

3. Value Chain Analysis

3.1 Data collection for value chain analysis at macro-, meso-and micro level

Tool 3.1 Data collection for value chain analysis at macro-, meso- and micro-level

By Terrillon based on SNV

Why use this tool?

To raise awareness of the complexity of the system in which a value chain operates. The tools help to identify different stakeholders and how they mutually influence one and another in a positive or negative manner. The preliminary mapping should shed a light on the following aspects:

- For each level (macro, meso, micro), what are the institutions, organizations and individuals involved?
- What is their level of awareness on gender equality issues?
- Which ones are advocates of gender equality issues?
- What are the interactions between them and with other organizations working in the sector?
- What actors have the potential to work towards the achievement of gender equality goals/ impacts in the value chain?
- What financial and technical partners have a strong commitment for and dedicate resources to gender equality issues?

Who applies the tool and for whom?

Practitioners based on desk study, field work and focus group discussions.

What do you gain from using it?

Analyzing the chain with a gender perspective consists of facilitating the collection of sex-disaggregated quantitative and qualitative data at the macro-, meso- and micro-levels using both a gender and a VCD perspective. The purpose is to identify and facilitate discussions on gaps, discriminations and key gender issues, keeping in mind the multiple dimensions and levels on which gender inequalities and opportunities operate:

Figure 13: Dimensions/ Levels (Source: Terrillon, SNV, 2010)

Dimensions	Levels
economic	individual
psychological	household
social	community
political	market
...	institutional
	national
	international

Going through such an analysis provides an overview according to the following grid:

Figure 14: Data collection template (Source: Terrillon, SNV, 2010)

	A. Gender roles	B. Gendered access to resources	C. Gendered control over benefits	D: Gendered influence on enabling factors
Macro level				
Meso level				
Micro level				

Macro gender value chains analysis

This tool proposes points of attention, formulated as questions, which serve as a checklist to understand the specific context of the chosen value chain. According to the results of the analysis, key gender-based issues (constraints and opportunities) are identified and appropriate options for systemic action are selected.

Step 1 cultural setting

An analysis of the overall cultural setting, the values and norms and the institutional environment needs special attention before heading towards a gendered value chain analysis on macro-level. The following aspects should be looked at:

- What is the cultural, ethnic context in which we work? Which religion or ideology is dominating the society?
- What are the norms and values regarding women's roles and responsibilities?
 - What are the stereotypes, perceptions and values regarding women's economic contributions?
 - How do they affect sexual division of labor?
 - What is societies' willingness to accept new gender roles/ responsibilities?

Step 2 regulations and legislations

Norms and values regarding gender roles have influenced the regulations and legislations around key issues such as labor, access to resources (inheritance law, etc.), market demand (local, national, international). Some are in favor of greater gender equality and others are not:

- How is the overall legislative and regulatory environment relating to women's status and economic rights (labor law, inheritance and property, personal and family code)?
 - What is the influence of customary law and religion and substantive law? Which one is applied? In what cases?
 - What is the impact of these regulations/ legislations on women's freedom of choice, access to resources and to benefits?
 - Are provisions in laws relating to women's rights known and enforced?
- Concerning public institutions:
 - Are they gender-sensitive/ -aware?
 - Are they aware of women's specific needs and interests?
 - Do they have gender mainstreaming capacities (gender-based analysis, implementation, and assessment) and resources (human, financial)?
- Has the government made commitments to address gender equality issues in this value chain/ sector?
 - Is there a policy document (e.g. national, regional or local policy/ plan for gender equality) that expressly states the government's commitment to gender equality?

- Does this policy expressly outline how and by whom gender mainstreaming is to be undertaken (this delineates lines of accountability and responsibility)?
- Are these commitments reflected in sector policies in forestry/ agriculture/ rural development or in the framework of trade liberalization and export promotion policies?
- Do agricultural sector policies and programs take into consideration women's specific needs and interests? Do they consider the potentially differential impact on men and women?

Step 3 Macro-analysis

With the answer to the questions of step 1 and step 2 in mind, an in-depth macro-analysis can be facilitated using the gender grid below as framework. The macro-level deals with the overall institutional environment and interrelations between actors throughout the chain and analyzes whether these are conducive to the development of pro-poor, equitable, inclusive and responsive value chains.

The gender grid helps to identify and discuss with stakeholders key gender issues in relation to the cultural setting and the institutional and regulatory framework in which the value chains operate.

The questions in the grid are indicative and very general and will vary according to a specific context. However, it can help to identify underlying causes of discriminations and gaps. After this, the objective to improve gender equality can be determined.

Meso gender and value chain analysis

This meso-analysis deals with the Gender Sensitivity of specific local structures; it focuses on institutions and organizations and their delivery systems. It investigates whether they reflect gender equality principles in their structure, in their culture, in the services they provide and in the way these services are provided (producer groups, BDS, etc.).

Micro gender and value chain analysis

The macro- and meso-analyses deal with outreach and impacts. The micro-level analysis helps to identify major constraints faced by women at the household level, which will have repercussions on the meso- and macro-levels.

Figure 15: Macro-, meso- and micro-analysis grids (Source: Terrillon, SNV, 2010)

Macro Analysis	
Gender Grid	Check List-Macro Analysis
<p>Gender roles Looks at sexual division of labor within the chain: where in the chain are women and men active ("vertical integration")?</p>	<ul style="list-style-type: none"> • What is the portion of men and women working in this specific sector/value chain by activity (supply, production, processing, transportation, trade)? • Are they part of the formal or the informal economy? • What are the functional as well as sexual divisions of labor and roles within the different segments of the value chain (production, processing, trading and marketing, consumers, etc.) according to gender roles? • Are there any segments where the presence of women is more important? Are women involved in stages where value added is generated? Where is actual income earned? • What is the visibility and value granted to women's role? What are the perceptions by women themselves, men and the community? What is the nature of women's work? Is it a temporary/casual type of work? Are women only used as unpaid labor?

<p>Gendered access to resources Looks at how resources are shared/ distributed according to laws/ regulations and norms and values</p>	<ul style="list-style-type: none"> • What are men’s and women’s entitlements? What are the characteristics and factors that mediate men’s and women’s access to and control over different types of resources (natural, productive and services)? • What is women’s access to information on production, organizations and services available? Through what means of communication? Are these adapted to the possibilities of women? • What are capabilities of women to use these resources? • Who owns the land/trees/harvest, etc.? • Is information more difficult to obtain for women producers in “feminine” or in mixed value chains? What about access to information for women in other segments of the value chain (e.g. processors, or traders) • If there are constraints; what are the main constraints faced by women in different segments of the value chain? (women’s lower level of education, more marginalized and lesser access to “networks”, project, programs, less visible within segments of the value chain, less control over information? etc.) • Any specific information on market segments relevant for gender issues? (Eg. increase product offer to low income consumers in order to improve quality of life such as nutrition) • How can poor groups and other stakeholders obtain information about services in the sector, or market information?
<p>Gendered control over benefits Looks at women’s and men’s roles in the management of the chain (“horizontal integration”) and the power dynamics</p>	<ul style="list-style-type: none"> • Are there any uneven power relationships? Any gender-related discriminations/ exclusions? • How is power distributed within production and exchange relationships across the value chain? • Are benefits distributed/ concentrated in one segment of the chain? • Who decides? Who controls benefits? • What are the disempowering dynamics? • What are the entitlement capabilities of men and women throughout the value chain? Is there any uneven distribution of these capabilities? • What alternatives (choices) do women have regarding chain activities and chain management? • What is the ability of producers (male/ female) to influence the price? What are the opportunities for negotiation (voice, participation, inclusiveness) (indebtedness, sub-optimal contracting)? Who signs the contract for the sale of the product? • Do women in different segments of the value chain earn more income following the intervention (if any)? • Are women’s roles changing? Do they take leadership positions? Do they sign contracts? • What is women’s own perception of change? Did they gain more self-confidence, credibility? • Can these changes be interpreted as empowerment?
<p>Gendered influence on enabling factors Wants to determine how women/ men leaders can influence policy-making and legislations to promote their economic rights and make the overall environment more conducive to gender equality</p>	<ul style="list-style-type: none"> • What is women’s ability to influence decisions/ policies/ programs at all levels? • Do they have access to specific spaces of power (invited or claimed spaces), and places of power (municipal council, parliament, etc.)? Do they have the opportunity to speak? Are women’s voices heard? Are they listened to? Which women’s voices? • Are women in specific segments of this value chain/ sector/ activity organized? • Do they build strategic alliances with institutions working on gender issues such as women’s rights organizations and platforms? • Are institutions working on women’s and gender issues in this sector? Are women producers or farmers associations involved in decision-making at national policy and planning levels?

Meso analysis	
Gender Grid	Check List-Meso Analysis
<p>Gender roles Analysis of women's positioning within organizations (producers, users, processors) of VC (internal governance)</p>	<ul style="list-style-type: none"> • What is women's role and positioning within these organizations? • Do they face specific constraints (representation in decision-making instances, power to influence decisions, etc.)?
<p>Gendered access to resources Wants to understand women's specific needs in terms of access to resources</p>	<ul style="list-style-type: none"> • Do women have access to land, water and technology? • Do women have access to information and education? • Do women have access to and responsiveness of value chain development services: • What is women's access to business development services? • Do female producer groups have the same access to BDS? If not, why? • Are technological innovations and investments specifically addressed at men, or also at women? Are they adapted to women's needs (physical strength and daily schedules)? • Are women specific BDS needed to support female producers? • Are BDS adapted to female producer's specific needs (daily schedules, lower educational levels, etc.)? • Is childcare available? • Do service providers know how to perform gender mainstreaming to better analyze/ understand and address these constraints? Are they attentive to delivering gender-sensitive services? Are they gender-sensitive in their approach? • Do service providers apply institutional/ organizational gender mainstreaming? • Employment in BDS: does it foster employment of women? Are employment opportunities equitable? How are the working conditions? • Access to and responsiveness of financial services: • Do women who concentrate in specific segments of value chains face particular constraints in accessing financial services? What are these constraints? • What are their specific needs? (investment and cash flow needs/social pressure to face school fees and food items) • Are financial services adapted to their needs? What are the most suitable financial products? • Are there any institutions (private or public sector) which specialize in facilitating women's access to financial services?
<p>Gendered control over benefits Looks at power relations within groups/ associations, whether they are inclusive and how costs and benefits are shared</p>	<ul style="list-style-type: none"> • Are women members of producer groups? • Do they take part in meetings? Do they have the right to voice their needs and vote? • Do they have the right to access social and financial benefits offered by the organization? • Do they have the opportunity to be elected to governing bodies and if so, are they elected and to what degree? • Are there any special measures in the Articles of Association such as quotas to guarantee their participation in decision-making?
<p>Gendered influence on enabling factors Looks at the "empowerment side of groups and associations in terms of access to arenas where decisions are made"</p>	<ul style="list-style-type: none"> • What are female leaders' capacities to influence collective decision-making about sector services and value chain development? • How can those who do not have access to resources and services be included? • In what "claimed or invited" spaces and places?

Micro Analysis	
Gender Grid	Check List-Micro Analysis
Gender roles	<ul style="list-style-type: none"> • What is the sexual division of labor within the household (socially determined gender roles)? What are men's and women's reproductive roles? What tasks are performed by men and women? • How much time and energy are spent on these different tasks? • How does it relate to women and men's other roles (reproductive/ community)? • How does the work performed in the value chain add to their work burden?
Gendered access to resources	<ul style="list-style-type: none"> • What is women's and men's access to resources needed to perform tasks? • Are there any specific constraints faced by women in particular? • See 4.1b on differentiated access to resources.
Gendered control over benefits	<ul style="list-style-type: none"> • Do women/ men benefit equally at the household level? Who earns income? Who decides on the use of the income? Who decides on family budget allocation? What is women's decision-making power on spending of the household budget? • Are other types of benefits generated by women (financial, visibility, credibility, better access to information and social networks)?
Gendered influence on power dynamics within the household	<ul style="list-style-type: none"> • How is women's contribution in the value chain (?) perceived at household level? • Are gender roles changing? If yes, is women's changing role/ increased income valued within the household? Within the community? Does it have an impact on her decision-making and negotiating power? • Do women attend/ participate in more meetings at community level? Do they speak up? • For what purpose is additional income generated by the intervention spent? • What are the changes in men's behaviors/ attitudes? Do men still take their responsibilities within the household? Do they get involved in household chores and child rearing to support their wives?

Credits

Terrillon, Jacqueline, 2010, 'Gender mainstreaming in value chain development – Practical guidelines and tools', Corporate Network Agriculture, SNV, 2010.



3.2 Gender-sensitive value chain mapping

Tool 3.2a Making a gender-sensitive value chain map

By Vanderschaeghe and Lindo

Why use this tool?

Gender mapping focuses on making women visible in a value chain. Although women are participating in most of agricultural value chains, women tend to be invisible:

- In the production process, men are assumed to be the producers, which hide women's contributions as partner in the farm and family business.
- In the processing and marketing process, women owned businesses are often considered as domestic and small-scale, or as informal workshops with low technology input. This contributes to the perception that these businesses are little competitive and therefore irrelevant for development. As a consequence, these businesses are often ignored in chain mapping.
- Workers/ contracted laborers/ employees, particularly female workers, are little visible and seldom invited to participate in a value chain analysis or the formulation of an upgrading strategy.

What do you gain from using it?

- Get a global gender-sensitive picture of the value chain, the actors involved, their linkages and the percentages of man and women in each chain segment.
- Gain insight in the difference between man and women in terms of activities as well as access and control over resources.
- Identify opportunities for women to upgrade their position.
- Identify constraints and opportunities for women to participate in the value chain as well as an analysis of differences in power (positions) in the value chain governance.

Who applies this tool and for whom?

This tool gives guidelines to practitioners how to do a gender mapping of the value chain. This map can be used in participative workshops with value chain actors (women as well as men).

How does it work?

Step 1 Formulate hypotheses

First make hypotheses on how women participate in the value chain and then adjust your 'mapping route'. Although the general perception might be that women do not participate in certain processes or value chains, the key to a good gender analysis is go to the field with an open mind.

Our gender hypotheses should be based on the following questions:

- Where are the women in this value chain? What do they do?
- What are the characteristics of a map that convinces stakeholders and decision makers of the importance and opportunities of women in VC upgrading?

These gender hypotheses will help us to design the mapping route, look for the right tools to reveal the gender bias and identify key stakeholders for interviews or workshop.

Step 2 Actor mapping

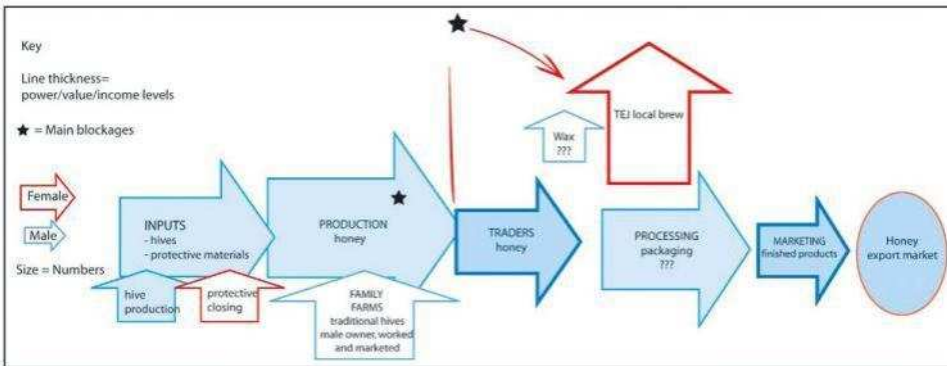
Make a visual presentation of the value chain, visualizing main actors, men and women. Make sure you invite or interview women leaders and small-scale informal women businesses in order to make an unbiased picture of the value chain.

Think about:

- What are the main processes involved in the chain?
- What are the main actors in the chains? Try to differentiate actors according to different typologies, such as:
 - Ownership or legal status (individual, household business, informal business, registered enterprise, cooperative, government)
 - Size or scale (number of people involved, micro-small-medium sized enterprise).
- How many actors in the value chain are men and how many women? (Use numbers, size, symbols and colors to differentiate men and women) (NB: segments can be mixed, composed of men and women).
- How many men and women are members of collective actors (producer organization, collective processing unit)?
- How many men and how many women are employed as workers at the different stages of the value chain?
- What are important actors outside the chain (e.g. business service providers, financial service providers, chain facilitators etc.)?
- What are important factors and actors influencing the value chain?

Example 1: Honey VC in Ethiopia

Figure 16: Honey value chain in Ethiopia (Source: Mayoux & Mackie, ILO, 2008)

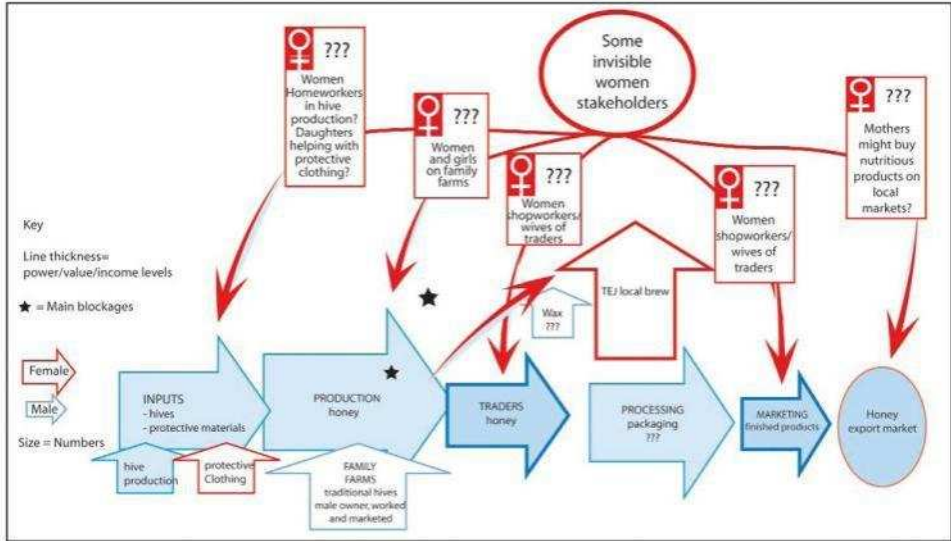


Step 3 Make invisible women stakeholders visible

This step makes women who are not mapped in the first actor mapping visible. These women are for example the wives or daughters in the family/ farm business, and laborers; they are not considered owners of the business.

Example 2: 'Invisible' women in honey VC in Ethiopia

Figure 17: 'Invisible' women in honey VC in Ethiopia (Source: Mayoux & Mackie, ILO, 2008)



Step 4 Activity mapping

An important tool for making women visible is the mapping of the activities involved in the different processes of the value chain. Which activity is done by men and which by women? Give a special color to activities that generate value or bring in quality. These might be key to identifying opportunities for women empowerment in the VC. The second example of Tool 3.3a can be useful to guide this exercise.

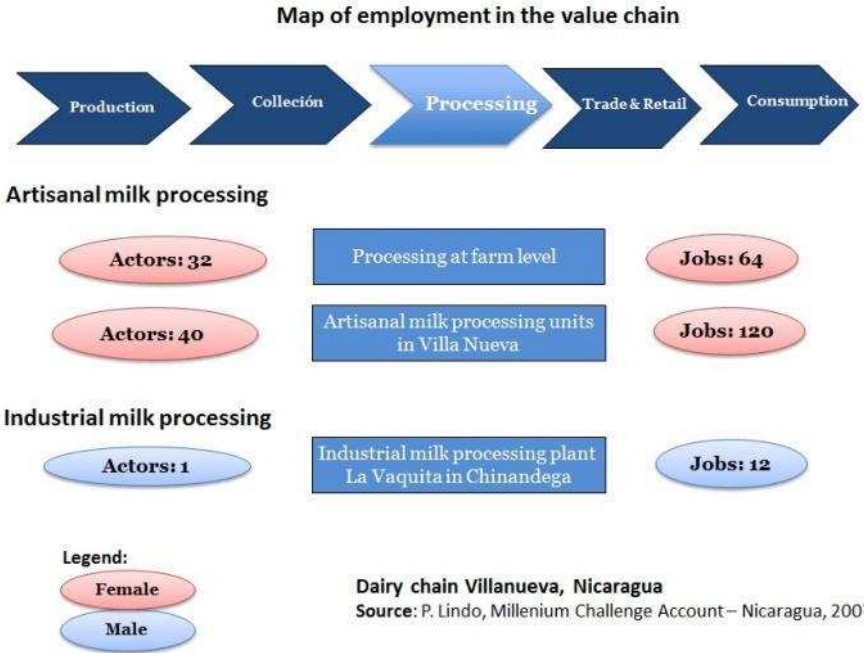
Step 5 Specific gender mapping

To highlight specific contributions of women stakeholders in the value chain, specific mapping could be necessary. The map below (example 3) shows the mapping of the number of actors and employees in a core process of the value chain. It shows that a lot of small women-owned domestic milk-processing businesses (Villanueva farm processing and Villanueva artisanal processing units) create more jobs by processing fresh cheese than the industrial processing unit (Vaquita Chinandega), which can process the same amount of milk as all small enterprises together.

This mapping made visible that the planned upgrading strategy, improving price for milk producers, focused on recollecting and selling milk to the industrial plant (instead of selling it locally to domestic milk processing businesses) will have a negative impact on employment, especially women employment in the municipality, as less milk will be available for processing by women.

Example 3: Dairy chain Villanueva, Nicaragua

Figure 18: Dairy chain Villanueva, Nicaragua (Source: Lindo, 2007)

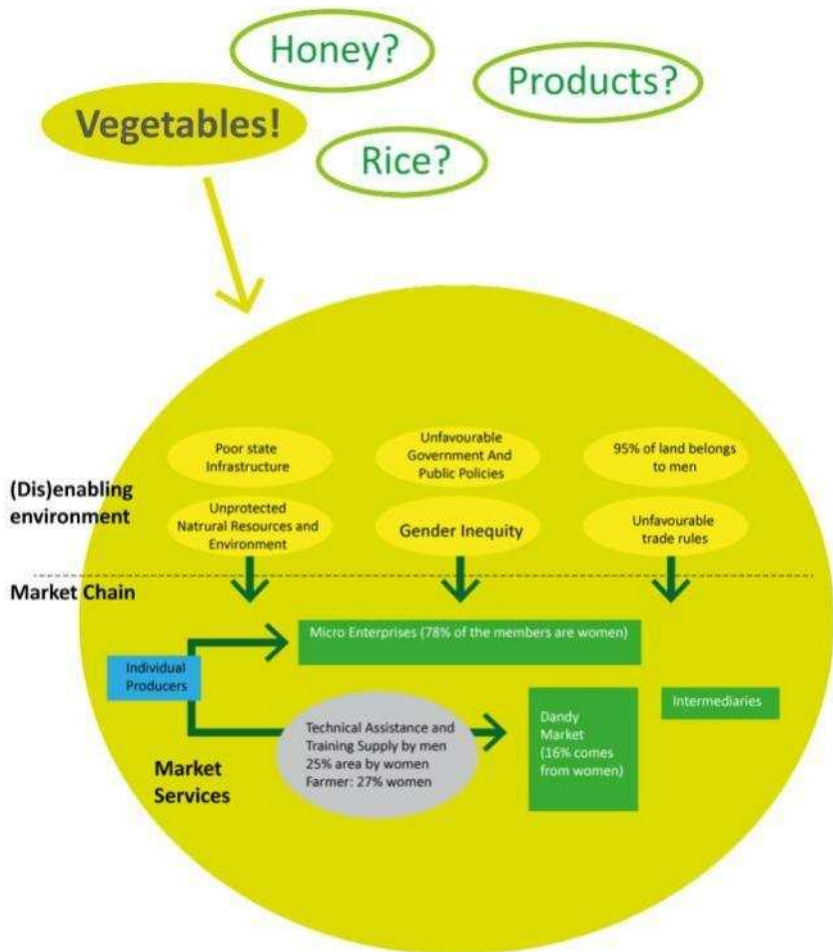


Credits

Vanderschaeghe, M. and Patricia Lindo, 2008, based on own experience, tools from MASRENACE Program of GIZ in Nicaragua, and 'Making the strongest links', Linda Mayoux & Grania Mackie, pag 28-30, 2008, ILO .

Example 4: Gendered Market Mapping

The next page is a snapshot of the gendered market mapping approach of Oxfam. The approach gives guidance in drawing gendered maps of the disabling environment, the market chain and market services of agricultural products and markets. The presentation is available on the World Wide Web: <http://growsellthrive.org/>



Tool 3.2b Making visible who contributes how to the quality of the product

By Vanderschaeghe and Lindo

Why use this tool?

Even when women take part in all agricultural and livestock value chains, women are not considered as producers; their contribution to quality and value adding in producing and processing is often ignored. In addition, their opinions and visions for the economic development of the farm, the producer organization and the value chain is seldom valued. Women do not benefit directly from their work, so they lack incentives and services to participate as equal partners in the value chain.

This tool is focused on changing the perception (self-perception and perception of others) of women's contribution to farm and family business economics and chain upgrading, as a first step to position women as important and equal economic actor in farm, business and value chain development. This tool is especially recommended when working with male-dominated value chains.

What do you gain from using it?

- Make men and women's contribution to the quality of products and processes in the value chain visible.
- Create awareness regarding the important role women play in household economics and value chain-upgrading; strengthening the negotiating power of women in their families and productive organizations.
- Create awareness of the unequal distribution of benefits between men and women from participating in the value chain.
- Create awareness of the importance of shared benefits and decision-making between men and women for development of farm and business, productive organizations and value chain.

Who applies the tool and for whom?

This is a participatory tool to be used in workshops with a group of producers or processors, inviting both men and women. As this tool looks into the household dynamics, it is important that both husbands and wives are invited to attend the workshop.

How does it work?

Men and women work in separate groups to answer the questions below. Each group answers the same questions.

Step 0 Preparation: visualization of value chain and market(s)

Before working on women and men's contribution to product and process quality, it is important that participants have clear market vision and can define product quality in terms of market requirements. A value chain mapping tool, which helps visualize and define different markets and their demands, can precede this tool (see tool 3.2a).

Step 1 Group work on contribution of men and women to the quality of the product

Each group answers the following questions handed over on a flipchart:

- How do women contribute to the quality of the product?
- How do men contribute to the quality of the product?

- What benefits do women receive for their work with this product/ in this value chain?
- What benefits do men receive for their work with this product/ in this value chain?

NB: Focus the discussion on the product of the value chain at stake.

Step 2 Group work on distribution of benefits

After answering these first four questions, a next flipchart is given with the following question:

- How are the benefits divided amongst men and women?
- Do men and women receive benefits according to their contribution?

Step 3 Plenary session to discussion on the outcomes of the group work

Share the data in the plenary session and discuss differences and similarities in the perceptions men and women have about their respective contributions and benefits of participating in the chain, as well as how this affects value chain upgrading.

Questions for facilitation of plenary session:

- What do the women think about the men's opinions? What do the men think about the women's opinions?
- Why do the women say that their benefits aren't the same? Why do the men say that their benefits are the same, if for instance their wives aren't cooperative members and do not receive extension services?

Step 4 Plenary session on consequences of the situation

In plenary or in groups of men and women, participants respond to the final questions:

- Does the fact that women receive less benefit than men for their work, affect volume and quality of the goods in the value chain? How?
- What proposals do you have for improving women's benefits?

Recommendations for the process

- Facilitation should be focused on promoting the dialogue between men and women. Make the opinions and proposals of both groups visible and especially give voice and value to the women's contributions.
- Ask the right questions to make people reflect on the status quo; on the invisible value of women's work, on the unequal distribution of income and benefits in the household.
- Reveal the contribution of women to quality and value adding.
 - Women's reproductive and productive roles are often overlooked, but are key factors to product quality and value adding; water fetching, cleaning of living and production area, managing people's and business' hygiene; harvesting and post-harvesting; home processing of products and quality control of goods.
 - Also the budget management skills of women are important to business upgrading.
 - Help people reflect on the complementary nature of men and women's roles in family business. Without women cooking, looking after kids and taking care of family property, men wouldn't have the strength or the time to dedicate to their productive roles.
- Question the unequal benefits women and men receive for their contribution to the family economy. Normally, participants will mention family benefits as nutrition, education and health as 'benefits of women'. It is important that the facilitator puts the question precisely: 'What are the benefits as a person, woman or man?', 'How do man or woman develop and progress as a result of their participation in the value chain?'
- Connect issues on the chain's upgrading and growth with gender gaps and gender constraints.

Example: The dairy value chain in Siuna, Nicaragua

Figure 19: Workshop promoting gender equity in value chains in the RAAN, Nicaragua (Source: MASRENACE GTZ and PRODER Oxfam UK, 2009)



The dairy value chain in Siuna, in the Northwest of Nicaragua, has a strong masculine image and representation, due to the fact that men own the majority of land and cattle and are assumed to be the dairy producers and owners of family production. The dairy producers' organizations have a large percentage of male membership, and chain upgrading programs convene and develop services focused on this population. The upgrading strategy of the dairy chain in Siuna focuses on improving milk quality on farm level and invests in new technology on processing level to produce an innocuous cheese for export.

This tool was used in a workshop organized by the MASRENACE program of GTZ and the PRODER project of Oxfam GB; inviting members of the dairy cooperative COACAM and their wives. Asking about the contribution of men and women to quality and innocuous milk production, the tool revealed that women carry out key activities linked to hygiene of the milking process. Women haul water from the well to the house, wash containers, buckets and cloths to strain the milk, wash the udders of the cows before they are milked and remind their husbands to wash their hands. After milking, women strain the milk in order to remove impurities. Although men milk the cows, women ensure the quality and innocuousness of the product.

As a result of the workshop, women gained self-awareness regarding their contribution to milk quality and family economy, the inequality in benefits received and their right to receive more benefits. This self-awareness has given them greater negotiating capacity in their families in relation to income from the milk and other related benefits, such as being cooperative members and having access to its services.

Quote:

"... We women work more, but the benefits we receive aren't equal. Because men manage the money, they decide what to buy and they are cooperative members and get loans and training. The woman should participate as a cooperative member, not as wife of a member..."- Women's group in workshop, COACAM cooperative

One of the results of the process has been the explicit demand from women to join the cooperatives as members. In just one year, women's membership in the COACAM cooperative increased from 8% to 43%; several families are represented by husband and wife.

Credits

Vanderschaeghe, Mieke and Patricia Lindo (2009), Workshop: 'Promoting gender equity in value chains in the RAAN', Nicaragua. MASRENACE GTZ and PRODER Oxfam UK, 2009.

3.3 Gender-based constraints and opportunities

Tool 3.3a Activity mapping and the identification of gender-based constraints (and design of possible actions to address these)

By Terrillon, McEwan and Mayanja from CIP

Why use this tool?

When developing an intervention for value chain-upgrading, you are dealing with a variety of actors, e.g. farmers; organizations and enterprises. It is important to be aware that these actors are typically composed of men and women. Men and women play different roles and have different responsibilities in the activities involved in a production process. They face different constraints in accessing and controlling the resources needed to carry out their activities. These constraints have an impact on the value chain, because they can affect volumes and quality of the produce. By gaining insight in these different constraints, this tool helps to think of actions to address each of these constraints (disaggregated by gender) and to contribute to a successful value chain-upgrading intervention.

What do you gain from using it?

- Insight in the division of work (activities for men, women, youth) within different nodes of a value chain
- Insight in constraints faced by different gender groups in undertaking their activities in different nodes of the value chain
- Support to define actions to address these constraints

Who applies this tool and for whom?

- This tool can best be used by development practitioners
- It is best used with the target population, initially with separate focus groups of men and women, followed by validation with both groups

How does it work?

Step 0 Preparation

- This tool can be used to analyze gender based constraints in a specific value chain, well-known by the participants. The tool elaborates on tool 3.2a: 'Making a gender-sensitive value chain map', which collects sex-disaggregated data along a specific value chain. Tool 3.2a provides an holistic perspective of the different nodes and linkages in the value chain.
- The tool needs at least 3 hours to fill in; longer if you work with your target populations in separate focus groups (men/women).
- For group work it can be useful to draw the tables on a flipchart.
- In order to save time, the facilitators can fill in sections pertaining to actors, chain nodes and activities prior to using the tool in focus groups.

Step 1 Identify the actors in the different nodes of the value chain

Use table 1: 'Identification of gender based constraints per actor and activity in the value chain'. Adapt the first column to your context by listing each actor (e.g. small-scale producer, processor, and vendor) of each node of your value chain.

Step 2 Activity mapping and degree of responsibility of activities

List and analyze activities carried out by the different actors identified in step 1 and mark who is responsible and the degree of responsibility per gender (male and female; you could add categories, e.g. youth). Use X: a little active; XX: active and XXX: very active.

Step 3 Identify constraints per activity

Identify constraints faced per activity for male and female that limit access and control of resources to carry out the activity.

Figure 20: Identification of gender based constraints per actor and activity in the value chain (Source: Terrillon, 2013)

Actors by Value chain Nodes	Description of activities under each node of the Market Chain	Responsibilities/ roles and level of implication by gender		Which constraints are faced that limit access and control of resources for the activity carried out, by gender	
		M	F	Male	Female
Input Supply					
Production					
Processing					

Step 4 Analyze the constraints

Fill in table 2: 'Identification of potential actions to address gender-based constraints'.

Take over the identified constraints from table 1 and put them in column 1. Specify to which target group (male, female) the constraint applies.

Analyze the consequences of the constraints on the efficiency of the value chain (column 2) and the causes of the constraints (column 3). Add as many rows as needed.

Step 5 Formulate actions to address the constraints

Identify potential actions pertaining to the factors causing the gender-based constraints; fill in the last column of table 2.

Figure 21: Identification of potential actions to address gender-based constraints (Source: Terrillon, 2013)

Gender based constraint(s)	Consequence	Cause/Factor leading to Gender based constraint	Actions to address Gender based constraints
Input Supply			
Production			
Processing			

Figure 22: Analyzing gender-based constraints in the bean, maize and groundnut value chain, during TOT of Women Economic Associations project of the World Bank, Northern Uganda (Source: Lentink, 2013)



Recommendations for the process

When identifying the constraints, keep in mind the following challenges/ inequalities faced by women at different levels:

At household level:

- How is the sexual distribution of tasks and workload?
- What type of technology are women using to carry out their activities and are these adapted?
- Who has access to/ control over resources such as land input, equipment, technologies etc.?
- Who has access to services? Which services?
- Who decides what to grow, how much and where?
- Who decides how much to market and where?
- What limitations hamper the quality and competitiveness of businesses owned by women?
- Who decides on use of benefits/ incomes earned?

At organizational/ group level/ access to services:

- How do women participate in different associations/groups? Do they face any constraints in participating? Why? What are the consequences of not participating?
- Which services do men and women get within the chain and how? Do women have access to training, meetings, markets, market information? If not, why?

At chain level/ overall environment:

- How much value added is produced in each part of the chain?
- Who creates it, men or women? Who earns more?
- Who decides on prices?
- What factors in the political, cultural or commercial environment contribute negatively to female participation?
- What opportunities do women have to upgrade their position in the chain?

Credits

Jacqueline Terrillon (freelance consultant), Margaret McEwan (research leader of CIP) and Sarah Mayanja (regional research assistant of CIP) developed this tool during a workshop provided in the gender in value chains coaching's track of Agri-ProFocus in Uganda (2012). Anna Lentink from Triodos Facet further elaborated on the tool.

Example 1: Orange Fleshed Sweet Potato (OFSP) value chain

The examples provided below are extracted from a regional workshop on 'Gender in Value Chains and Business Planning', organized by CIP (The International Potato Center) in Entebbe, Uganda, April 2013. The workshop was organized within the project 'Scaling up technologies in Orange Fleshed Sweet Potato (OFSP) using the Agricultural Innovation System (AIS)'.

The examples of processors of fresh roots are from Northern Uganda and from Tanzania.

Figure 23: Gender-based constraints per actor and activity in the sweet potatoes value chain, Uganda (Source: Terrillon, 2013)

Description of Actors	Description of activities under each node of the Market Chain	Responsibilities/ roles and level of implication by gender		What constraints are faced that limit access and control of resources for the activity carried out by gender	
		Male	Female	Male	Female
Input Supply					
n.a. during workshop					
Production - Orange Fleshed Sweet Potato (OFSP)					
Small scale producers	Site selection	XX	X		Access to land
	Land preparation	X	XX		
	Planting		XXX		Access to manure
	Weeding		XXX		
	Harvesting		XX		
Processing					
Processors and street vendors	Bake and sell OFSP donuts at the market		XXX		1. Face challenges in purchasing fresh roots because of high prices linked to

					inconsistent supply 2. Accessing adequate and affordable equipment to prepare the donuts
Baker (private business)	Mills chips into flour and uses it to bake bread	XXX	X	1. Faces challenges in obtaining sufficient supply of fresh roots	

Figure 24: Potential actions to address gender based constraints in the sweet potatoes value chain, Uganda (Source: Terrillon, 2013)

Gender based constraint(s)	Consequence	Cause/Factor leading to Gender based constraint	Actions to address Gender based constraints
Input Supply			
n.a during workshop			
Production			
Women fresh root producers face challenges in: 1. Accessing land 2. Accessing manure	Poor access to land and manure by female producers affects production and supply to other actors along the chain	Because of cultural norms, men are the main decision-makers over the use of resources such as land Men prefer to use land for what they consider as commercial crops, such as coffee or pineapple. There is competition over use of manure for food/cash crops. Men usually decide on use of manure. When it is not available at household level, manure needs to be purchased and women do not necessarily have the financial resources to acquire it.	1. Conduct sensitization /communication for behavioral change to bring men on board and recognize OFSP as commercial crop 2. Link up women processors with financial institutions offering Gender responsive products and services 3. Organize women in producer groups to facilitate collective access to land and resources
Processing			
Women processors/street vendors face challenges in: 1. Purchasing fresh roots because of high prices linked to inconsistent supply 2. Accessing adequate and affordable equipment to prepare the donuts	1. They cannot produce enough to meet demand and are limited to “petty trading” 2. Inadequate equipment to process fresh roots affects quality of flour/donuts	1. Inconsistent supply linked to constraints at production level 2. Women processors’ limited capacity to access responsive financial service and products through financial institutions	1. Link processors with (female) fresh root producer groups for consistent supply 2. Link women processors with financial institutions offering gender responsive products and services 3. Link women processors to a baker who could rent his equipment for a fee

Example 2: Roles of women and men in the honey value chain in Somoto, Nicaragua

Figure 25: Roles of women and men in the honey value chain in Somoto, Nicaragua (Source: Las Abejas, 2010)

Value Chain Node	Activity	Women	Men
Production	Inspection of hives	X	X
	Transhumance	X	X
	Nutrition	X	X
	Control of diseases	X	X
	Rent of land		X
	Preparation of material		X
	Honey harvest	X	X
	Melt the wax	X	X
	Reproduction of hives		X
	Replacement of materials	X	X
	Honey sale	X	X
	Change of the bee queen		X
	Replacement of hives		X
Value Chain Node	Activity	Women	Men
Collecting and processing	Reception of the honey		X
	Settle the honey	X	X
	Honey bottling	X	X
	Labeling of bottles	X	X
	Storage of honey	X	X

Tool 3.3b Formulating gender-based constraints and assessing the consequences of gender-based constraints

From USAID

Why use this tool?

This tool helps to distinguish the areas of inequality that are relevant to the efficient operation of the value chain. It identifies measurable conditions of gender inequality and subsequently the factors that cause gender disparities. The Gender-based Constraints (GbC) statement formulates the causal relationship between these factors and conditions. The GbC statements can serve as foundation for the formulation of actions to build a value chain with equal gender opportunities.

After having identified Gender based Constraints (GbCs), this tool provides insights into how these GbCs can work against achieving the goals of your development project or program. Hypotheses are formulated on the consequences of Gender-based Constraints on both the value chain efficiency and competitiveness, and women's economic empowerment, which helps to prioritize and address the GbCs.

What do you gain from using it?

- Insight into the factors causing conditions of gender inequality.
- Formulation of Gender-based Constraint as foundation for the formulation of actions to address these constraints.
- Insight into how particular GbCs can counteract your program's objectives.
- Insight into which GbC is most critical to address.

Who applies this tool and for whom?

Value chain development practitioners use this framework for data collection in the process of developing a project strategy. Data can be collected in various forms and with a variety of methods, e.g. a desk study, field work and focus group discussions.

How does it work?

Step 1 Identify measurable conditions of inequality (linked to a society's understanding of gender).

Measurable inequalities are revealed by sex-disaggregated data collection.

Example: Women are constrained from full membership in a horticulture association.

Step 2 Identify the factors that cause conditions of gender disparities.

Investigate the causes for inequalities. Try to find clear factors that can be addressed to change the inequality.

Example: women are not registered landowners (therefore they cannot attain full membership in the dairy association).



Step 3 Formulate a Gender-based Constraint (GbC) statement

Formulate a cause and effect hypothesis; the Gender-based Constraint Statement. Each GbC statement has three parts: (1) it shows who is being affected, (2) it identifies what result is being limited (the condition); (3) it offers a framing of the cause of that limitation (the factor).

Example

Women (1) are often constrained from improving the overall quality and quantity of horticultural crops because they lack access to services provided by producer associations (2) because of membership requirements for land ownership (3).

The below diagram can be used to formulate the Gender-based Constraint.

Figure 26: Gender-based constraint formulation diagram template (Source: USAID, 2009)

Who (1)	Condition of disparity (2)	Factor(s) causing the condition (3)

In practice, conditions of disparities and gender constraints are often caused by multiple factors and within one value chain, there are different types of Gender-based Constraints. It is important to prioritize the factors and to determine which factors are most important to address within the framework of the intervention. It might be useful to oversimplify the cause and effect hypothesis to establish a practical process that can be applied in the field.

The next diagram can be used to draw up different types (dimensions) of constraints from different observed conditions of disparities and their causal factors.

Figure 27: Different types of constraints diagram template (Source: USAID, 2009)

Dimension	Observed and measurable unequal conditions	Factors leading to the observed gender inequalities	Gbc statement
Practices and Participation			
Access to Assets			
Beliefs and Perceptions			
Laws, Policies, and Institutions			

Example

Examples of filled-in diagram for the formulation of a Gender-based Constraint:

Figure 28: Gender-based constraint formulation diagram (Source: USAID, 2009)

Who (1)	Condition of disparity (2)	Factor(s) causing the condition (3)
Women	are constrained from putting more time into market-oriented horticultural production	because: <ul style="list-style-type: none"> · they lack transport to travel quickly between their farms and their homes (lack of access to transportation), and · they are expected to be home to prepare a daily evening meal (social expectation)
Women	are constrained from full membership in the dairy association that is based on land ownership and thus do not receive full payment for the milk they supply	because: <ul style="list-style-type: none"> · they are not registered landowners (unequal access to assets)

Example of filled-in diagram of the different dimensions of gender disparities:

Figure 28: Different types of constraints diagram template (Source: USAID, 2009)

Dimension	Observed and measurable unequal conditions	Factors leading to the observed gender inequalities	Gbc statement
Practices and Participation	In comparison to men, women have less discretionary time available.	Women work on both household and agricultural tasks. Women are disproportionately responsible for household work.	Women are often constrained from improving on-farm productivity because of time-poverty linked to their household labor responsibilities.
Access to Assets	<p>Women have greater difficulty in accessing capital; they take out fewer loans than do men.</p> <p>Women own fewer and smaller agricultural plots than do men, even though the land law allows men and women to inherit equally.</p> <p>Producer association membership is based on land ownership; fewer women than men are registered members.</p>	<p>Husbands and wives are required to cosign loans, but husbands are less willing to sign for their wives than wives are for husbands.</p> <p>Title to agricultural land is typically held in men's names. Equal inheritance under the law is not followed in practice, and women do not inherit family assets equally to their brothers.</p> <p>Producer associations do not allow non-land assets to be used to meet membership criteria.</p>	<p>Women are often constrained from accessing financial capital because they lack ownership of assets that can serve as collateral.</p> <p>Women are often constrained from improving the overall quality and quantity of horticultural crops because they lack access to services provided by producer associations because of membership requirements for land ownership.</p>

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

Step 4 Hypothesizing the consequences of GbCs

Answer the following questions:

- What are the consequences of the Gender-based Constraint on:
- Achieving project objectives?
- Supporting women's economic advancement?
- Building efficient and competitive value chains?

The work sheet below can be used to formulate the consequences on the three different areas (use columns 1-4 for step 4).

Figure 29: GbC consequences and prioritizing (Source: USAID, 2009)

Gender-based constraint	What are the consequences of this constraint on:			Prioritizing constraints
	Project objectives	Women's economic advancement	Efficient and competitive value chains	

Step 5 Prioritizing constraints

The determined hypothetical consequences can help to see which GbCs have the potential to affect the program negatively. To identify the most critical issue to address, the GbCs should be prioritized (use column 5 for this step). The prioritization is dependent on a range of factors, such as project timeline, budget, short-term and long-term goals. In addition, the effects of addressing the constraint should be taken into account; more priority might be given to activities with bigger spillover effects.

It is advisable to concentrate on a small selection of constraints, because GbCs often have several causes; a bunch of strategies are then needed to address these constraints.

Example: The consequences of Gender-based Constraints for women in a horticulture value chain project

Starting point: The GbC and factors causing them

Figure 30: GbCs and factors formulation (Source: USAID, 2009)

Who (1)	Condition of disparity (2)	Factor(s) causing the condition (3)
Women	are constrained from putting more time into market-oriented horticultural production	because: they lack transport to travel quickly between their farms and their homes (lack of access to transportation), and they are expected to be home to prepare a daily evening meal (social expectation)

Step 4 & 5

Figure 31: GbC consequences and prioritizing (Source: USAID, 2009)

Gender-based constraint	What are the consequences of this constraint on:			Prioritizing constraints
	Project objectives	Women's economic advancement	Efficient and competitive value chains	
Women are often constrained from improving the overall quality and quantity of horticultural crops because they lack access to services provided by producer associations as a result of membership requirements for land ownership.	<p>Increasing productivity of targeted horticulture commodities: If women are not receiving appropriate guidance on crop production, the project will miss opportunities to increase productivity.</p> <p>Strengthening producer associations: As strong associations are built on principles of democracy, producer associations built on criteria that exclude capable producers create vested interests in the community.</p>	<p>The constraint maintains women's status quo as resource-poor producers, missing opportunities for them to benefit from efforts to pool resources and to share information, services, and inputs.</p> <p>It also overlooks opportunities to support women's empowerment by increasing their social and political capital.</p>	<p>Women's lack of access to support services and information that can improve the quantity and quality of crops reduces efforts to upgrade production. It also hampers efforts to support the production of quality crops to buyers, thereby reducing the strength of vertical linkages built along the chain.</p> <p>Associations designed to include members on the basis of their assets, as opposed to their ability to cooperate to meet buyer demands, are less strong and overlook the potential for different types of producers to contribute to effective value chains.</p>	1
Women are often	Time constraints will	As demands on	Time constraints that	2

constrained from improving on-farm productivity because of time-poverty linked to their household labor responsibilities.	affect time available for work on farms, training, or producer fairs, reducing women's opportunity to participate in and benefit from many project activities.	women's on-farm labor increases, women may suffer even greater in terms of increased time-poverty.	take away from women's on-farm labor or create increased health risks that reduce their productivity, may reduce the flow of goods in the value chain.	
Women are often constrained from accessing financial capital because they lack ownership of assets that can serve as collateral.		Women will find it harder to engage in economic activities that require new capital (e.g., start businesses, purchase additional land or heavy machinery, hire employees).	Value chains are often capital-constrained, which reduces upgrading efforts.	4
Women are often constrained from filling senior management and technical positions in processing firms because of discriminatory social attitudes toward women's employment and ability to manage men.	To increase employment in horticultural production and processing: Gains in employment through the project activity, when disaggregated by sex and occupation, will show no change in the relative status of men and women.	Persistent discriminatory attitudes about women restrict their employment opportunities and are barriers to realizing economic empowerment.	Occupational segmentation reduces overall efficiency and competitiveness of value chains by not taking full advantage of the potential of qualified women.	3

The GbCs were prioritized as follows:

1. Women are often constrained from improving the overall quality and quantity of horticultural crops, because they lack access to services provided by producer associations as a result of membership requirements for land ownership.
2. Women are often constrained from improving on-farm productivity because of time-poverty linked to their household labor responsibilities.
3. Women are often constrained from filling senior management and technical positions in processing firms because of discriminatory social attitudes toward women's employment and ability to manage men.
4. Women are often constrained from accessing financial capital because they lack ownership of assets that can serve as collateral.

This was the rationale for the prioritization of the four GbCs:

As a first priority, the project staff felt it was important to ensure that both men and women had access to the services that could improve the quantity and quality of their crops. The long-term gains in addressing this GbC would strengthen both horizontal and vertical linkages and might result in a stronger relationship between the buyer and the producer association

Second, the staff considered women's lack of time, because identifying ways of reducing women's time burden in the household would contribute to their economic advancement by freeing them for productive activities. It would allow them to participate in and benefit from program activities and potentially increase on-farm productivity.

Because the data on employment had not been disaggregated by sex, the project staff was unclear whether the discriminatory attitudes were contributing to occupational sex segmentation. However, they recognized that to support women's economic empowerment and meet gender policy requirements, they needed to ensure that the project did not support discriminatory practices. Moreover, staff felt that encouraging firms to adopt a gender-equal workplace might attract buyers whose consumers were more concerned about the origins of their products.

Finally, because the staff was facilitating market linkages with buyers who could embed credit and other services in contracts with producer associations, the project considered addressing women's lack of credit directly to be the least critical priority.

Credits

USAID, 2009, Promoting gender equitable opportunities in agricultural value chains: a handbook. This publication was produced for review by the United States Agency for International Development. It was prepared for Development and Training Services, Inc. (dTS) by Deborah Rubin (Cultural Practice LLC) and Cristina Manfre and Kara Nichols Barrett (dTS), p. p. 90-99.

Tool 3.3c Taking actions to remove gender-based constraints

From USAID

Why use this tool?

This tool helps to brainstorm and prioritize on possible actions to remove Gender-based Constraints to build a competitive and efficient value chain with equal gender opportunities. You need to have a formulated Gender-based Constraint and preferably have identified the consequences of these constraints on your program or intervention (tool 3.3b).

What do you gain from using it?

- Separate the different factors causing Gender-based Constraint to identify different areas of actions to address the constraints
- Brainstorm on possible actions to address the different factors causing a Gender-based Constraint and consequently increase the efficiency/ competitiveness of a value chain and increasing women's economic empowerment.
- Prioritize actions to address Gender-based Constraints and consequently increase the efficiency/ competitiveness of a value chain and increasing women's economic empowerment.

Who applies the tool and for whom?

Value chain development practitioners

How does it work?

Step 1 Take stock of Gender-based Constraints

GBCs are often the result of multiple (sometimes cascading) factors, as shown in the GbC statement. The constraints analysis tree (figure below) helps to spell out these different factors and how these are related. It is important to separate the factors, because they refer to different dimensions of the gender constraint and therefore may require different areas of action to address.

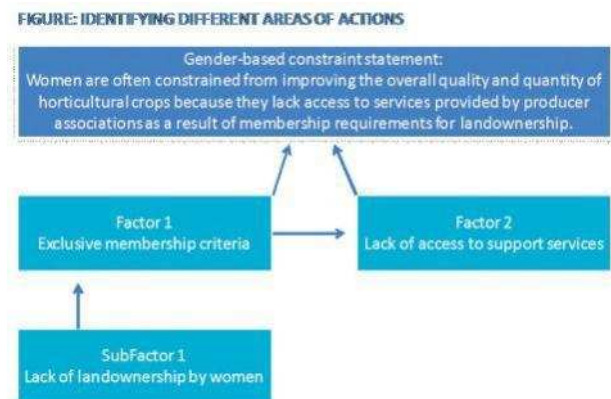
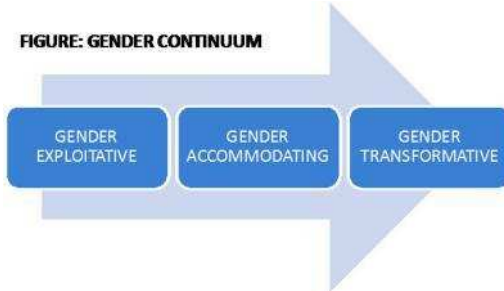


Figure 32: Identifying different areas of actions (Source: USAID, 2009)

Step 2 Identifying actions

To prioritize and design value chain interventions the gender continuum can be used (see figure and text box below for explanation).

Figure 33: Gender continuum (Source: USAID, 2009)



The continuum is made up of three broad categories of gender integration strategies: (1) Gender-Exploitative, (2) Gender-Accommodating, and (3) Gender-Transformative. The aim is to identify strategies that move toward gender-transformative strategies.

Figure 34: Gender continuum: gender integration strategies (Source: USAID, 2009)

The gender continuum: gender integration strategies

Gender Exploitative refers to projects that intentionally manipulate or misuse knowledge of existing gender inequalities and stereotypes in pursuit of economic outcomes. The approach reinforces unequal power in the relations between women and men and potentially deepens existing inequalities.

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

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

Recommendations for the process

When designing the specific actions to address Gender-based Constraints, practitioners should consider the scope and resources for their specific program. Where programs face limits on their ability to act directly to remove particular factors, other actors in the value chain or donor-funded programs can be involved to collaborate on specific tasks.

Tips for identifying action

1. Be creative and think innovatively
2. Aim for strategic and market-driven solutions
3. Seek mutually supportive and transformative strategies
4. Engage both men and women

The worksheet below can be used to formulate the actions to address the Gender-based Constraints. For each constraint and causing factor, there are multiple opportunities for actions.

Figure 35: Formulate the actions to address the Gender-based Constraints (Source: USAID, 2009)

List the most important gender-based constraints for the program	Factors contributing to constraint	What actions might address the Constraints to achieve more equitable Outcomes?
1.	1.	1.
	2.	1.
		2.
	3.	1.
		2.
		3.
2.	1.	

Example

The worksheet below provides examples of some possible actions to address the Gender-based Constraint in the horticulture value chain (the same example used in tool 4.3a and 4.3b).

As one of the objectives of this program is to strengthen trade and producer associations, pursuing a strategy that enhances productivity through an association that better represents all producers may be the most appropriate course of action (the first Gender-Based Constraint in the table). This strategy also contributes to building women’s agency and voice through participation in the association.

However, another project might consider strategies to alleviate the GbC through the private sector. A rural sales agent model might overcome the challenges women face in accessing goods and services through producer associations, by shifting the responsibility for bulking and delivering orders to input suppliers through sales agents. Where sales agents are trained to target women as customers, this could help women gain access to inputs.

Figure 36: Formulate the actions to address the Gender-based Constraints (Source: USAID, 2009)

List the most important gender-based constraints for the program	Factors contributing to constraint	What actions might address the Constraints to achieve more equitable Outcomes?
Women are often constrained from improving the overall quality and quantity of horticultural crops because they lack access to services provided by producer associations as a result of membership requirements for land ownership.	Exclusive membership criteria.	Encourage a change in membership criteria, e.g., graduated membership based on increased quality and quantity of product delivered to association.
	Lack of access to support services	Design alternative service delivery scheme for non-producer association members (e.g., rural sales agent).
		Change association rules to allow non-producer members to attend trainings and access benefits.
	Lack of land ownership by women	Raise awareness on land ownership rights.
		Advocate for equitable land distribution.
		Support better enforcement of existing legislative
Women are often constrained from improving on-farm productivity because of time-poverty linked to their household labor responsibilities.	Women's household responsibilities.	Identify labor-saving technologies to reduce women's time on household responsibilities.
	Social perceptions that link household responsibilities with women's work.	Apply family as a farming business approach.
		Address time/task allocation of household labor in family business workshops.
Women are often constrained from accessing financial capital because they lack ownership of assets that can serve as collateral.	Collateral-based loan policies.	Work with lending institutions to design women- and pro-poor- friendly business loan instruments.
	Social perceptions about women's capabilities.	Advocate for legislative framework for use of non-land assets in lending.
		Design awareness raising campaigns to promote women's leadership in business.
Women are often constrained from filling senior management and technical positions in processing firms because of discriminatory social attitudes toward women's employment and ability to manage men.		Encourage firms to adopt gender-sensitive practices and policies (e.g., nondiscriminatory employment, gender-sensitive labor relations trainings).

Credits

USAID, 2009, Promoting gender equitable opportunities in agricultural value chains: a handbook. This publication was produced for review by the United States Agency for International Development. It was prepared for Development and Training Services, Inc. (dTS) by Deborah Rubin (Cultural Practice LLC) and Cristina Manfre and Kara Nichols Barrett (dTS), p. 101-106.