting alternative.

4) UNDERSTANDING THE ROLES OF WOMEN and OTHER MARGINALIZED GROUPS – ANALYSING SECTORS WITH AN EYE ON OBJECTIVES

While mainstreaming of gender into new sector analysis and intervention planning is being undertaken, there is a need for the sectors that have already been assessed by co-facilitators to be reviewed and to ensure that the proposed interventions are gendered. For women, it is

recommended that focus group discussions (FGDs) be held in these sectors as follows to qualitatively assess women's roles and contributions.

- a. Conduct two FGDs with 8-10 women in each sector
- b. Hold one close to a main market town, and a second further afield (where remote communities are likely to have poorer access to services and market linkages)
- c. The FGDs should be about two hours long and should focus on women's roles in sector, the workload related to the sector, and their control over income resulting from the household engagement in the sector.
- d. Preferably the team should be comprised of the GSI unit manager, a female staff person of the co-facilitator, and a female translator in case of any gender sensitivities amongst interviewees.
- e. Consolidate the collected information, review the sector report and intervention plan, and provide feedback to the co-facilitator and the sector team.
- f. Based on this experience, refine the FGD guide (see Annex Two) and incorporate women-only FGDs as part sector research.

An example FGD guide is appended here as Annex Two. As part of gendered research, in addition to mainstreaming, FGDs could be carried out with women or other marginalized groups to qualitatively capture and deepen knowledge on their constraints and opportunities.

5) INCLUSIVE INTERVENTION DESIGN – OPERATIONALIZING THE STRATEGY

Once sectors are understood, interventions need to be designed that take advantage of women's knowledge and skills in the sector, and the capacities or contributions of poorer farmers. This may be challenging as staff try to design and plan for women and poor farmers' involvement. However, as an M4P program, it will be a matter of building the business case and negotiating with partners as usual. For example, if women are involved in post-harvest handling, what can make their work more efficient, reduce spoilage and improve quality of the product? Are there labour saving devices that can increase women's outputs while freeing up time for other productive activities? Can landless farmers focus greater energy on livestock rearing as they are not also farming their own land? What resources can be made available to them on a commercial basis (e.g., livestock loans)?

The following case from CAVAC Cambodia illustrates their approach to research and design regarding gender roles.

Box 5: CAVAC Cambodia - Approach to Gender Inclusion

CAVAC Cambodia – Approach to Gender Inclusion

The roles of men and women in rural Cambodian society vary and have changed significantly in recent decades. Today men and women share many agricultural tasks, though some distinct divisions of labour and decision-making responsibility exist.

CAVAC research done in 2011 showed that farming decisions are often taken jointly by men and women in the household. Women often play a dominant role in trading and wet season rice farming activities, whilst men are more influential when it comes to irrigation, the use of pesticides and plowing.

One stand out result from this research was that the concept of a stereotypical role for male farmers or female farmers does not capture the reality properly. In fact, farming in Cambodia is considered a household activity. It is the household as a collective group that undertake not only the activities around farming, but also the reasoning and decision-making which informs these activities. Understanding these dynamics was crucial for

designing initiatives to improve farmers' effectiveness. Rather than simply looking at the roles of male farmers or female farmers, it is the different type of households within Cambodian farming communities that form the basis of CAVAC's gender analysis.

CAVAC has developed a system that classifies households based on who takes which decisions and who performs different agricultural activities. In some households, for example, everything is done jointly. Whilst in others, men work away from the fields and women do the farming. This has important consequences for adoption of new practices.

CAVAC works to increase rural household incomes by improving access to better inputs, information and markets so that farmers can grow more rice and vegetables. CAVAC does not support farmers directly but works through a variety of public and private organisations that farmers rely on to produce more and better.

After testing several approaches, CAVAC concluded that the Program can improve gender equality best by using the results of its gender analyses to inform interventions. This information can also improve the effectiveness of the relationship between public and private organisations and farming households.

Source: CAVAC http://www.cavackh.org/integrating_gender_and_disability/index/en

A Note on Youth

Youth engagement will require specific research (not just sector research) and decisions about piloting and interventions. It is not simply a matter of understanding current roles and emphasizing these as with men and women smallholders who are already heading smallholder farming households. In fact, youth may be reluctantly engaged in farming or may have already left for jobs in the city. Therefore, the program will need to have a strategy to engage youth in agriculture.

3. Forward Plan – Roadmap 2014 – 2017

While it is recognized that some of the proposed activities may change in coming years, this section details activities to the end of 2015, while outlining potential activities for 2016 and beyond. The objectives of these activities for the GSI unit and AIP-PRISMA are:

1. Ongoing development of the strategy to be fit for purpose as new information (e.g., poverty analysis) is available from the RM/L and sector teams and partners, and as the program advances its sector interventions.
2. Increased capacity of the GSI Manager through engagement with the RM/L and Sector Leads/Managers and the GSI advisor (international consultant) as well as general M4P training, sector involvement and hands-on learning, enabling the manager to take on greater responsibility and ultimately lead the GSI unit.
3. Implementation of the strategy by the GSI unit with support of the GSI advisor and RM/L Lead: including capacity building of partners, co-facilitators and AIP-PRISMA staff, gendering of guidance documents, technical backstopping, review of plans and reports, and targeted field research to support design and intervention in challenging sectors.
4. Contribution to learning: interpretation of lessons learned and writing up of learning that is relevant not only to PRISMA but also social inclusion in M4P more generally.

Specific Activities July 2014 – December 2014:

To end 2014:

1. GSI Manager participates in training and hands-on activities and research around M4P and sector research and intervention design to develop general capacities relevant to the AIP-PRISMA program.
2. GSI Manager provides input on gender and social inclusion to the team and in the development of sector strategies – increasingly, as capacity is built.
3. GSI advisor leads capacity building activities with support of GSI and RM/L Leads as appropriate:
 - a. Capacity building workshop for co-facilitators on gender mainstreaming and women’s empowerment in targeted sectors and interventions, including an interactive module on poorer farmers, and what this means in the participants’ target sectors/interventions
 - b. Capacity building workshop for staff on gender mainstreaming and women’s empowerment in targeted sectors and interventions – including in particular the GSI unit manager and the sector managers/ coordinators
4. FGDs with women in the co-facilitators’ sectors are carried out by the GSI Manager and supported by the GSI advisor – in order to fill out information on women’s roles, contributions, possible intervention strategies / revised intervention plans, and benefits to women and their households
5. GSI advisor provides technical backstopping for the incorporation of gender more fully into new sector reports, intervention plans and monitoring, mainly through activity planning processes, check lists, tip sheets and gendering of guidance documents. GSI Manager supports these activities as part of the hands-on learning process.
6. GSI advisor provides technical backstopping for integration of gender and social inclusion in induction program as requested by RM/L. GSI Manager supports these activities as part of the hands-on learning process.
7. GSI advisor and GSI Manager collaborate on the revision of GSI operational strategy including forward plan around gender and other areas as new knowledge and experience emerges from the field.
8. GSI advisor and GSI Manager work together on detailed planning around other marginalized groups for 2015: poorer farmers (depending on definitions and discussions) and youth.

Road Map 2015

Specific Activities January 2015 – December 2015:

In 2015, key activities will involve:

1. GSI Manager delivers support to the fellow staff members for gender inclusion (sector analyses, implementation plans, technical backstopping for implementation challenges), supported by the GSI advisor and other managers as appropriate.
2. GSI advisor leads review of gender successes and challenges to date and supports development of impact stories and case studies; involvement of the GSI Manager in this work.
3. The GSI advisor supports results measurement for gender and social inclusion advising the RM/L team on how to integrate indicators and methods – qualitative

and quantitative; the GSI Manager, with technical backstopping from the GSI advisor and the RM/L Lead, will collect and analyze data and information regarding gender and social inclusion.

4. The GSI Manager with support of the GSI advisor will offer input on sector reports and intervention plans of the new local NGO partners
5. With a focus on poor farmers, the GSI advisor and the GSI Manager will deliver capacity building, advice and guidance, and technical backstopping support to internal staff, co-facilitators and new partner NGOs similar to the training and technical assistance delivered on gender in 2014.
6. Review youth question – young farmers. The GSI advisor, with input from the GSI, Sector Portfolio and RM/L Leads will develop strategies and pilots for young farmers. This would be a cross-cutting theme and not as sector specific (although context will remain important).

Road Map 2016 – 2017

Specific Activities (Tentative) 2016 - 2017

To the end of the project, proposed/tentative activities will be the responsibility of the GSI unit including the GSI Manager, the GSI advisor and any new staff that are hired:

1. The GSI unit and advisor will provide continued support, capacity building and technical backstopping for gender inclusion (sector analyses, implementation plans, technical backstopping for implementation challenges), outreach to poorer farmers, inclusion of youth, and attention to ethnicity as needed.
2. The GSI unit and advisor will oversee piloting and rollout of targeted youth interventions.
3. The GSI advisor with input from the GSI and RM/L units will review successes and challenges of interventions to date; support development of impact stories and case studies re women, poorer households, ethnic groups as appropriate, youth and other marginalized groups; preparation of review documents.
4. Continued advice and support will provided by the GSI unit and advisor on how to integrate indicators and apply mixed methods – qualitative and quantitative – for results measurement and learning.
5. Provide ongoing input on sector reports, intervention plans, implementation and reporting of staff, co-facilitators, local NGO partners.

4. Roles and Responsibilities of Team Members

This section details the roles and responsibilities of the team members within the plan. It proposes specific areas of responsibility related to the processes the team will engage in to deliver the Unit Strategy. Although it primarily focuses on the

GSI Manager

Initially, the GSI Manager will need to take a more tactical role, conducting field research and analysis, building her own knowledge and capacity, and contributing to the sector reports and intervention plans. Over time, as the capacity of sector staff with regard to inclusive development is built, it is expected that the GSI Manager's role become more strategic – offering advice, review of sector reports and intervention plans, and support for monitoring and evaluation. It is expected that in both the tactical and strategic roles that the GSI Manager will interface with the sector lead and

staff, co-facilitators and the MRM lead. Further, the GSI Manager (and GSI advisor as required) will provide input on the research around target groups as they will vary from intervention to intervention.

GSI Advisor (international consultant)

The GSI advisor will lead and provide support to the GSI Manager and RM/L Lead in the development of program materials (mainstreaming and specialized guidance materials and tools), capacity building including training and workshops, technical backstopping, review of reports, input into learning documents, piloting of targeted interventions, research, monitoring and evaluation. Over time, it is anticipated that the GSI Manager will take on greater responsibility and the GSI advisor's role will become more focused on technical backstopping, capacity building in new areas, and capturing and documentation of learning.

Sector Portfolio Lead and Sector Managers

The Sector Portfolio Lead and sector managers will develop gender and inclusion capacities to mainstream women (and over time possibly other marginalized groups) into interventions. This will require coordination with the GSI Manager and with co-facilitators. The latter may require awareness raising, capacity building and setting of revised targets and reporting standards.

RM/L Lead

The RM/L lead will oversee the GSI Manager and provide support as needed, including engaging with management to explain rationale and ensure senior-level support for inclusion. Further, the RM/L lead will also be responsible for data collection and reporting, ensuring that it is in line with requirements for disaggregation, as well supported by qualitative research as described above.

5. Inclusive Results Management and Learning

Currently, the goal of the PRISMA program is to increase by 30% the incomes of 300,000 male and female farmers by mid-2017, with key performance indicators as follows:

Table 5: Key Performance Indicators

Key Performance Indicator		Target	Achievement	Projection	
			Mar-14	Jun-15	Jun-17
1	Poverty outreach (number of smallholder farmers, male and female)	300,000		42,610	141,841
2	Income impact (increase of net income) on smallholder farmers	30%		37%	41%
3	Number of local service providers (SMEs) benefited from the intervention	n.a.		351	1,836
4	Turnover impact on local service providers (SMEs)	n.a.		1,914,590	7,642,773
5	Number of innovations introduced by private	n.a.	4	11	11
6	Number of initiatives taken by Government to improve business enabling environment	n.a.		-	-
7	Number of private sector partners	n.a.	5	13	19
8	Volume of investment in the joint intervention by private sector partners	n.a.		4,837,154	4,837,154

1. Recognizing that the household is the economic unit in rural Indonesia, where agricultural sectors involve both men and women, as is usually the case, the household will count as one total unit (or one farmer) for the purpose of tracking benefit. However, it will be important for the project to document men and women's roles in the sector to illustrate their contributions, and to ensure that interventions are designed to reach both male and female farmers with the appropriate supports to improve their contributions as described above. In fact, some interventions have already set targets for women's participation (although these may need to be revised) and as a result are planning to disaggregate data identifying direct involvement of women in the intervention. As sector analysis is deepened, and women's roles are better understood, then more interventions will be in a position to set targets and disaggregate data collection.
2. Where economic activities within an intervention are under the purview of women or other marginalized groups – for a variety of reasons such as a sector dominated by women or high male out migration, intervention targeting a minority group – then these interventions will specifically report on the numbers of participants according to the target group. This second point can be a qualifier to the first point. For example, if there is an intervention in coconut sugar processing, and men and women both have roles, if a specific activity of the intervention targets women, then participation should be disaggregated.
3. Qualitative assessments through in-depth interviews, impact stories and focus group discussion can further understanding of the outreach and impact to women and other marginalized group – particularly poorer farmers and youth. These will be added in 2014 for women and then in 2015 for poorer farmers and in 2016 for youth.

Expanding the Measurement of Gender Inclusion – A M4P WEE Framework

A women's economic empowerment framework was prepared for the M4P Approach^{xxxiii} that is compatible with systems change and the emphasis on building partnerships with private and public sector actors who can provide solutions on a long-term basis. There are five key elements make up the WEE framework, and that some programs are now utilizing as a basis to assess change (e.g., Market Development Facility, Fiji and Timor Leste; Katalyst, Bangladesh). Over time, PRISMA may wish to consider adopting or adapting this framework as the program matures and as staff and co-facilitators capacity are built.

Box 6: A M4P Women's Economic Empowerment Framework

WEE Framework
<ul style="list-style-type: none"> • Economic advancement – increased income • Access to opportunities and life chances such as skills development or job openings • Access to assets, services and needed supports to advance economically • Decision-making authority in different spheres including household finances • Manageable workload <p><i>Source: Jones (2012) ^{xxxiv}</i></p>

Potential Quantitative Indicators

The above women’s economic framework can be supported by quantitative indicators and therefore included in baseline and annual surveys, providing a rich resource on women’s economic empowerment in the target sectors. Examples of quantitative indicators aligned with the framework are included in the following box.

Box 7: Quantitative Measures for a WEE Framework

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

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. An annual qualitative assessment, following selected (across sectors and districts) women longitudinally, can provide information on impact of project interventions. These annual assessments also provide material for case studies and impact stories with the opportunity to disseminate information on program successes that can be replicated elsewhere.

6. Conclusions

The objective of the GSI unit is to provide guidance and technical assistance to the AIP-PRISMA team and partners, ensuring that gender and social inclusion are incorporated into all aspects of research, design, planning, and results measurement and learning leading to more equitable development for all.

AIP-PRISMA is at an early stage for gender and social inclusion, and the capacity of the GSI Manager and other staff members must be developed in order to realize its inclusion objectives. This strategy documents lays out the way forward to ensure that the GSI unit is equipped to provide the necessary supports to the team: research and analysis, capacity building, input on intervention design and activity planning, technical backstopping, identification and documentation of learning, and definition and description of target groups.

The GSI unit will focus attention on key target groups – women, poorer farmers, youth and ethnic minorities – and the activities will vary amongst these as well as according to context. The following summarizes the approach to each of these groups.

- Many sectors in which AIP-PRISMA interventions are being implemented often include both women and men. However, the capacity of the staff needs to be developed to understand the different roles of women and men, and their contributions to sector development, and to set the stage for gendered economic development that is more holistic and advantageous for all. Through awareness raising and capacity building of staff, and facilitating and implementing partners, AIP-PRISMA can promote inclusive development that has an overall net benefit for the sector and the economy. Other sectors are dominated by women – either due to male out-migration or traditional roles – and in these cases, interventions can be designed for the specific target group. This will further advance women’s roles in agricultural development and in the household economy.
- Describing the target group as a whole – 300,000 poor female and male farmers – will enable the program to identify ‘poorer’ farmers within this group and to determine what program interventions are possible to include them. Once this report has been prepared, then the program will be able to plan more effective interventions for poverty outreach. Further, intervention specific analysis of target clients overall may also be necessary and will underpin the GSI work.
- In the case of youth, the program will need to be more concerned with aspirations rather than current roles. These issues will be explored through a separate youth study. Based on this assessment and report, pilot youth interventions can be designed and rolled out. For example, such interventions may involve new approaches and technologies including information technology, higher value crops, and other activities that are specifically designed for youth.
- Ethnic groups will be incorporated as AIP-PRISMA works in areas where there is a preponderance of ethnic minorities (e.g., Papua). Cultural sensitivity on the part of AIP-PRISMA and its partners will be critical in designing interventions that are compatible with local norms and customs. As sector analysis and intervention design takes place in these locations, special attention to these cultural differences, and awareness raising of staff will be key.

- Other marginalized groups – people living with disabilities and the elderly – also require understanding and sensitivity. At the initial stage of the AIP-PRISMA program, awareness raising will be a part of staff and partner orientation and training. As the program develops, AIR-PRISMA can consider ways to be pro-actively more inclusive. It will first be important to build a strong foundation among staff and partners, and to observe interventions as they are implemented and developed.

With attention to each of these GSI areas, AIP-PRISMA is well-placed to achieve its inclusion goals and to contribute to industry learning more generally.

ANNEXES

7. Annex One – Scope of Work

BACKGROUND OF THE PROJECT AND ASSIGNMENT

AIP-PRISMA is an agricultural development program which follows a Making Markets Work for the Poor (M4P) approach and will contribute to a 30%, or more, increase in net incomes for 300,000 poor rural female and male farmers. Its objective is to increase competitiveness of poor female and male farmers. It will work in a range of sub-sectors in collaboration with farmers, businesses, government and civil society partners to increase competitiveness of poor male and female farmers through (i) Increased productivity; (ii) Improved business performance; (iii) A growing share of an expanding market; and (iv) the continuous adoption of innovations that contribute to productivity, performance, and market growth. The project will work in twenty (20) districts of five (5) provinces in Eastern Indonesia: East Java, Nusa Tenggara Barat (NTB), Nusa Tenggara Timur (NTT), West Papua and Papua.

AIP-PRISMA differs from other programs in that it works indirectly through a range of partners to generate systemic and sustainable changes in agricultural markets, which in turn benefit poor farmers. It focuses on facilitating systemic changes, rather than intervening directly, and building partnerships with the private sector around commercially viable opportunities.

AIP-PRISMA recognises that women, poorer men, the young or elderly, people with disabilities, and ethnic minority groups in the community often lack access to opportunities and resources which impact on their lives, and believes that greater social inclusion makes economic sense. Although women often play primary roles in on-farm production they are generally excluded from membership of key decision making forums. Women are generally not members of farmer associations, for instance, and therefore often lack access to training and information. Ensuring broader access addresses social justice issues as well as increasing market efficiency.

Both the Indonesian and Australian Governments recognise that past and current discriminatory practices have led to widespread gender inequality. Both Governments are signatories to the Convention of Elimination of All Forms of Discrimination against Women (CEDAW), and have made policy commitments and developed programs aimed at promoting gender equality. The Australian Government's gender and development policy aims to promote equal opportunities for women and men as participants and beneficiaries of development. Key objectives include improving women's access to economic resources and promoting women's participation and leadership in decision making at all levels, recognising that providing equal rights and access to resources and opportunities to women is crucial to the goal of reducing poverty.

In order to address gender and social inclusion within the program strategy and approach, AIP-PRISMA requires an expert in gender and M4P to provide technical assistance and develop a gender strategy. All the implementation activities of AIPPRISMA are¹ and will be illustrated in the Intervention Plans. These Intervention Plans have been developed after proper review of the sector. The gender strategy and approach, hence, should ensure that all the activities related to gender should either support or be integrated into the Intervention Plans. To address the gender and social

inclusion issues, a separate gender sub-unit, under the Results Measurement & Learning Unit (RM/L) has been established.

OBJECTIVE OF THE CONSULTANCY

The objective of this consultancy is to: develop a gender and social inclusion strategy for AIP-PRISMA including the operational plan Scope of Services

The consultant will be required to undertake the following tasks:

Development of a Gender and Social Inclusion Strategy – 20 days

The consultant will lead the development of a Gender and Social Inclusion Strategy for AIP-PRISMA, which will outline:

Approach

Forward plan

Operational Plan

Roles and responsibilities of team members

Envisaged sub-unit deliverables

Reporting system and how that fits in the overall AIP-PRISMA system

The consultant will work under the Head of Results Measurement and Learning and will be supported by a junior Gender and Social Inclusion Analyst in the development of the strategy. The consultant will need to speak to the AIP-PRISMA management team and also review all the related documents. This strategy will guide the sub-unit to design their annual plans.

CONSULTANT/TEAM REQUIREMENTS

The assignment requires a gender and social inclusion consultant with the following skills and experience:

- strong conceptual foundation in M4P and practical experience in its application in different contexts;
- expertise in mainstreaming gender and social inclusion in market development programs; previous experience in developing gender and social inclusion strategies; and strong writing and communication skills.

EXPECTED OUTPUT AND DELIVERABLES

The outputs of this assignment will be as follows:

Deliverable	Due Date
First draft of gender and social inclusion strategy	May 10, 2014
Revisions and comments from AIP-PRISMA	May 20, 2014

INPUT AND LOCATION

The total input for this assignment is 20 days.

The consultant is required to conduct a visit to the project location (Surabaya) for 10 days to start in or around April 15, 2014.

REPORTING

The consultant will report to the Mieke Leermakers, Head of Results Measurement and Learning in AIP-PRISMA.

8. Annex Two – Focus Group Discussion Template

**TEMPLATE: Women and Agricultural Incomes
Focus Group Discussion
(Understanding women’s roles and controls in the sector)**

10:00- 10:05	Women gather and take seats
10:05 -10:15	Welcome, introduction to FGD/purpose, researchers and participants Explain 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.
10:15 – 10:30	Warm up question – what do these women do to contribute to household incomes – both on their own farm and also off the farm? If necessary prompt re: sector of interest: vegetables, livestock, coffee, shallots, coconut etc. (If no income-earning, ask about their farming and what it contributes to household consumption.)
10:30 – 10:40	What is women’s involvement in the target sector (name the sector of interest)? That is, what roles do they play – e.g., weeding, harvesting, processing, selling etc.? Which jobs take the most time? Discuss.
10:40 – 11:00	What services or resources do they need to make a better contribution to work in this sector (e.g., skills, knowledge, information; Improved inputs and seeds; access to tools, machines and labour saving devices; transportation; sorting; finance; market linkages)? Discuss.

11:00 – 11:20	Why are they unable to access these services or resources? What could be done differently so they could access the needed services and resources? Discuss.
11:20 -11:30	Is this considered to be a man’s crop or a woman’s crop? Why? Does this give the man or woman greater control over the sales and income? Discuss.
11:30 – 11:50	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, and agricultural inputs)?
11:50 – 1200	Questions for us? Wrap-Up

9. Annex Three: Suggested Changes to Guidelines

The following versions of Guidelines 08 and 11 illustrate how some simple uses of gendered language and a focus on women’s roles (not just their needs) can provide powerful inclusion guidance to staff and partners:

Building in Gender and Social Inclusion¹

Guideline – G08



Purpose

Women lead different economic and social lives to men with different barriers and opportunities. In terms of barriers, this might mean that women cannot always go to markets to buy or sell, they are limited in the work they can do, there are technologies that are not suited to women or they are occupied by household duties most of their time. These differences can mean that unless an intervention is designed to specifically include women, it may exclude them, or at least impact them in a different way than men. However, women’s roles are changing and are context specific, so it is also important to not assume what women may or may not do. A good researcher conducts comprehensive assessments that directly engage women to understand both constraints and opportunities. In some cases, women may have opportunities that are not open to men in the value chain such as certain types of post-harvest handling and processing. These may be key to economic

¹ Adapted from: Discussion paper for an M4P WEE framework: How can the Making Markets Work for the Poor Framework for poor women and for poor men, January 2012, Dr. Linda Jones. Available at: http://www.springfieldcentre.com/wp-content/uploads/2012/11/M4P_WEE_Framework_Final.pdf

growth in the sector (through impact on quality and quantity), and it will therefore critical to your intervention success to understand the situation with from a gendered perspective.

Although the M4P framework does not explicitly focus on the role of women in the sector and how interventions can affect women, it is possible to develop a gender sensitive approach to sector research and implementation. This has been covered in detail in a gendered review of the M4P commissioned by its donor proponents (see http://www.springfieldcentre.com/wp-content/uploads/2012/11/M4P_WEE_Framework_Final.pdf). In every step along the process it is important to talk about poor men and poor women and not treat them as the same group. When this is done, the different roles of men and women will also become clear in the sector. It will likely reveal women’s invisible roles and their unpaid labour input, as well as the unique contribution of women in the sector. This knowledge is important to assess how their current role will allow them improve their current roles and to possibly take up other business activities and become economically empowered.



The steps

Methodological Step	Purpose	Key Issues	Output
Include women in the sector research	Define roles responsibilities of women in the sector and make invisible roles visible	Where do women contribute to the process in the core value chain, what are their responsibilities, what social restrictions are placed on women that prevent full participation in the market.	Role of men and women defined in the sector research
Design gender friendly interventions	To ensure that interventions are designed that both take advantage of women’s economic contribution to the sector while also economically empower women	Do women have the time to be involved, do social norms & values have to be changed, are capacity building needs different for women. How will women’s contributions support the desired growth of the sector?	Interventions are designed that support sector development and economically empower women as well as men. These can be interventions geared specifically for women, or other interventions that are gender sensitive
Implement with gender sensitive staff	Ensure women contribute to and benefit from interventions	Staff is aware of women’s unique contributions and social restrictions, and is capable to work with marginalized women	Implementation is done with gender sensitive staff

Methodological Step	Purpose	Key Issues	Output
Assessing change	Ensure the indicators measured include women's contribution and women economic empowerment	Is there a different intervention logic for women, are key indicators disaggregated according to gender	Indicators around women's economic empowerment are integrated into the monitoring plan



Example

The Katalyst project in Bangladesh has two approaches to gender sensitive interventions. Either an intervention specifically focussed on women or a general intervention without specific attention to women. For the latter type of interventions Katalyst has developed three areas of importance: (1) women's economic autonomy; (2) communication autonomy; and, (3) involvement in enterprise. For each it has developed some general indicators.

Economic autonomy	<p>Money over which the woman disposes:</p> <ul style="list-style-type: none"> • Own decision • Coordination with husband
	<p>Purchase of inputs for farm:</p> <ul style="list-style-type: none"> • Who decides • Who purchases
	<p>Purchase of inputs for homestead gardening, poultry:</p> <ul style="list-style-type: none"> • Who decides • Who purchases
	<p>Access to financial services:</p> <ul style="list-style-type: none"> • Had the woman received ever a loan?
Communication autonomy	<p>Communication:</p> <ul style="list-style-type: none"> • Access of woman to phone • Time spent alone outside the household: <ul style="list-style-type: none"> ○ For social tasks ○ Enterprise
Involvement in enterprise	<p>Time engaged in farm activities</p>
	<p>Knowledge about farm activities:</p> <ul style="list-style-type: none"> • About normal activities • About innovations (attributable to Katalyst)



Tips



Do not talk about poor people, farmers or producers as one target group. Always make the distinction between poor men and women or female and male farmers. This will always make you think about the differences for both genders during the different phases of the M4P approach.



Task

Based on your current fieldwork, define where the distinction between men and women should be made. Describe why this is important and the consequences for the next phase of the research and, ultimately, implementation.

Formulating Guiding Questions – G11



Purpose

The purpose of the Question Guide is to identify the key question areas which need to be addressed in order to obtain the required market information. This is an important part of the Field Manual (G10). The Question Guide is the product of the Investigation Team engaging in the critical thinking required to understand: (1) the areas in which they need to obtain information (the Key Knowledge Gaps, see G09); (2) why they need this information; and, (3) where this information can be found. The Question Guide is the link which relates each question area from the purpose of the analysis to the content for the data collection tools.

The Question Guide builds upon the Key Knowledge Gaps highlighted through the initial analysis (G09) to tailor the questions that can be asked to the groups of actors (both women and men) which have been identified in the market (e.g., producers, input suppliers, output market actors, government, end market actors). These questions should be open-ended, enabling the Field Investigation Team to understand how each question relates to the overall study objectives, and to develop tailored data collection tools accordingly.



The steps

Methodological Step	Purpose	Key Issues	Output
Preparation of Question Guide	Identifying how knowledge gaps can be addressed	Which information needs to be collected, which stakeholders are involved, how is the initial analysis connected to the data collection	Question guide including knowledge gaps, their rationale, questions needed to address the knowledge gap and relevant (market) actors to be involved

The Question Guide differs from a questionnaire in that it does not restrict the Field Investigation Team member to a list of pre-determined, inflexible questions to ask male and female respondents in the market system. Rather, the Question Guide provides key questions that will inform a more flexible, open-ended conversation with the respondent that enables the Field Investigation Team to learn about aspects of the market system that do not match with the findings of the Sector Overview.

The Question Guide enables the Team to gather the core data it needs that come from the questions included in the Guide, but also to **“follow the lead” like an investigative journalist** when unexpected areas of analysis are discovered throughout the assessment process.

This can be achieved primarily through triangulating information across a number of different actors in the market. Asking the same open-ended questions to different types of actors as well as actors of different genders can result in significantly different perceptions of the same service or problem in the market. The Question Guide enables investigators to see the differences in these open-ended responses, and then investigate further in a flexible manner that is specific to the context of that market actor.

Components

An effective Question in the Question Guide has three important components:

- **WHAT:** The Question itself – what it is we are asking;
- **WHY:** A brief description of the rationale behind that question, explaining WHY we are asking it; and,
- **WHO:** The market actors we need to engage with to triangulate and fully investigate the market system.

Market Actor Groups

In agricultural value chains there are some generic market actor groups which can be initially identified. However, although generic, we must also consider that they will have different genders which cannot be overlooked in thorough market analysis. These include:

- **Input Actors** (such as seed, feed, fertiliser dealers and local retailers);
- **Producers** – female and male small-holder farmers which the interventions from the analysis will seek to – directly or indirectly – support (can include lead farmers, producer groups);
- **Traders** – these could be very local to people that reach to national markets and beyond
- **Processors** – lot of products get processed in different ways. Generally speaking, processing activity is defined as one that changes the physical outlook of the product, but we do not need to be restricted with that definition, even packaging can be considered as part of processing;

- **Output Actors** (such as aggregators, local traders, larger traders, bulk buyers, and exporters) and End Market Actors (the consumers whose preferences drive production and marketing); and,
- **Services and Enabling Environment Actors** – derived from the identified services and the enabling environment factors from the Market Map (such as service providers for transport, infrastructure, promotion, market information, local governance and other social factors, laws and regulations etc).



Example

Function	Information/ Knowledge Gap	Rationale	Questions	Relevant Market Actor Group(s)	Things to consider/Remarks/Notes
Inputs	Access to inputs	To understand why the companies are not producing the particular variety of seeds even though there seems to be a demand To understand it is about access or quality issues	1. What are the main constraints you experience in accessing quality inputs? (such as seed, feed, fertiliser) Why do you not have better supply chains? Is adulteration on the rise? Why is anyone not stopping it?	E.g., Primary producers (male and female) ; Can be triangulated with Input retailers; other input buyers.	X input is difficult to procure in this area Y input has been found to be of poor quality in this area (from sector overview) Z input has been recently introduced to this area Remember to triangulate information with input retailers. Remember that constraints an opportunities to contribute may be different for women and men.



Tips



It is important that the Question Guide is developed together with the Field Investigation Team during the Orientation Workshop (G14). This will help all team members understand why the questions that need to be asked are important and what needs to be done to collect the right information. It will also help them in determining which leads are worthwhile to follow.



The Question Guide is a framework guiding the field work. Changes can be made during the research if new, relevant, knowledge gaps are discovered. Some sample questions that can help in framing the question to ask the respondents can be found in G09.



Task

Complete the Question Guide Table, following the format above, in response to the following questions:

- **WHAT** do we need to know (what are the knowledge gaps)?
- **WHY** do we need to know this? How does this relate to the overall market system and our analysis?
- **WHAT** questions do we need to ask to get this information?
- **WHO** are the key market actor groups we need to engage with? Use the Sector Overview and Sector Map to identify the main market actor groups. Consider gender for all market actors including smallholder farmers and higher up in the value chain. THINK: who can we triangulate the information with to validate and test for accuracy?
- **WHAT** do we know already? How will we evaluate the responses? Consider the contextual information required to evaluate potential responses.

Function	Information/ Knowledge Gap	Rationale	Questions	Relevant Market Actor Group(s)	Things to consider/Remarks/Notes

10. References Cited

ⁱ Indonesia's Presidential Instruction 9/2000 identifies a commitment to mainstreaming gender into all development initiatives and states that donors must also mainstream gender into all support programs. It includes also the establishment of gender focal points and gender working groups within GOI Ministries. The Ministry of Women's Empowerment is responsible for supporting and monitoring the system.

ⁱⁱ Rural Poverty Portal – Indonesia <http://www.ruralpovertyportal.org/country/home/tags/indonesia>

ⁱⁱⁱ AusAID (2012) Empowering Indonesian Women for Poverty Reduction.

^{iv} PRISMA (2013) Summary Design Document

^v AIP-PRISMA Summary Design Document

1. ^{vi} Lani, E. **Women Farmers and Rural Women in the Agricultural Sector (An Indonesian Case Study)** <http://www.wfo-oma.com/women-in-agriculture/case-studies/women-farmers-and-rural-women-in-the-agricultural-sector-an-indonesian-case-study.html>

2. ^{vii} Lani, E. **Women Farmers and Rural Women in the Agricultural Sector (An Indonesian Case Study)** <http://www.wfo-oma.com/women-in-agriculture/case-studies/women-farmers-and-rural-women-in-the-agricultural-sector-an-indonesian-case-study.html>

^{viii} USAID (2013) *Women's Empowerment in Agriculture Assessment* https://www.academia.edu/4564496/Womens_Empowerment_in_Agriculture_Assessment.Indonesia_2013

^{ix} USAID (2013) *Women's Empowerment in Agriculture Assessment* https://www.academia.edu/4564496/Womens_Empowerment_in_Agriculture_Assessment.Indonesia_2013

^x USAID (2013) *Women's Empowerment in Agriculture Assessment* https://www.academia.edu/4564496/Womens_Empowerment_in_Agriculture_Assessment.Indonesia_2013

^{xi} USAID (2013) *Women's Empowerment in Agriculture Assessment* https://www.academia.edu/4564496/Womens_Empowerment_in_Agriculture_Assessment.Indonesia_2013

^{xii} World Bank (2014) Database on Women, Business and the Law. Re Indonesia: Is customary law recognized as a valid source of law under the constitution? Yes. <http://wbl.worldbank.org/data/exploreconomies/indonesia/2013>

^{xiii} DFAT (2008) Development for All.

^{xiv} ILO (2013) *Inclusion of People with Disabilities in Indonesia* http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---ifp_skills/documents/publication/wcms_210477.pdf

^{xv} Matthew Wai-Poi, Economist, World Bank, Jakarta, quoted in *IRIN – Humanity News and Analysis*, November 2013.

^{xvi} The World Bank (2010) *The Economic Impact of International Remittances on Poverty and Household Consumption and Investment in Indonesia* http://www-wds.worldbank.org/external/default/WDSContentServer/IW3P/IB/2010/09/27/000158349_20100927093138/Rendered/PDF/WPS5433.pdf

-
- ^{xvii} Ananat, A. et al (2011) *Changing Ethnic Composition: Indonesia, 2000-2010*
http://www.iussp.org/sites/default/files/event_call_for_papers/IUSSP%20Ethnicity%20Indonesia%20Poster%20Section%20G%202708%202013%20revised.pdf
- ^{xviii} Ananat, A. et al (2011) *Changing Ethnic Composition: Indonesia, 2000-2010*
http://www.iussp.org/sites/default/files/event_call_for_papers/IUSSP%20Ethnicity%20Indonesia%20Poster%20Section%20G%202708%202013%20revised.pdf
- ^{xix} World Bank, Jakarta Office (2010) *Education, Training and Labor Market Outcomes for Youth in Indonesia*
<https://openknowledge.worldbank.org/bitstream/handle/10986/2914/541700ESW0Whit1r0Youth0In0Indonesia.pdf?sequence=1>
- ^{xx} World Bank, Jakarta Office (2010) *Education, Training and Labor Market Outcomes for Youth in Indonesia*
<https://openknowledge.worldbank.org/bitstream/handle/10986/2914/541700ESW0Whit1r0Youth0In0Indonesia.pdf?sequence=1>
- ^{xxi} UNFPA Indonesia (2007) *Older Population in Indonesia: Trends, Issues and Policy Responses*.
- ^{xxii} UNFPA Indonesia (2007) *Older Population in Indonesia: Trends, Issues and Policy Responses*.
- ^{xxiii} In 2011, only 8.6 per cent of all economically active citizens Indonesians were covered by an old age pension, the vast majority of whom were in the formal sector. See: ILO Social Protection
<http://www.social-protection.org/gimi/gess/ShowWiki.action?wiki.wikid=872>
- ^{xxiv} DFAT (2008) *Development for All*.
- ^{xxv} Better Work Indonesia (2012) *Employing Persons with Disabilities*
http://betterwork.org/indonesia/wp-content/uploads/20130201_Employing-Persons-with-Disabilities-Guideline_English_Final4.pdf
- ^{xxvi} ILO (2013) *Inclusion of People with Disabilities in Indonesia*
http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---ifp_skills/documents/publication/wcms_210477.pdf
- ^{xxvii} ILO (2013) *Inclusion of People with Disabilities in Indonesia*
http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---ifp_skills/documents/publication/wcms_210477.pdf
- ^{xxviii} Rural Poverty Portal <http://www.ruralpovertyportal.org/country/home/tags/indonesia>
- ^{xxix} World Bank (2012) *Targeting Poor and Vulnerable Populations in Indonesia* http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/03/01/000386194_20120301004533/Rendered/PDF/672180WP00PUBLOT00English000PUBLIC0.pdf
- ^{xxx} Indonesia-Investments (2014) *Poverty in Indonesia*. Viewed April 22, 2014 at
<http://www.indonesia-investments.com/finance/macroeconomic-indicators/poverty/item301>
- ^{xxxi} Rural Poverty Portal <http://www.ruralpovertyportal.org/country/home/tags/indonesia>
- ^{xxxii} Rural Poverty Portal <http://www.ruralpovertyportal.org/country/home/tags/indonesia>
- ^{xxxiii} Jones, L. (2012) Jones, L. (2012) *Women's Economic Empowerment Framework M4P Hub paper for DFID, Sida and SDC*.
- ^{xxxiv} Jones, L. (2012) Jones, L. (2012) *Women's Economic Empowerment Framework M4P Hub paper for DFID, Sida and SDC*.