



MADE Gender Mainstreaming Strategy & Implementation Plan

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Abbreviations

A2F	-	Access to Finance
CBN	-	Central Bank of Nigeria
CGIAR	-	Consultative Group for International Agricultural Research
DAI	-	Development Alternative Initiative
DFID	-	UK Department for International Development
ESIP	-	Edo State Investment Portfolio
FMARD	-	Federal Ministry of Agriculture and Rural Development
FMCGs	-	Fast Moving Consumer Goods
GBA	-	Gender Based Analysis
GBV	-	Gender Based Violence
GEMS	-	Gender Mainstreaming Strategy
GPG	-	Gender Pay Gap
GSDRC	-	Governance and Social Development Resource Centre
IFPRI	-	International Food Policy Research Institute
ILO	-	International Labour Organization
LSPs	-	Local Service Providers
KAP	-	Knowledge, Attitudes and Practices
MADE	-	Market Development for the Niger Delta
MDS	-	Modern Day Slavery
MRM	-	Measurement and Results Monitoring
M4P	-	Making markets work for the Poor
NBC	-	National Broadcasting Commission
RUWOF	-	Rural Women and Orphans Foundation
TAG	-	Technology Adoption Grants
TOR	-	Terms of Reference
WEE	-	Women Economic Empowerment

Glossary of Terms and Concepts

Agency refers to the capacity of individuals or groups to act independently and make their own free choices.

Emigration is the act of leaving one's own country to settle temporarily or permanently in another country.

Empowerment is a situation where both women and men take control over their lives: setting their own agendas, gaining skills, building self-confidence, solving problems, and developing self-reliance. It is both an individual and collective, social and political process that leads to action and change.

Gender audit is a review of an organisation's or programmes performance in promoting gender equality.

Gender based analysis is the process of comparing the relative advantages and disadvantages faced by women and men in different spheres of life: the family, the workplace, the community and political system. It helps us to understand the status, roles and responsibilities of women and men in society as well as access to and control of resources, benefits and opportunities. It also yields baseline information against which the potential gender impacts of programmes can be evaluated.

Gender blind or neutral programs are designed with the assumption that once an opportunity exists, everyone can access it on an equal basis.

Gender budgeting is a process of evaluating budgets from a gender perspective and reallocating resources to promote gender equality.

Gender equality is a situation where women and men enjoy the same status and have equal conditions for realizing their full human rights and potential to contribute to national, political, economic, social and cultural development, and to benefit from the results.

Gender issues are situations of inequality, inequity or differential treatment of women or men.

Gender relations relate to the differences and similarities between men and women regarding power, roles and responsibilities.

Gender roles are culturally and collectively defined positions, tasks and responsibilities in which men and women are socialized to conform.

Gender sensitivity means a predisposition to consider gender issues at every stage of a project, and in all actions as staff of an organisation.

Gender sensitive indicators measure changes in gender equality over time (qualitative and quantitatively).

Modern-day slavery is used interchangeably with Human Trafficking/ trafficking in persons. It refers to the act of recruiting, harbouring, transporting, providing or obtaining a person for compelled labour or commercial sex acts using force, fraud, or coercion.

Sex disaggregated data refer to data disaggregation by male and female sexes. Data can also be disaggregated by ethnicity, age, disability, religion, and culture for more nuanced findings of complicated gender inequalities.

1. Background

MARKET Development for the Niger Delta (MADE) is a UK Department for International Development (DFID) funded development programme, that uses the 'making markets work for the poor' (M4P) approach to generate pro-poor and inclusive economic growth in the non-oil sectors of the Niger Delta Region. The programme aims to improve market access for poor producers, increase economic activity and trade, as well as raise incomes of poor men and women.

MADE I (September 2013 – February 2018) surpassed its target in achieving a 15% income increase for 150,000 people in the Niger Delta area across five value chains: Agricultural Input, Cassava, Palm Oil, Poultry and Fisheries. Building on the success of MADE I, DFID approved a costed extension for additional two years (March 2018 – February 2020) with additional target of 155,000 smallholder farmers and entrepreneurs experiencing increased incomes. It is expected that 30,000 of those with increased incomes will be poor low-skilled youths and women from Edo State that are susceptible to human trafficking. The programme is promoting alternative sources of income that can deter youth and women from attempting a risky migration that may result in them becoming victims of human trafficking. The second phase of the programme is focusing on increasing its impact on the four states with the greatest challenge to stability in the Niger Delta, namely Delta, Bayelsa, Rivers and Akwa Ibom States as well as Edo.

This gender mainstreaming strategy presents the approach, core principles to apply in programme design, as well as measures of equity for ensuring equal treatment of women and men on the programme in order to meet set targets.

Inclusive in this strategy are the gender-based analysis of MADE operations and value chains; MADE's response to the issues raised from the analysis; women economic empowerment, risks of social exclusion and mitigation strategies. Also, annexed are Gender Based Analysis (GBA) Tables and gender-mainstreaming checklists that would guide research, events planning and programme implementation.

Rationale and Context:

Gender equality and empowerment of women and girls is critical to achieving agenda 2030 the UN agenda 2030 – to have "a world of universal respect for human rights and human dignity, the rule of law, justice, equality and non-discrimination". Significantly, gender inequality has been identified as both a major cause of poverty and a major impediment to sustainable development across the world. Addressing this situation in the Niger Delta is core of the MADE programme goal - to facilitate income increases for poor smallholder farmers and entrepreneurs in target sectors. This takes cognisance of the fact that "women's economic empowerment – WEE and access to markets and services is central to achieving gender equality as well as empowering women and girls (SDG 5), and it is widely recognized as essential for sustained economic growth and poverty reduction".¹

Among the 31 Million people in the Niger Delta, women face several challenges (social, economic, cultural and political) that inhibit their full involvement in economic activities, thereby reinforcing gender inequality and perpetuating the cycle of poverty in the region. Hence MADE's work to integrate women's economic empowerment (WEE) into its M4P approach so women not only have increased access to income and assets but also control/agency – choice and decision making over them.² The programme's WEE activities are facilitated through Market based approaches (adapting women favourable business models), as well as the MADE Gender Talk Group – (GTG) aimed at influencing existing norms and institutions limiting women from taking advantage of the opportunities presented to them by the MADE programme.

¹ https://beamexchange.org/uploads/filer_public/0e/c6/0ec60255-b7-4614-a6c9-920826ed1f3c/wee_m4p_framework_discussion.pdf

² Golla, A et al Understanding and Measuring Women's Economic Empowerment: Definition, Framework and Indicators.

The programme is being guided by globally accepted targets for supporting gender equality - notably, the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW), the Beijing Platform for Action (PfA), SDGs, as well as the DFID – Nigeria Strategy.

2. Gender Based Analysis of MADE Operations and Value Chains

I. Value Chains

The programme intervention value chains include agricultural inputs, palm oil, fisheries, cassava household poultry, Apiculture/bee-keeping, Feed Finishing, Access to Markets, Skills Development, and waste recycling. Remarkable differences between the role and level of participation by men and women in production, processing and marketing are documented in the MADE Poverty and Gender Assessment, Value Chains Strategy Briefs³, ESIP Inception Report⁴, Human Trafficking Vulnerability Assessment Report, Baseline Studies, Intervention Justifications and literature focused in the Niger Delta. A Gender based analysis of the value chains using the Harvard Framework for Gender Analysis⁵ is presented below.

A. Underrepresentation: Activity Profile

Women constitute about 70% of producers, processors and marketers in the cassava, palm oil and household poultry value chain. Women are also predominant at the fish processing (smokers) and marketing functions of the fisheries value chain. They are however present in very little numbers in the agricultural inputs value chain as end buyers, retailers and distributors of fertilizers and crop protection products.

B. Productive Resources: Access and Control Profile

Access and Control Profile analysis of the value chains reveal that though more women are involved in production and processing, they however do not own productive and processing resources such as land and improved processing machines. The preliminary poverty and gender assessment (2014) of the MADE programme identified that access and control over land is determined by **gender** and **seniority**.

The report states that land ownership and inheritance affects women farmers across the Niger Delta except the 'efiks' in Cross River State. Women farmers are generally accorded user rights which is **automatically lost** on marriage (family land) or on divorce (husband's land) as opposed to ownership and control rights of men. In some Niger Delta communities, single women that have attained menopause (or considered to be past marriage age) and divorced women who return to the family, are given family land for cultivation or one-house construction **as long as** land is not scarce and enough for her male siblings and their sons.

Due to the lack of land titling and ownership expressed in the Certificate of Occupancy (C of O), women farmers often have the challenge of accessing finance as they cannot present the land allotted to them to use as collateral when they approach finance institutions for loans. This has resulted in the low level of participation of women as "**owners**" of new/improved processing machines compared to men in the value chains due to their inability to access finance.

³ See MADE Strategy Briefs for Aquaculture, Smoked Fish, Agricultural Inputs, Traditional Poultry, Palm Oil, Cassava

⁴ MADE II - Edo State Investment Portfolio Inception Report – Vol.1. The ESIP component employs a market systems approach focused on creating aspirational employment and income-generating opportunities for vulnerable youth and women in Edo state to counteract the increasing prevalence of illegal international migration.

⁵ The components of the Harvard framework for gender analysis are **activity analysis, access and control analysis, analysis of influencing factors** and the **project cycle analysis**. The MADE preliminary gender assessment report provides a more robust analysis of influencing factors (social norms) that influence gender differences in the activity, access and control in the 5 value chains.

Women’s access to labour is also limited due to the non-availability of business capital compared to their male counterpart that have access to family labour and paid labour with the availability of capital and other financial resources.

C. Socio-Cultural Norms and Institutions: Influencing Factors

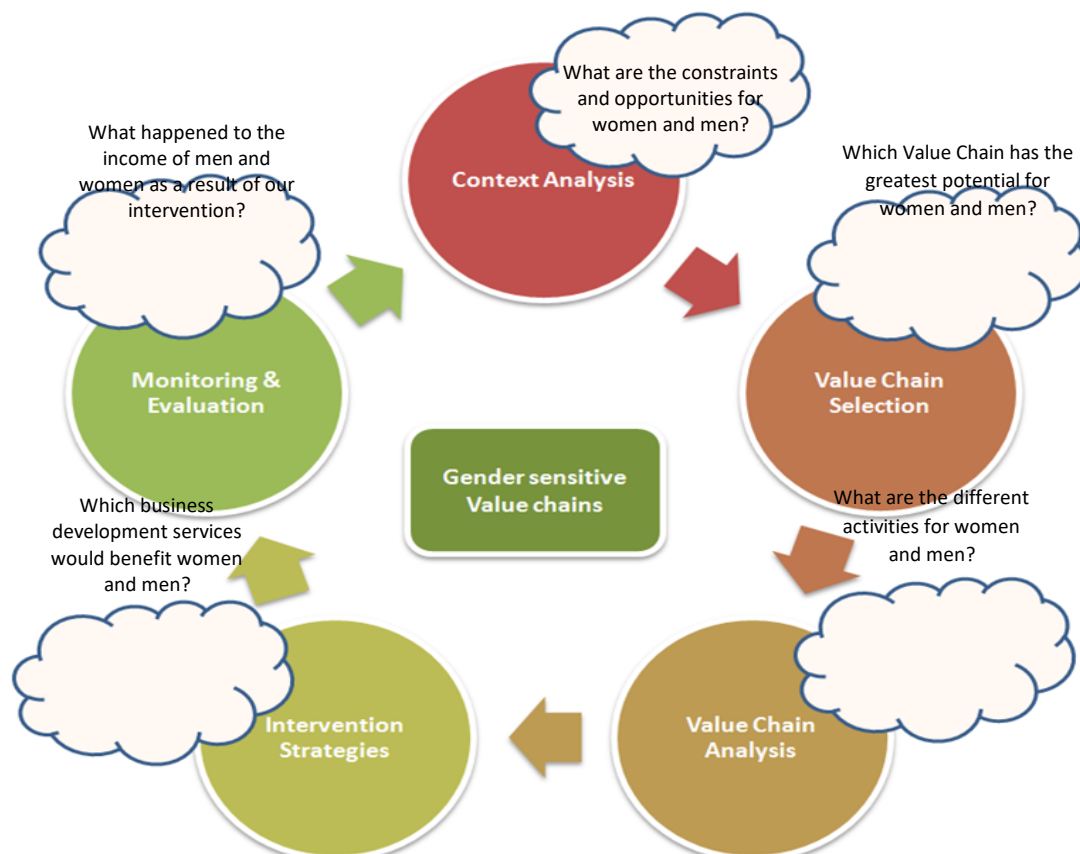
Socio-Cultural Norms at the Community Level

Socio-cultural norms and practices within communities and households in the Niger Delta influence the kind of productive activity men and women (activity profiles) engage in, their access and control of productive resources such as land and improved machines. For instance, most communities in the Delta clearly outline gender tasks within specific value chains – men rare fish ponds and catch wild fish, while women process and market caught and pond fish; production of palm oil is typically a man’s activity. Women who have thought to break the ceiling into male dominated activities have experienced resistance and the toxic social capital syndrome where they are subjected to verbal abuse and community isolation. This also happens in some instances where women have thriving economic ventures or where they purchase land. Men are believed to be better recipients and users of new and improved technologies (technology adoption) than women. New technologies are considered too technical for women and this belief has influenced their activity as patronizers of men in the palm oil processing chain for example, stifling their desire to **own** and **use** these technologies apart from the issue of capital.

Marriage and Household Relations

As reported in the preliminary gender assessment of the MADE programme, the intra-household gender relations that influence men and women’s agency (choice or freewill), power (control) and economic empowerment is rooted in the general belief that women belong to their husbands. So all economic activities planned, budgeted and implemented by these must be with the approval of their husbands. Also, all earnings and achievements from economic activity must be given or ascribed to her husband. The same scenario is often not the case when it is the man and women have been reported to sticking to the prevailing norms and applying “subtle and covert bargaining strategies” in order to be productive even within the limits posed by these norms.

Figure 1: Adapted from Agri Pro Focus Online Course – Gender in Agriculture



II. Management and Administration

Staff gender compositions are important considerations for operations and programming. It is important that staff are considered, valued and favored equally with rights, opportunities (trainings, raises and participation during decision-making) and responsibilities to ensure equal outcomes and shares. There are presently eleven (11) females and twenty-five (26) males on the programme. MADE staff have a good knowledge of gender mainstreaming practices, as the programme has provided staff with gender training in response to a rapid training needs assessment conducted in MADE 1. This is reinforced as staff are regularly updated and orientation for new staff includes gender training. Also, the Gender Specialist who is supported by the Gender/MRM Manager provides continuous gender mainstreaming support to the programme team.

3. MADE Programme Response to the Gender Based Analysis Value Chains

A. Increasing Gender Representation on the MADE Programme

Engendered Work-plans and Budgets

The programme's intervention teams are encouraged to develop and implement engendered documents. This includes activity justifications (i.e. indicate estimates of gender targets for the activity), field trip reports, work-plans and budgets. The sex of clients targeted for activities should be clearly enunciated and budgeted for. This proactive gender planning is crucial to reaching the programme's target of 50% women and men. Engendered activities and expenditure budgets can be developed in two ways:

- Activities/Budgets specifically targeted to groups of **either** women or men in the value chains to meet prioritised needs.
- Activities/Budgets specifically **stated** to promote equal opportunities for both women and men.

Developing and Implementing Context Specific Gender Activities Across Sectors

The opportunity to provide equal opportunities to MADE's male and female beneficiaries exists in the design of the programme. There is also great opportunity to carry out gender-specific action targeting women (and in rare cases men) exclusively in almost all the intervention value chains. This is with a view to redress existing gender inequalities and discrimination prevalent in the Niger Delta patriarchal system. According to the ILO Gender Mainstreaming Strategy (GEMS), the advancement of women is a **necessary strategy** whenever they are in a disadvantaged position as compared to men, because treating everybody equal in a situation of inequality will not tip the balance towards more equality. In the light of this, it is suggested that the MADE programme should design special interventions for women economic empowerment (WEE) within existing value chains. For example, interventions targeting the improved incomes of cassava wet-cake women through improved machines introduction and adoption, women pastries sellers using high quality cassava flour either as replacement or support to the usual flour, women cassava peelers, and vegetable women in the agricultural input value chain. Further activities targeting the improved incomes of women involved in:

- Micro-Distribution and Retailing of FMCGs;
- Skills development;
- Soap making from palm fruits
- Palm oil traditional women processors present in Ondo and Edo States.

Build Networks of Gender Champions

It is important that MADE seeks **gender advocates/champions** in private sector, government's ministries, departments and agencies (MDAs). Introducing and aligning MADE's programmes to those

⁶ Identified in the MADE poverty and gender assessment 2014.

of the State Governments will provide the leverage that is needed as an entry point and the enabling environment for economic growth of the value chains especially for women.

The MADE Gender Specialist will engage representatives of leading organisations in gender mainstreaming to reinforce capacity and present talks to address gender inequality in economic enterprises. These leading organizations include the United Nations Women (UN Women) Programme, Food and Agricultural Organization (FAO) and the United Nations Development Programme (UNDP).

Gender **champions** will include these categories of individuals:

- Forum of Wives of Governors of the Niger Delta States.
- State Ministries of Women Affairs and Social Development.
- Widows Groups. Rural Women and Orphans Foundation - RUWOF and "Widows Might" have been identified in Imo and Akwa Ibom State respectively. They are involved in Processing in the Cassava Value Chain.
- Market Women.

Women and men cooperatives in Cassava, Fisheries, Palm Oil, Household Poultry and Vegetables have been identified in Cross River, Delta and Bayelsa States. These cooperatives are system nodes for MADE. A few of them have been identified and have been shared with the larger intervention teams as entry points to ensure gender equity through the participation and growth of these cooperatives on the MADE programme. The inclusion and strengthening of women cooperatives in MADE interventions also helps support women in decision-making (agency and power).

For continued external support, the MADE Gender Specialist has joined the *Gender in Value Chain* network of AgriProFocus – a community of gender and value chain experts, for shared knowledge and learning. This network and learnings provide real time resources that will serve to improve the MADE Programme goals. The DFID Women Economic Empowerment (WEE) and Gender Group Learning group meetings comprised of gender experts and team leaders from GEMS 2, 3, 4, Propcom, and ENABLE was set up with the aim of sharing ideas of how to integrate gender and women's economic empowerment into M4P and private sector programmes.

Increasing Access to Productive Resources

Access to Finance

MADE programme aims at removing gender barriers to women economic empowerment as well as ensure the financial inclusion for poor men and women in the value chains. Lessons from eight agricultural value chains and market development programmes revealed that only **one** of such programmes was able to increase women ownership and control of agricultural assets⁷. Across MADE's value chains, women are found at the machine-users end of the market. To increase the number of women owning oil processing mills, mobile cassava graters, fish smoking kilns.

MADE Access to Finance strategy will facilitate linkages and build the capacity of women associations and producers in order to make them finance-ready for finance institutions. This would ensure that MADE is not only a programme reaching to 50% women clients/beneficiaries but especially enabling women to break through the glass ceiling in each value chain. Thus transcending from the role of users (e.g. users at oil processing mills), to owners and controllers of agricultural assets.

C. Influencing Prevailing Socio-cultural Norms and Institutions

Gender Advocacy and Communication

Another way to stimulate widespread gender capacity building and change, is through the mass media. Gender results on the programme will be integrated into the regular means of communication (e.g. newsletters, progress reports or social media channels, website) to promote information sharing and contribute to awareness-building and advocacy efforts. Other possible means to communicate information on gender issues and results are through workshops, e-discussions or the dissemination of case studies and success stories.

Gender advocacy meetings and workshops are proposed to provide updated information on the present (or changing) gender situation in the value chains; government or development organizational mandates on gender equality and women empowerment; efforts of stakeholders and other actors in promoting gender equality; and good practices in women's economic empowerment as experienced by MADE, partners or by others in areas related to the MADE programme.

Presentation of research findings to women focused organisations/made gender champions to discuss issues and develop strategies for advocacy where relevant will be encouraged on the MADE programme. Furthermore, the Gender Specialist in close collaboration with the Communication and Advocacy team will engage women beneficiaries in the development of strategies for addressing issues with local authorities and government officials. These advocacy meetings of gender champions and programme beneficiaries will likely be planned around the following important dates yearly:

- International Women's Day (IWD) – 8th March;
- International Widows Day - 23rd June;
- World Food Day - 16th October;
- 16 days of activism against gender – based violence - Nov 25 – Dec. 10.

For every event there should be sufficient media coverage for publicity and awareness creation targeted at the public. Also, as an ongoing practice, social media tweet sessions could be facilitated with the support of the Communication and Advocacy team on different gender issues in the value chains. These "**Tweet-a-ton**" sessions will involve members of the MADE Gender Talk Group.

⁷ See Gender, Assets and Agricultural Development: Lessons from Eight Programmes (IFPRI, 2015)

Measurement and Results Monitoring (MRM)

Data collection on the programme including research, meetings, demonstrations, trainings, and workshops will **always** be disaggregated by gender. Gender-disaggregated information is more than simply collecting data from/on men and women and will also be designed to reveal hidden gender dynamics⁸. The Measurement and Results Monitoring (MRM) team have designed gender-disaggregated monitoring and data capture tools and provided training to intervention teams and partners on how and when to use the tools. For MADE, the strategic approach of allowing the monitoring function to be a shared responsibility of partners as well as women and men of the partner beneficiaries in cooperation with the MRM team serves to build capacity.

CASE STUDIES - The use of case studies (qualitative assessment) as a monitoring and evaluation tool to assess MADE's gender results is recommended and will be implemented. This will help provide in-depth information on the output, outcome and impact of the project on behaviours, attitudes and perceptions of men and women in the value chains (per state). Case studies will be systematized in the MRM process or utilized in an ad hoc manner. Assessing the progress (monitoring) of men and women as well as the presence (evaluation) of predefined log-frame indicators within the value chains.

Women and men specific focus group discussions and interviews when monitoring progress towards objectives will ensure that voice is given to women and men in accountability structures. The MRM team will also ensure that gender training is provided for staff conducting surveys, administering questionnaires or conducting focus group discussions.

Specifying gender expertise in terms of reference (TORs) documents for monitoring and evaluation studies on the programme is necessary.

II. Management and Administration

Recruitment and Human Resources

The MADE programme will promote equal opportunity for men and women staff. Staff **MUST** be considered, valued and favored equally with rights, opportunities (trainings, raises and participation during decision-making) and responsibilities to ensure equal outcomes and shares. Gender mainstreaming activities in human resources such as equal opportunities policies explicitly expressed in the hiring process. The programme would retain a positive bias to hiring more women on the programme as the need arises. MADE official drafts of vacancy announcements and TORs would include this clause - **Female specialists are strongly encouraged to apply!** It is also recommended to be a standard clause in the contracts for staff, consultants, and local service providers (LSPs) indicating that basic gender analysis, planning and reporting is an integral part of the responsibilities.

Just as a briefing session on security is facilitated for new hires on the MADE programme, there is need to provide gender-mainstreaming sessions to newly hired technical staff, implementing partners and local service providers. MADE will also develop and implement gender activities into the functions of all MADE staff job descriptions.

Documentation

It is strongly suggested that MADE human resources, and communications department incorporate gender sensitive terms and discontinue language bias (the use of 'he' or 'chairman') on job descriptions, vacancy announcements and terms of reference (TORs).

⁸ Collecting Gender Disaggregated Data: Integrating Gender Sensitivity in the MADE Market Analysis Data Collection Process November 2013.

Support for Work-Life Balance

Improving the working conditions for both male and female staff on the programme involves creating a family-friendly work place encouraged by management. MADE will support and provide a family-friendly work space by promoting and implementing staff maternity protection and paternity leave.

Preventing Gender-Pay Gap

MADE implements and promotes equal pay for staff based on competencies and experience and discourages discriminations thereby preventing a gender pay gap⁹.

MADE Gender Focal Point

Management support is needed for gender mainstreaming on the MADE programme. With the support of MADE management, all MADE staff especially the value chain intervention managers are advised to stay informed on the main gender concerns and latest gender-related developments in their area of expertise. The gender specialist should share relevant gender-specific information, concerns and enquiry with colleagues.

The MADE Gender Focal Point is intended to assist in ensuring that gender issues and reporting are incorporated in all interventions of the program. Presently, steps have been taken by the programme to institutionalise gender by the hiring of a gender specialist and providing a budget for gender-focused activities. More gender mainstreaming action is needed with management support so that this office does not become a stand-alone function, separated with little or no influence to MADE programming.

A programme senior gender/measurement and results monitoring MRM manager supervises the gender officer giving her the support she needs. The authority and seniority of this role ensures that introducing change from above will be possible in an organisation accustomed to hierarchical top-down forms of decision-making.

Incentivising the Gender Dashboard

The Gender Focal person on the MADE programme will be in charge of developing quarterly and comparative gender statistics from the reports of the interventions. The Gender Dashboard is a way of reflecting visibly which value chain contributed the most to the women figures in a quarter. It is recommended that the winning intervention team should then be incentivised to achieve more, while others are inspired to be more gender transformative in their approaches.

Capacity-Building for Staff and Partners Gender Training

Gender-Sensitive client mapping and mobilization for MADE activities across the value chains is important and vital to achieving the programme goal of reaching 50% women. This will be achieved if there is proactive planning and implementation as a result of increase in gender awareness of all staff on the programme. Remarkably, the programme has provided gender training to existing staff which is contributing to gender-programming across interventions. Accordingly, local service providers (LSPs), cofacilitators and partners on the programme have received gender training at one point or the other and they are being updated from time to time. Staff and partners training activity would be further boosted with the gender guidelines or checklists. Yearly or biannual gender capacity building trainings aimed at improving gender-based analysis, planning and implementation is vital. To incentivise gender mainstreaming in the value chains, recognition for staff whose activity show better gender inclusivity is recommended.

Each community in the Niger Delta is unique with set cultural norms, practices (farming and visitor-relations), totems and taboos. Staff and partners' understanding of the communities gender roles and

⁹ Gender pay gap is the difference between male and female earnings expressed as a percentage of male earnings, according to the [OECD](#) – culled from Wikipedia.org.

practices will aid the planning for workshops, trainings, demonstrations and other interactions. This will also reflect the number and gender of participants who eventually attend planned activities.

There is need for staff and partners to improve the client mapping approaches for activities taking into consideration the availability, special needs and constraints of both male and female beneficiaries. For example, some Niger Delta communities have women farmers available **only** at certain times of the day even for improved technology demonstrations. Availability could be very early in the morning or early evening depending on their farm schedule. Often times, evening meetings could be counterproductive for women participation if their preference is to prepare the evening meal for the family.

4. Women's Economic Empowerment, Potential Social Exclusion Risks and Mitigation Strategies

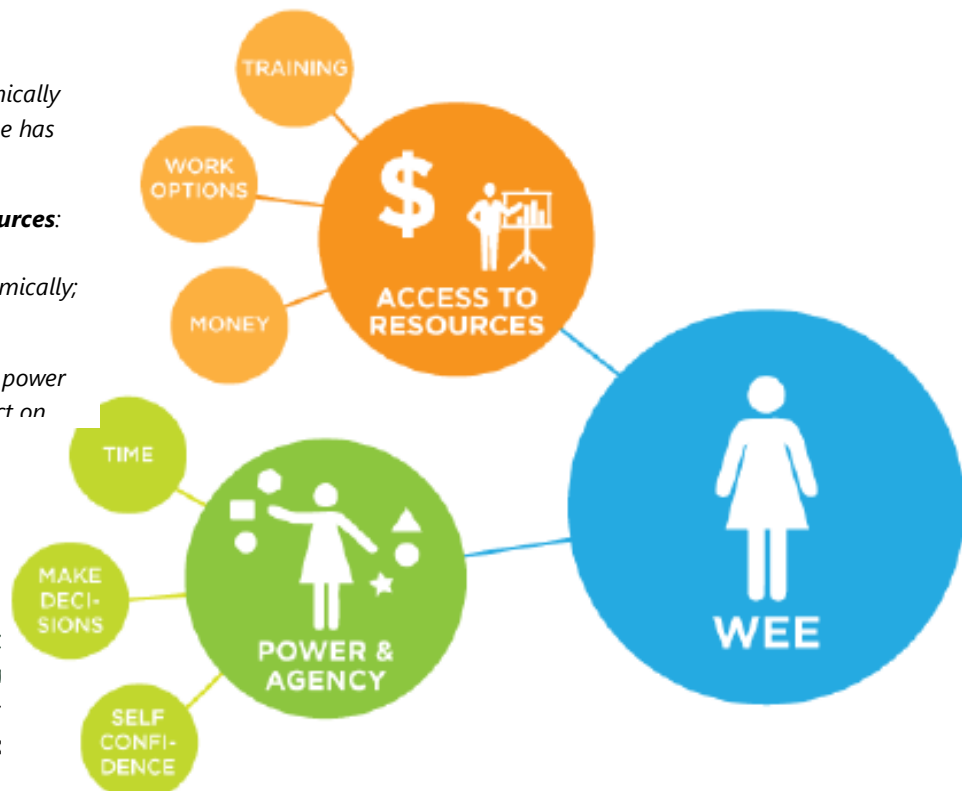
Women's economic empowerment (WEE) refers to the process of enhancing women with the ability to advance and succeed economically. It is also the process of empowering them with the **power** (control) and **agency** (choice) to act on economic decisions.

WOMEN ECONOMIC EMPOWERMENT – WEE

"A woman is economically empowered when she has both:

- a) **access to resources:** the options to advance economically; and
- b) **agency:** the power to make and act on

Golla, A et al *Unc and Indicators. In Women's econor norms/institutio*



Resources can be described as building blocks for economic success enabling men and women to exercise power and agency. **Norms/ Institutions** are influencers of how resources are distributed (e.g. land ownership laws).

MADE will address women's economic empowerment through the **resource route** by facilitating the following processes with local facilitators:

- Literacy training for women in the various value chains, providing individual resources to boost women's agency (choices);
- Women economic empowerment at the level of social networks. This involves leveraging on the coordinative ability of existing women groups in the value chains to reach more women clients/beneficiaries. The programme will also build the capacity of the existing cooperatives (OCAT) to better function in the value chain;
- Business Development Service trainings for women in the value chains to build their enterprise skills enabling them to access loans from financial institutions;
- The access to finance (A2F) component of the programme will work with financial institutions on lowering the bar on microcredit for women or special agricultural products developed by banks to remove constraints to financial resources that may allow women to advance economically.

MADE as an economic growth project **will not** take to community campaigns to change social institutions that presents barriers to women's agency (choices); but will focus on market-based approaches of how market actors (e.g. Saro) and other economic institutions treat women (Saro's adaptation of her business module to accommodate women - smaller packs of fertilizers) and allow for their economic advancement. Advocacy engagements with the Communications and Advocacy team and exchange visits with women role models will also serve to influence existing norms and institutions limiting the economic empowerment of women.

The MADE programme will consider in advance the unintended negative consequences (social exclusion) of empowering women and prepare mitigation strategies for these risks. In as much as the programme is optimistic about reaching and improving the incomes of 50% of women, it needs to plan ahead in order to address the negative socio-cultural risks that this implies for women in a patriarchal society. Care International, a UK charity has identified the unintended consequences of women economic empowerment¹⁰ and these might be evident as a result of MADE's programmes. They include:

- Increased risk of domestic violence or gender-based violence (GBV) as increased control over resources and assets improve for women upsetting household power dynamics¹¹.
- "Toxic Social Capital" results when women are subjected to social community isolation or verbal abuse or comments when they purchase land in some communities of the Niger Delta. In these communities, women with enough funds to purchase oil palm plantations and land are perceived as prostitutes who gather their resources from men and violate the practice which forbids women from owning land.

Literature also suggests that women who do not face reprisals in form of domestic violence or verbal abuse, gain more responsibility which captures the gains from their improved income. These are the backlashes, women are likely to face for being empowered. MADE is proposing a gender transformational strategy, that involves men/women and has the lowest risks for violence against women. This includes adopting the following principles in value chain interventions and training curriculum:

- Encouraging women/men beneficiaries to implement joint household and agribusiness decision making¹². Including men from the onset makes them gender champions, reducing the potential for a face-off position between men and women. Male inclusion in MADE engagements is also necessary to prevent the backlash to them as a result of their new transformed knowledge, attitude and practice (KAP) to be more inclusive accepting more household responsibilities and sharing income control with women.
- Promote the "women-model successful-in-agribusiness" figure **only** in less culturally conservative communities where women's increased autonomy is not associated with an increased risk of violence. This violence prevention initiative (exclusion of the female model in culturally conservative communities) will ensure that women who pioneer change in the community are not at risk of violence.
- In culturally sensitive communities, the introduction of exchange visits to communities where women model exist will help mitigate the risk of gender-based violence. The visiting team from the conservative community should include the culture/traditional gate-keepers (which are mostly men), elderly women and the target group. These are also gender-champions.

The MADE programme will also consider in advance the unintended negative gender consequences of introducing new technologies (economic displacement). Displacement of women (sometimes men too) through the introduction of new technology. It is most likely that women who processed palm oil traditionally by mashing the fruits with the feet; and those who use manual presses to separate the chaff from the nuts are being displaced by the SSPEs that the MADE programme is promoting. The SSPEs would increase product quantity and improve oil quality leading to the net increase in household income. The Sprayer service (crop protection product - CPP) in agricultural inputs value chain aimed at

¹⁰ See <http://insights.careinternational.org.uk/development-blog/private-sector-engagement/empowerment-beyond-the-buzzword-the-unintended-consequences-of-empowering-women>

¹¹ This risk is minimal in the Konkri value chain where a key informant reports that women who allowed their increased resources to cause insubordination in the home were reported to the association in Delta State for disciplinary action. This act the informant said curbs the excesses of the defaulting members and prevents domestic violence but this only reinforces prevailing social norms and social exclusion for women.

¹² Governance and Social Development Resource Centre (GSDRC) Applied Knowledge Services Helpdesk Question - Economic Empowerment and Violence against Women and Girls

promoting good weed control agricultural practice displaces women from their role as weeders in farms.
These technological innovations appear to **DO-MORE-HARM** to women

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Annex A: Activity, Access and Control Profile

Value Chain	Activities/Tasks	Women (% Involvement)	Men (% Involvement)
Aquaculture	Producers – Pond Fish	20%	80%
	Wild capture	30%	70%
	Wholesalers/Retailers	98%	2%
Smoked Fish	Fisher-folk	37%	63%
	Processing	99%	1%
	Wholesalers/Retailers	98%	2%
Palm Oil ¹³	Plantation owners	22%	78%
	Plantation leasers	20%	80%
	Processing (users)		
	Processing (mill owners)	20%	80%
	Wholesalers	60%	40%
	Retailers	90%	10%
Cassava	Production (Land ownership/lease)		
	Production (hoeing weeding, harvesting)	70%	30%
	Processing for Food market (peeling and grating into wet cake)	70%	30%
	Marketing (wholesale and retailing)	80%	20%
Agricultural Inputs (Fertilizers and CPPs)	Distributor	20%	80%
	Retailers	30%	70%
	End-buyers/users	50%	50%
	CPP Sprayers	0%	100%
Traditional Poultry	Producers	73 ¹⁴ %	27%
	Marketers (weekly and daily markets)	About 60%	40%

Annex B: Principles for Achieving Sustainable Women Economic Empowerment (WEE)

MADE will apply the following basic principles in programme design, and which constitutes good practice in programme implementation as well as in executing this Strategy:

- Apply a gender lens to rural and agricultural markets by combining market analysis with gender analysis, to enable better targeting and identification of opportunities for women to earn or increase their income;

¹³ These are overall average estimates for the Niger Delta. Slight differences in the Oil Palm figures were observed in different states of the Delta.

¹⁴ Figure from MADE poultry baseline study

- Select markets with greater potential to achieve sustainable WEE outcomes such as enabling women to gain confidence, leadership and decision-making skills within their households, communities and enterprises;
- Mainstream WEE into all interventions such that women can benefit equally as men, and where necessary, design and implement WEE-specific interventions to tackle the underlying systemic constraints faced by women, utilizing a broader WEE perspective to improve women's power and agency over their income;
- Design interventions that specifically address barriers that women experience, including lack of skills and access, discrimination and balancing their income earning activities with unpaid care and household work. This may include investing in activities or developing partnerships to specifically address the barriers;
- Address cultural and social norms in cases where they could hinder the realization of WEE outcomes through a gender analysis to understand the environment and dynamics. The programme will work with a 'do no harm' approach;
- Promote a gender-sensitive approach when working with our partners including making the business case for WEE. Where possible, identify and work with partners that demonstrate potential to create systemic change to achieve WEE at scale;
- Track and report on WEE outcomes through the Programme's monitoring and evaluation system, and use the lessons learnt to inform subsequent interventions. This includes disaggregation of data by gender in all reporting (results chains, quarterly and annual reports) and rigorous gender analysis of results;
- Develop team capacity through regular trainings on gender equality and WEE and draw on support from the Gender Equality & WEE Specialist in intervention design, implementation, monitoring and evaluation.

Annex C: Gender Considerations for MADE Events

Preparation and planning

- Who are the intended participants at the planned MADE event? What are the obstacles to women's and men's equal and full participation at the event (security considerations, financial, family life obligations, professional duties, legal constraints, moral/religious considerations etc)?
- The event facilitator should be gender-sensitive and should not use derogatory or sexist comments during the activity. He or she should be aware of the specific gender issues affecting the learning environment?
- Is the activity time adapted to women's and men's schedule? (Does not conflict with other responsibilities, curfews, safety concerns....)
- Every activity should be prepared to incorporate gender issues and should involve the Gender Specialist to help provide gender-appropriate language and delivery technique?

Process

- Is the activity content meaningful to women's and men's experience?
- Is the oral and written text using non-sexist language? Are images and illustrations reflecting and valuing both women's and men's experiences?
- Are MADE activities facilitated in inclusive, participatory and "gender transformative" ways in order to ensure women's and men's full and equal participation?

- Methods that encourage equal participation include: group discussions, discussions in pairs, system of rotating chair, limited speaking time per participant, to go around the table and ask each participant to say a few words....etc.)
- Is the male/female distribution being monitored within each activity? (i.e. mixed or single-sex groups, as appropriate)

Post-event

- Do the final report/
- recommendations/statements/publications fully reflect the gender issues raised during the discussions?
- Will any impact analysis on this event explore how female and male participants are applying the newly acquired resolutions, skills and content?

Annex D: Gender Considerations for MADE Terms of Reference Surveys & Research

- Do the TOR of the lead consultant require that gender be factored into planning, design and implementation of the survey?
- Do the TOR require that the survey team develop gender sensitive indicators and collect, both sex-disaggregated data and qualitative information from women and men?
- Is there gender expertise in the design group?
- Does the research design have gender-responsive objectives, outcomes and indicators?
- Was the different knowledge and experiences of women and men taken into account when the survey topic, geographic area and the target groups were identified?
- Will men and women both be interviewed, and both be beneficiaries?
- Will the survey tool explore the different needs (practical and strategic), roles, knowledge and experience of women and men?
- Is there a process in place to ensure that the data collectors and analysts have proven experience in gender analysis?
- Is there a gender balance of male and female data collectors?
- Is the gender lessons learned from this survey featured in the report and the follow-up consultation related to the report?
- Do we have a mechanism in place to ensure that this survey/research design and its gender insights influence policy? Have direct links between this research and the policy of MADE and the relevant interventions been clearly made?
- Do we have a mechanism to feed the findings from the survey/research into our programmes and policies?

Annex E: Gender Based Analysis (GBA) of Value Chains across Markets Development and ESIP Sectors

Annex F: Gender Mainstreaming Workplan (Embedded)



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