



Australian Centre
for International
Agricultural Research



Agribusiness Master Class

Module 2 Day 2 | Clarke, Philippines
24-28 February 2020





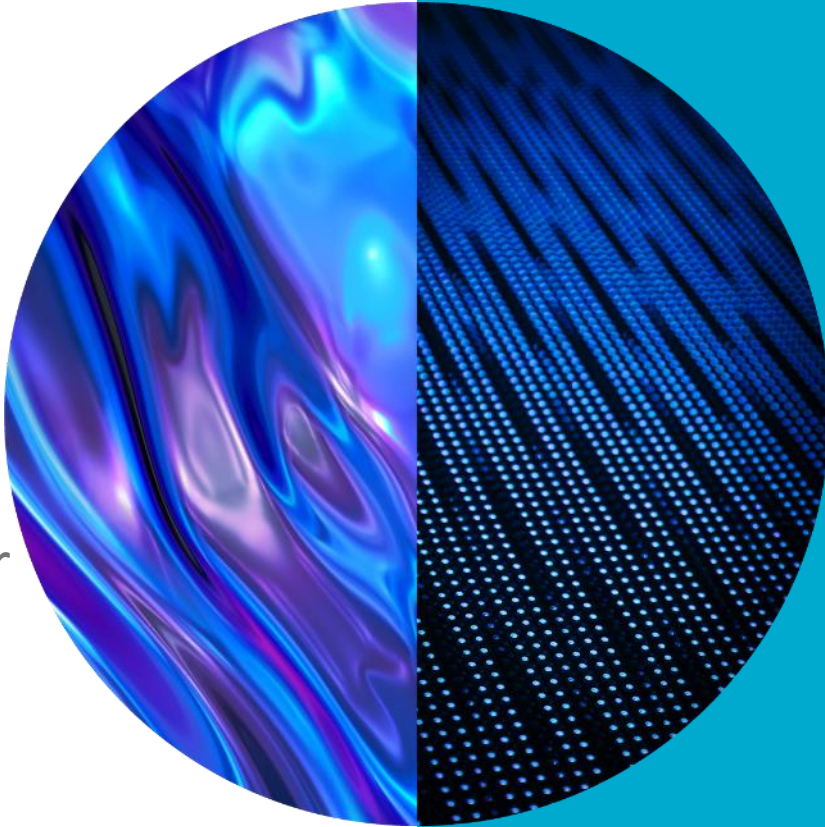
Welcome remarks



About today



Icebreaker



What are the usual assumptions around VCA?



- Value as an outcome of economic activity
- Value is realised via consumer needs
- Inefficiency is a problem
- Different forms of relationships
- There needs to be a 'fit'
- Presence of support functions



Traditional vs inclusive VCA

USUAL ASSUMPTIONS

Value as an outcome of economic activity

Value is realised via consumer needs

Inefficiency is a problem

Different forms of relationships

There needs to be a 'fit'

Presence of support functions

CONTEXT OF THE POOR

The poor draw different forms of value from participation, and not necessarily from economic activity alone

The poor are also consumers of their own crops

How the poor contribute may come across as inefficient in the context of the whole chain, because efficiency is not their goal, nor do they have the resources to achieve it

The type of relationship that the poor can benefit from needs to be assessed and not assumed

The visions and aspirations of the poor are likely to be different to others in the chain, driven by the value they want out of participation

Support functions are also crucial in creating an environment for participation



A proposed definition

An inclusive value chain is ***an environment*** where actors can ***exercise choice*** on whether to participate, and how, based on ***what they see*** are the ***benefits from participation.***

It does not lock a participant in nor out but ***offers choice*** of, and options for, engagement.



What is your opinion?



Social inclusion

- The process of improving the terms for individuals and groups to take part in society, and
- The process of improving the ability, opportunity, and dignity of those disadvantaged on the basis of their identity to take part in society.

World bank definition

In terms of women's inclusion

Equality of opportunity for women and men is a universally declared human right UDHR Article #2; CEDAW; MDG 3

Social justice



Human rights translate differently for men and women

Poverty reduction



Fighting poverty is hard if you're (gender) blind

Business opportunities



Serving women is good for business and the economy



Women present new market opportunities as buyers, suppliers and consumers



Profiling gender sensitivity can bolster a company's reputation



When women are in management positions, profits go up

Importance of women's involvement in agriculture



Could increase yields on farms by 20-30%, which...



Could raise total agricultural output in developing countries 2.5-4%, which...



Could reduce the number of hungry people in the world by 12-17%.



Group Discussion

- What do you think are benefits of SI in value chains?
- What do you think are benefits of gender equity in value chains ?
- What are the challenges of inclusion?
 - For poor farmers
 - For women
 - For businesses
- Where have you seen it work in Philippines and why?







Business Case for Social Inclusion

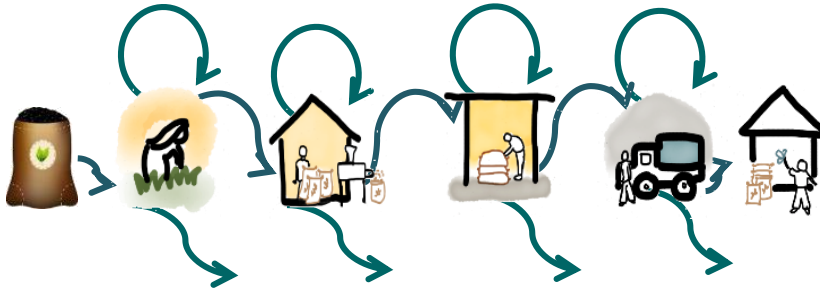
- Accessing employee skills and talent
- Improving supply chain reliability
- Reaching female customers
- Opening new distribution channels
- Enhancing the brand and reputation of the business
- Furthering social impact

Are there other aspects contributing to a good business case?



Understanding the situation

Thinking of social inclusion through a value chain approach



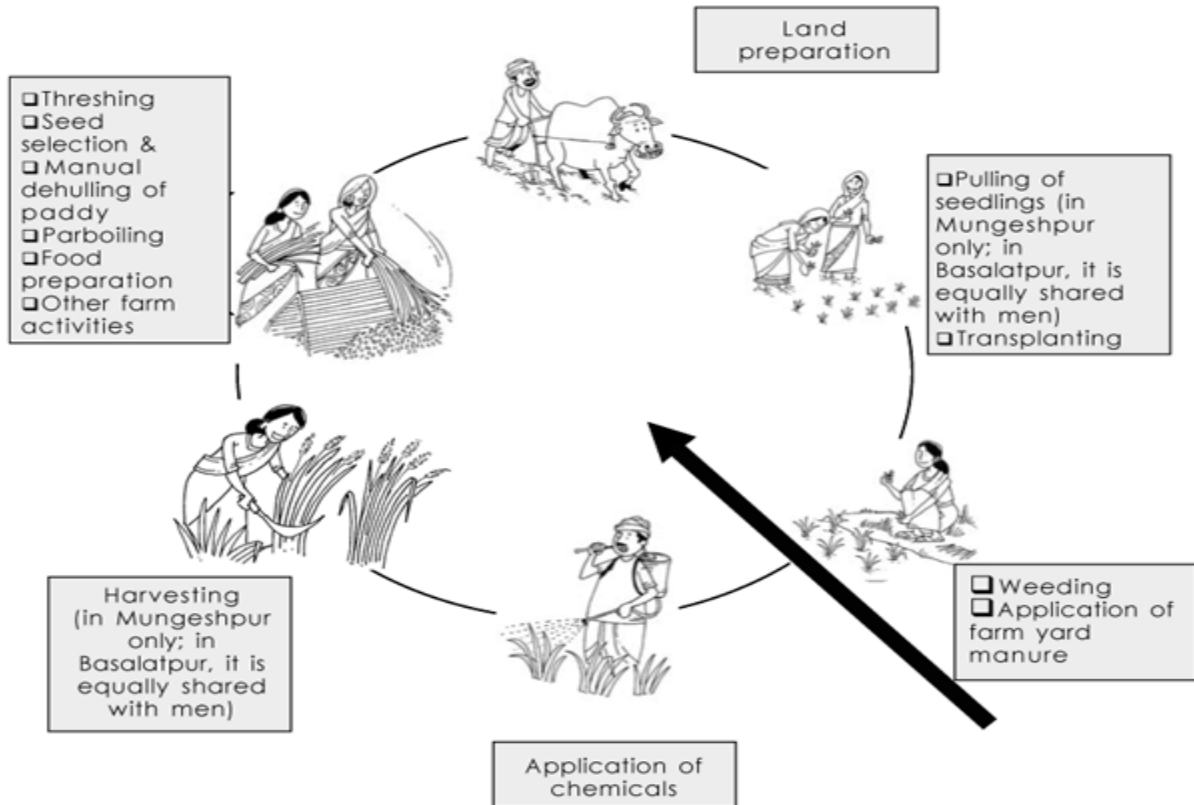
Where are women and marginal households involved?

Where do they add value?

Where do they earn money?



Who does what when? Are their opportunities for innovation?





Activity – Roles in value chain

- Using your mini projects undertake a quick appraisal (20mins)
 1. Who does what in your chain?
 2. What are the challenges / barriers of inclusion of women and poorer farmers?
- 5 mins report back from each group

45
mins





Challenges for social inclusion

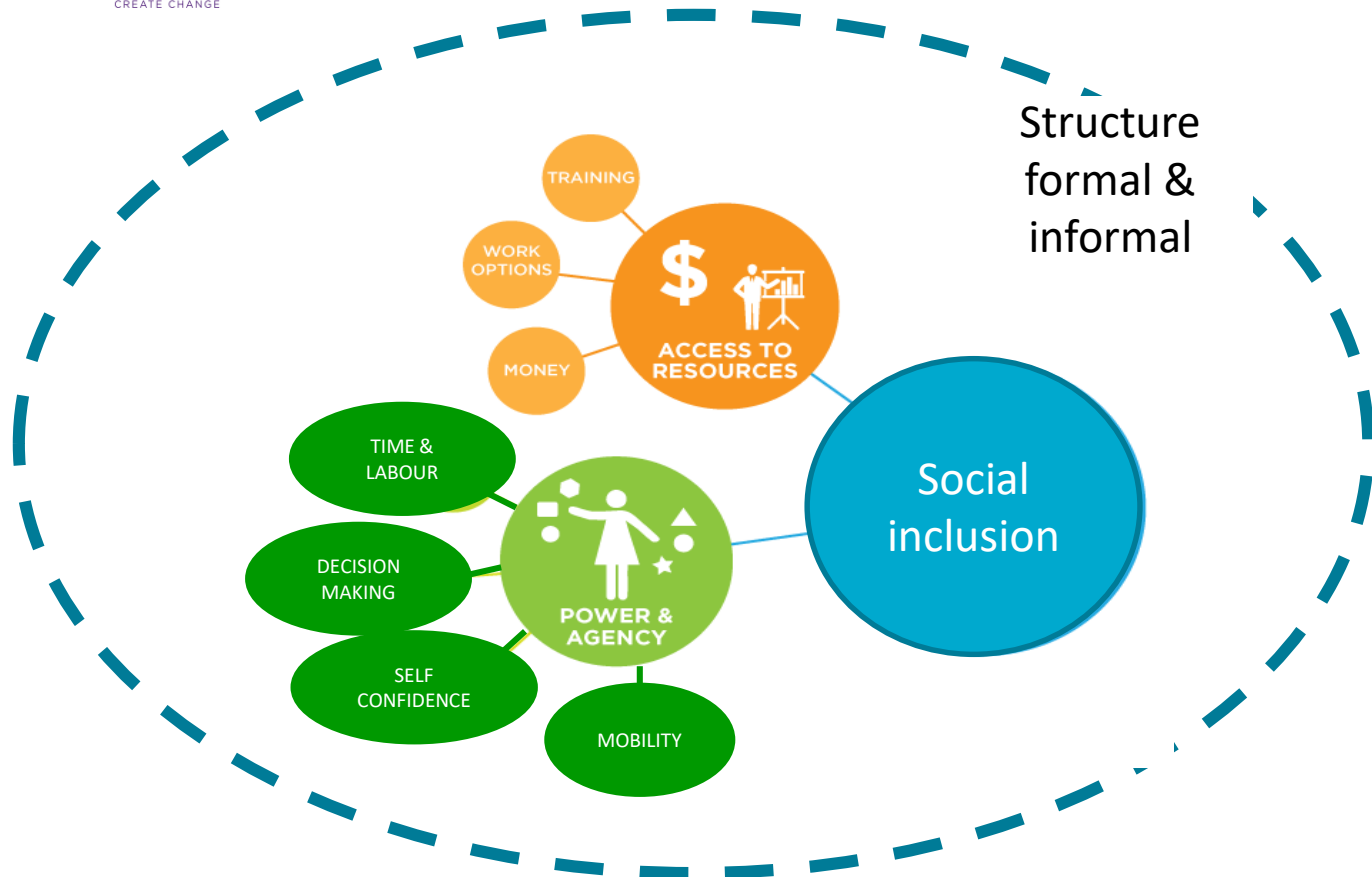


Main barriers for inclusion

- Access to land
- Access to technology
- Access to extension services => skills and knowledge
- Access to finances
- Socio-cultural barriers, norms and values
- Access to education
- Time and labour constraints
- Mobility
- Access to market information
- Disability



Factors of social inclusion





2 Key SI Concepts

Agency and self efficacy

- Capacity of an individual person or other entity (an agent) to act independently, to make their own free choices (capabilities, skills, confidence, self-determination etc).

Structure

- Institutions (formal or informal) that either limit or create the opportunities available to individuals.

Informal institutions include: social class, values, religion, customs, and ways of doing things (habits) etc.

Formal institutions refer to laws and regulations



The Five Domains of SI - Pathways to impact



OVERALL OBJECTIVE

1. Economic advancement – increased income and return on labour



STRONGER AGENCY OUTCOMES

2. Decision-making authority in different spheres including household finances, assets and natural resource management for women etc

3. Manageable workloads for women



IMPROVED ACCESS OUTCOMES

4. Access to opportunities and life chances such as skills development or job openings

5. Access to assets, services and needed supports to advance economically





Framework for selection for women's inclusion

Relevance

- a. Do (or could) target women exist in significant numbers in the proposed sub-sectors?
- b. What are the trends around women's engagement in or benefit from the selected sub-sectors?

Opportunity

- a. Do the proposed sub-sectors have potential to grow, become more efficient or reach higher value markets and therefore offer economic opportunity?
- b. Will the targeted women be able to take advantage of the identified economic opportunities through upgrading their current roles or taking on new roles (as suppliers, employees or service providers)?
- c. Are there other benefits to women such as access to a new product or service?

Feasibility

- a. Can the project effect sustainable change in the market system that will continue to benefit women or ethnic minority groups?
- b. Are enabling environment factors such that they will either support, or at the very least not inhibit, the project from moving forward?
- c. Are there any social norms that will make the targeting or integration of women too difficult to justify the project investment at this point in time (low return on resources)?

Source: Jones, L. (2016) Women's Empowerment and Market Systems: Concepts, practical guidance and tools (WEAMS Framework).

<https://www.beamexchange.org>.



Framework for selection for pro-poor value chains in Indonesia

1. *Poverty alleviation and sustainability of the economic activity*

- Is there potential to reach large numbers of poor households in production and post-production?
- What is the potential to sustainably increase producer incomes?
- Does the chain/commodity fit with the focus of Government programs and priorities?
- How project-crowded is the sector? To what extent are sector needs addressed by current donors?
- What is the agro-ecological feasibility of the commodity?
- Is the commodity environmentally sustainable?
- External risks

2. *Chain structure*

- Is there potential for production/post-harvest value addition?
- What is the potential for improving market access?
- What is the scalability and transferability potential?
- Is there sufficient infrastructure available?

Source: Australian Centre for International Agricultural Research (ACIAR) - Eastern Indonesia Agribusiness Development Opportunities (EI-ADO).

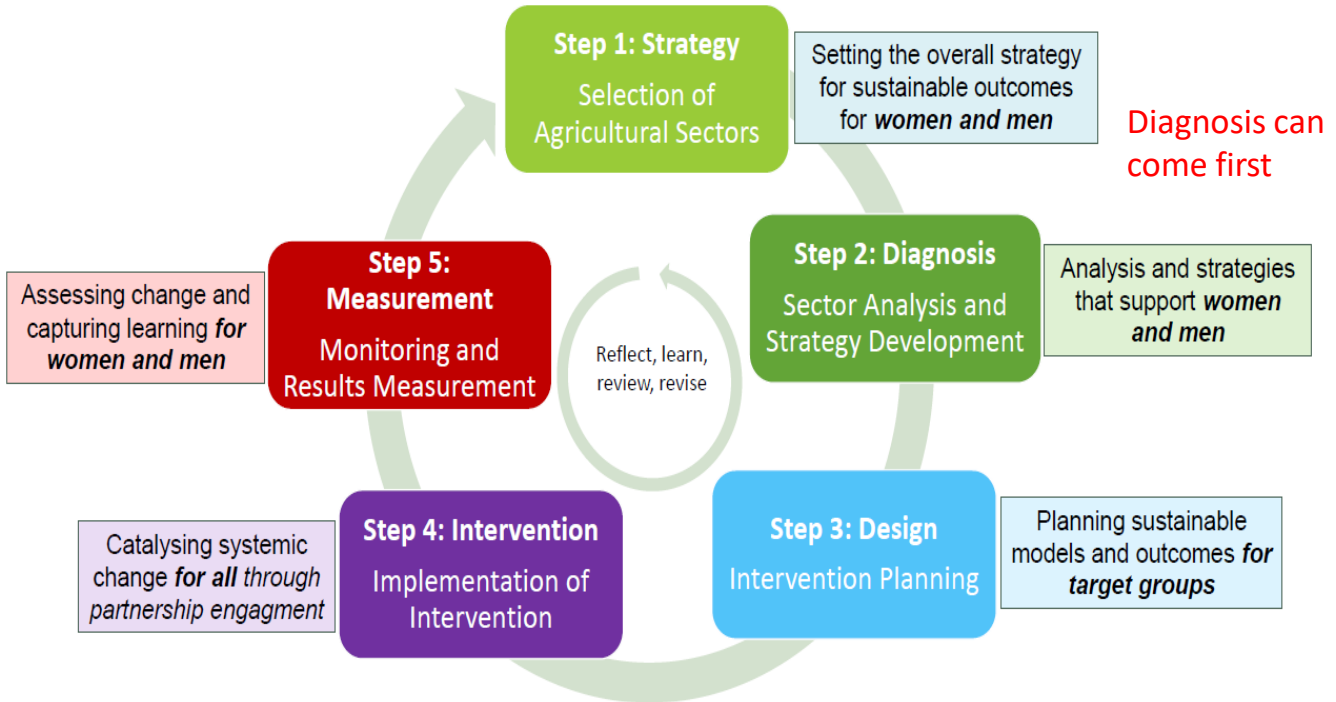
<https://eiado.aciar.gov.au/commodity-selection/commodity-prioritisation>.



Entry Points and Modes of Inclusion



How to integrate SI into business, research etc



Each step of the life cycle needs to be understood differently

There are different tools and strategies that can be used at each step of the life cycle



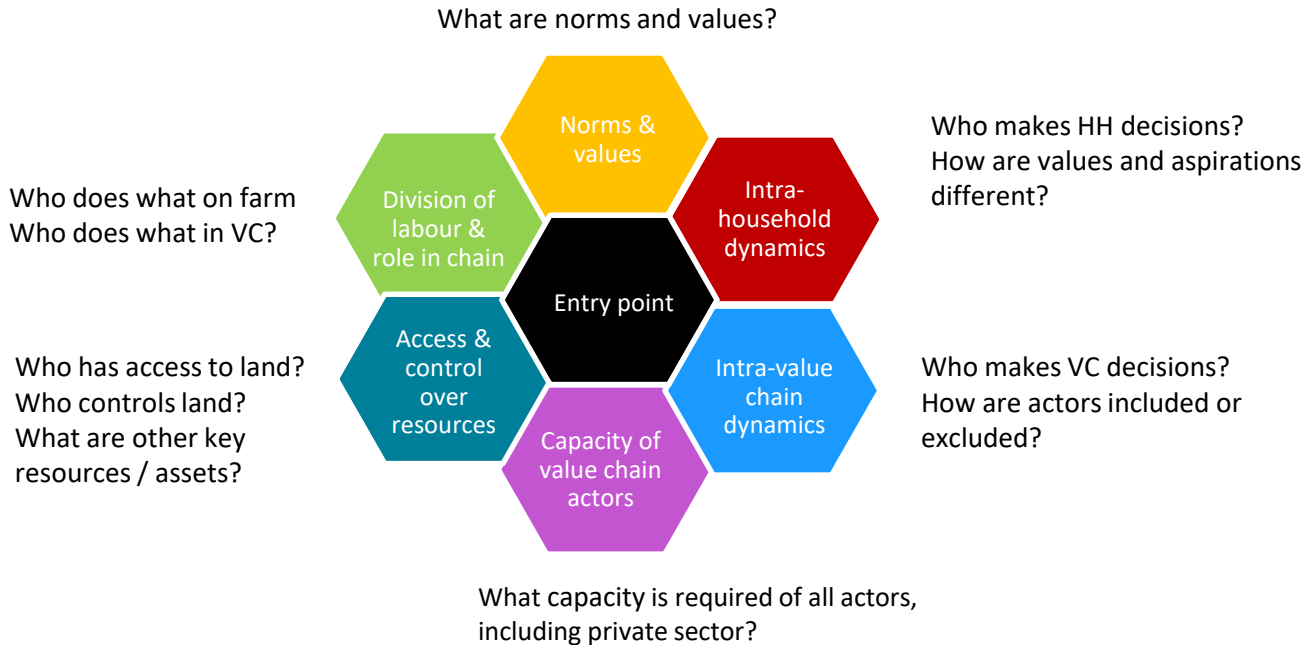
MAIN PRINCIPLE – Do no harm

Principles of Social Inclusion

- Are poor women and men / marginal groups able to participate in and benefit from our programs?
- How will cultural norms affect program outcomes or progress towards equality (in both intended and unintended ways)?
- How can we identify and manage risks to equality? Will inequalities worsen if we don't take action? Is it possible that our actions will entrench inequalities?
- **Other**
 - Only work in circumstances where growth can be expected (no sunset value chains);
 - Engage the private sector through a clear business case for involvement of poor and women;
 - Consider social inclusion at each stage of the “intervention life cycle”;
 - Consider value chains where poor and/or women already participate;
 - Consider government priorities and how these can enhance inclusion; and
 - Integrate social inclusion into program management tools.



Entry-points framework





Modes of inclusion

1

Mitigating resistance by building on tradition

Professionalizing informal women-run chains, from traditional responsibilities to new opportunities, transforming systems through new roles, improving women's participation

2

Creating space for women and poor

Positioning and engaging women in male-dominated chains, female/ poor entrepreneurship

3

Organizing for change (*service provision*)

Collective action, capacity development, sensitizing men, access to finance

4

Standards, certification and labels

Women's brands or labels, using existing standards and certification channels

5

Gender responsible businesses

CSR and shared value



What is the role of business

What are the entry points with business in terms of inclusion?

- Contract farming – what is equitable and fair?
- Micro-credit – who accesses
- Capacity building – who accesses? How is it undertaken?
- CSR
- Certification / fair trade

Critical what is the business case for inclusion?

Why would business care?



What is the role of men in this change?







Risk

How can we identify and manage risks to social inclusion?

Will inequalities worsen if we don't take action?

Is it possible that our actions will entrench inequalities?

- Are we entrenching gender roles through our interventions? Are we setting women up for poorly paid work that is not valued?
- Are we inadvertently undermining women or poor's leadership roles and decision making in our interventions?
- Is there a risk that our work is deepening knowledge, skill and asset inequalities?
- Is there a risk that conflict or violence may increase as a result of our interventions? If so, what have we done to mitigate this?
- Have we considered the impacts of the interventions on women's workload and therefore trade-offs, such as nutrition of feeding and care of infants and young children?

Adapted from: DFAT Guidance Note on GE and WEE

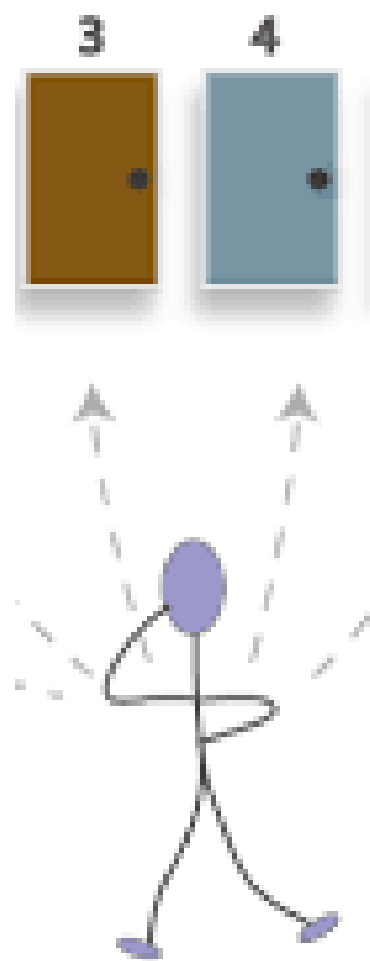


Group Activity

Building on earlier exercise:

1. What are the entry points to ensure women and poor households in your chain are engaged and benefit?
2. What are challenges?
3. Who else should you work with?
4. Identify risks to women and poor farmers of your proposed interventions (i.e. negative impacts) ?

Working tea







Engagement processes

*Enabling inclusion
through appropriate
mechanisms and tools*





Discussion



WHAT ARE MECHANISMS TO ENSURE EQUITABLE PROCESSES?



WHAT ARE YOUR EXPERIENCES?



SIAGI experience of ethical community engagement (ECE)

ECE is about empowering community organisations to take control of their futures to achieve enduring outcomes.

- ECE is an empathetic process which instils a greater sense of confidence and self-esteem in marginalised communities.
(Process)
- ECE facilitates a rediscovery of hope in a community's ability to change their condition and influence their future.
(Outcome)



Principles of Ethical Community Engagement

Principle 1 - Individual and organisational **values and cultures** play a key role in inclusive practice.

Principle 2- Inclusive engagement demands **specific skills and attitudes** integral to the engagement process.

Principle 3 - **Employing qualitative methods** is a useful technique in inclusive engagement.

Principle 4 - **Situational awareness** is paramount to building trust and achieving inclusion is paramount to building trust and achieving inclusion.

Principle 5 - **Follow-up, monitoring, learning and evaluation** with the community enhances facilitator's and the community's ability to adapt as new situations arise.

Principle 6 - Scaling initiatives without **communities driving** the desired change is unsustainable.



Processes – key thoughts

- Engagement through Qualitative and quantitative methods
- Focus group discussion (FGD) with VC actors
 - Specific FGD to identify options for inclusion – ethical community engagement processes
 - who can do that – not always research, NGOs can provide access
- When to involve Government and private sector?
- Involve community leaders
- How to reducing elite capture or agenda hijacking?
- Research techniques need to confirm social inclusion and barriers to support co-design of interventions / entry points



Types of tools

- Participant observation is appropriate for collecting data on naturally occurring behaviors in their usual contexts.
- **In-depth interviews** are optimal for collecting data on individuals' personal histories, perspectives, and experiences, particularly when sensitive topics are being explored.
- **Focus groups** are effective in eliciting data on the cultural norms of a group and in generating broad overviews of issues of concern to the cultural groups or subgroups represented
- **Semi-structured interviews** is conducted using an interview guide as a tool with open ended questions, to have a dialogue with the informant by the researcher.
- **Structured interview** using questionnaire - using Likert Scale – a psychometric response **scale** in which responders specify their level of agreement to a statement typically
 - on a scale of 5 (1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree or
 - on a scale of 7 (1) as “strongly disagree ; (2) as “disagree; (3) as “somewhat disagree; 5 as “somewhat agree”; 6 as “agree” and (7) as “strongly agree
- **Story telling technique** -different way of knowing by investigating the lived experiences of individuals and sense-making, the meanings people afford to them, and therefore offers valuable insight into the complexity of human lives, cultures, and behaviors.

Non research tools

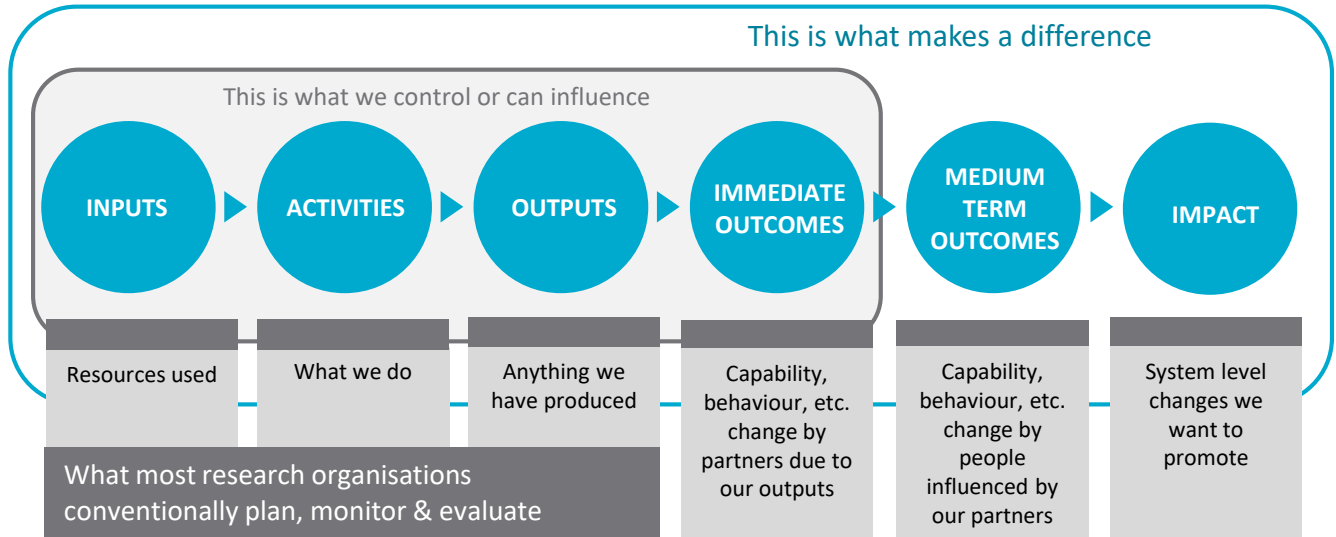
- Role plays
- Theatre
- Games
- Brainstorming
- Cross-site visit
- Peer-to-peer learning
- Videos

What tools do you use?





Impact pathways / Theory of change



(Adapted from resultsbased.org 2016)



Final thoughts

- Empowering women and poor is to the benefit of the whole of society
- We need to be creative in how we undertake our interventions
- We need to try and create change but look for opportunities which arise.
- Talk about what is working and what is not, learn from each other.



References and reading material



- Australian Centre for International Agricultural Research (ACIAR) (2017). ACIAR Gender Equity Policy and Strategy 2017-2021. December 2017
- Department of Foreign affairs and Trade (DFAT) (2016). Operations Guidance Note on [Gender equality and women's economic empowerment in agriculture](#)
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Silverman, Robert Mark, Kelly L. Patterson, and Ebooks Corporation. *Qualitative Research Methods for Community Development*. New York, NY: Routledge, 2015.

Hayes, Edlmann, Brown, and EBSCOhost. *Storytelling : Global Reflections on Narrative. At the Interface/probing the Boundaries*; v. 122. Leiden ; Boston: Brill/Rodopi, 2019



End of Day 2

Other resources and thoughts



Identifying opportunities for women

- Women are actively engaged in most agricultural sectors, playing vital roles which could be improved, expanded or built upon
- Women are eager to learn and contribute more to the household economy, and often have key capacities
- Increasing openness of businesses, communities and society in general for women to advance economically and enhance or new roles
- New models being developed – we can play a role
- Donors are committed to seeing real gender results and are willing to fund empowerment and mainstreaming, and are expecting measurable results



Methods to overcome challenges

- **Group formation** to access services and opportunities; linkages of groups to private and public sector
- **Access to finance** – savings groups, ROSCAs, cooperatives, microfinance, value chain finance
- **Increased knowledge** through targeted or integrated extension services
- **Market linkages** – traders, women intermediaries, family members, women's markets, outgrowing, contract farming
- **New technologies** – to improve quality and reduce workload
- **Enabling environment reform** – women's access to information, legal reform and enforcement
- **Influencing social norms** – sensitization, inclusive value chains, role models, women's leadership, digging deep on 'norms'
- **Improved infrastructure** – roads, markets, schools
- **INVOLVE MEN** so that they understand what trying to achieve e.g. family business training

PROVEN OR BEING PROVEN	FOR
Evidence for effectiveness or cost-effectiveness is robust or, in the absence of cost-effective data, simple and replicable in different settings, or weight of evidence is more than promising	
Savings	All
Credit	Non-poor
Business management training	Non-poor
Bundled services: in-kind capital (large) + asset-specific training	Very poor and poor
Land rights/land titling	All
Child care for wage workers	All
Rural electrification	Poor and very poor
Demand-driven job services: skills training, internships, vouchers, and/ or subsidies	Young women
Conditional cash transfers	Young women
PROMISING	FOR
Credible evidence is positive, but not yet convincing in terms of breadth	
Mobile phones (for financial transactions and market information)	All
Consulting services for entrepreneurs	Poor and non-poor
In-kind capital tailored for women micro-entrepreneurs	Poor
Information on land rights	All
Farmer associations and networks	All
Suite of integrated services for farming	Poor
Modern agricultural inputs (e.g., improved seeds, fertilizer, irrigation)	Non-poor
Livelihood programs (reproductive health, asset building, safe spaces)	Young women
Unconditional cash transfers	Young women
HIGH POTENTIAL	FOR
Intervention has been largely untested but promising on conceptual grounds	
Farmer field schools	All
Information on jobs (through mobile phones)	Young women
Firm certification	All
Non-traditional female job skills training for wage workers	All
Business associations and networks	All
Mentors and role models	Young women
UNPROVEN	FOR
Intervention has not been effective for the particular category of women in the specific settings where it has been evaluated	
Business management training alone	Very poor
Micro cash loan or grant alone	Very poor, poor
Skills, on-the-job training and/or wage subsidies for the unemployed	Poor

WEE Interventions – What works for whom

From [*A Roadmap for Promoting Women’s Economic Empowerment*](#) prepared for the United Nations Foundation and Exxon Mobil Foundation (2014), summarises the effectiveness of interventions for various target groups of women



Some lessons

• Entrepreneurship

- **Capital** alone, as a small loan or a grant, is not enough to grow women-owned subsistence-level firms.
- A relatively large **capital transfer**, if paired with income generation **training** and follow-up **technical visits**, can transform occupational choices of very poor women, and can be cost-effective.
- **Capital alone** can work if it is delivered **in-kind** (e.g., inventory) to more successful women **micro-entrepreneurs** with larger-sized businesses. In-kind capital seems to nudge women to keep the money invested in their businesses.
- **Financial services** delivered through **mobile phones** are less costly and may be more effective than other delivery mechanisms in increasing women's business investments.
- **Business training** improves business practices but has few measurable effects on the growth of women-owned subsistence-level firms.
- The impact of business training may be improved by increasing the quality and duration of the training, combining training with customized technical visits or expert advice to the firm, and targeting women running larger sized firms.
- **Savings interventions** increase women's business earnings. Women seek savings vehicles, and use personal savings to invest in their businesses.



Some lessons

• Farming

- Formal **ownership and control** over farmland improves women's productivity and economic security. But the success of land tenure interventions depends on paying attention to social and local contexts.
- **Farmer groups and collectives** can provide individual women producers with access to markets and help overcome constraints in meeting demands of agricultural supply chains
- An **integrated suite of services**, which target both production and marketing and address social constraints, is the main feature of agricultural projects that succeed in raising the productivity of small-scale women farmers.
- Single agricultural services, rather than a full suite, may be enough to increase productivity of women with larger sized farms, more assets, and more control over those assets.

• Farmers and rural entrepreneurs

- Access to **electricity** increases rural women's productivity and earnings. Access can be increased by providing targeted loans or subsidies for connection costs to existing grids.
- **Mobile phones** help increase earnings of women farmers and rural entrepreneurs by providing access to market information.
- **Female autonomy** is an important determinant of rural women's earnings and influences the success of interventions targeting women farmers and rural entrepreneurs.



Monitoring evaluation and learning





Monitoring and Evaluation

- Sex-disaggregation (e.g., Katalyst)
- Mainstream specific gender indicators
- Supporting qualitative research (utilize gender domains for example)
- Annual in-depth deep dive on specific topics (e.g., women's workload)
- Gender Index / Ranking
- USAID WEAI – available in DFAT Guidance Note
- Participatory / perceptual approaches (e.g., Mayoux)
- Livelihood approaches



Women Empowerment in Agriculture Index

Domain	Indicator	Weight
Production decision-making	Input in productive decisions	1/10
	Autonomy in production	1/10
Access to productive resources	Ownership of assets	1/15
	Purchase, sale, or transfer of assets	1/15
	Access to and decisions on credit	1/15
Control over use of income	Control over use of income	1/5
Community leadership	Group member	1/10
	Speaking in public	1/10
Time allocation	Workload	1/10
	Leisure	1/10

Source: USAID, IFPRI, OPHI 2013 -

<http://ebrary.ifpri.org/utils/getfile/collection/p15738coll2/id/126937/filename/127148.pdf>



MEL frameworks or social inclusion

Frameworks for monitoring for social inclusion of poor households are underdeveloped. Done on a project by project basis can include many of WEAI

Key aspects to think about Jones' diagram (Slide ?)

- Institutional inclusion and participation
- Voices being heard
- Evidence of empowerment
- Changes in mobility
- Access to finance etc

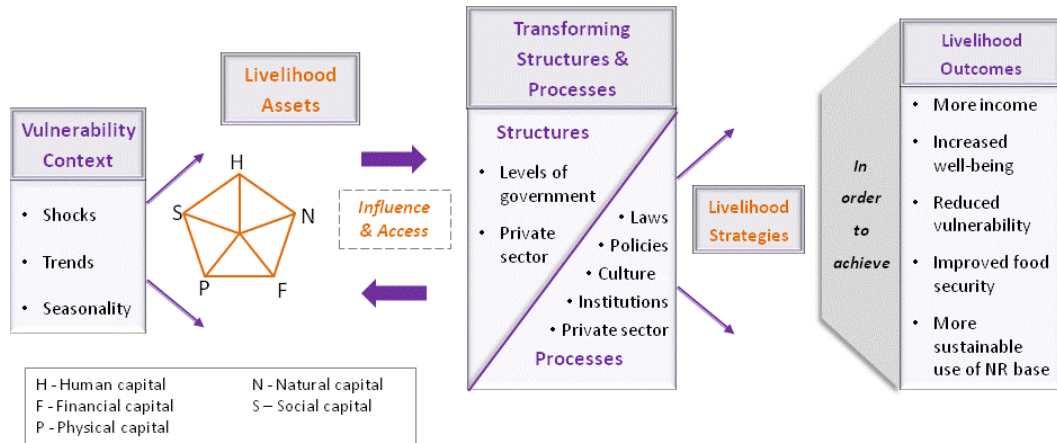
Build in adaptive learning processes



Tools



Sustainable Livelihoods Framework



Source: DFID.(1999).SustainableLivelihoodsGuidanceSheets.London:DepartmentforInternationalDevelopment