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# Commercial Agriculture Portfolio Review: WEE analysis

**Pilot 1**

Final Report

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# Request for Support

**Enquirers:** Simon Calvert, Karen Johnson and Liz Kirk, DFID Commercial Agriculture Team

**Key questions:**

For the 21 programmes assessed as “Y” for the criterion having “social and gender inclusion targets” what are the key characteristics of their approach to women’s economic empowerment and gender responsiveness? Draw lessons on what high performing programmes are doing well and what can be learned from them, and draw lessons why low performing programmes are not meeting targets

For a sample of the other 44 programmes, consider how gender could have been or could be better integrated into these programmes.

- For the 30 programmes that have been assessed as Y for ‘social and gender inclusion’, but have no targets, consider whether they should have a target;
- For the 14 programmes assessed N for ‘social and gender inclusion, consider scope for adding a WEE focus.
- For the portfolio overall, what themes emerge that could help us improve the gender responsiveness of DFID’s support to commercial agriculture?

## Executive Summary

The DFID Commercial Agriculture Team (Growth and Resilience Department) has requested support from the Work Opportunities for Women (WOW) Helpdesk to build on the analysis of a recent review of the DFID commercial agriculture portfolio<sup>1</sup>, to consider the gender responsiveness of the programmes.

**This review finds evidence that many programmes in the portfolio are delivering well on DFID’s commitments to mainstream gender.** Of the 31 programmes in Tiers I and II that were scored, 52% were rated as ‘gender responsive’<sup>2</sup> and a further 23% as ‘gender responsive +’<sup>3</sup>. Many programme activities at the field level go beyond merely ensuring women’s inclusion and access to services and resources, and push the boundaries for women’s economic empowerment through building women’s agency and transformative strategies.

**Factors contributing to strong performance on gender and social inclusion and women’s economic empowerment (WEE) include:**

- use innovative strategies in value chain programmes at the field level supported by a gender strategy;

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<sup>1</sup> iMC worldwide (2017) Commercial Agriculture Portfolio Review: Final Report

<sup>2</sup> Gender responsive: Programmes which mainstream gender across the programme structure and field activities in order to broaden and deepen women’s inclusion and empowerment; and

<sup>3</sup> Gender responsive +: Programmes which go beyond mainstreaming gender across the programme structure and field activities by introducing more innovative elements to understand and address some of the underlying cause of gender inequalities.

- setting ambitious targets relevant to context;
- use of the M&E system to gain a deeper understanding of qualitative changes in gender inequalities;
- engagement with private sector partners on establishing the business case for WEE; and
- including gender expertise in the programme management team.

**Causes identified of not meeting targets on women beneficiaries included:**

- setting unrealistic and over-optimistic targets (for the context);
- insufficient attention to gender considerations during programme design; and
- difficulties engaging private sector partners in the WEE agenda.

The review demonstrated that all programmes have the potential to have a WEE focus, either within the main programme activities or through the way in which they deliver their services. High performing programmes adopt a mix of approaches at the field level and evolve along the WOW WEE continuum. **The following actions, could improve the gender responsiveness of DFID's Agriculture portfolio:**

For Tier 1 programme where targets are being met consideration could be given to whether the targets are sufficiently ambitious– including whether in relative terms the targets represent a significant enough share of overall beneficiaries to be challenging the status quo. In addition targets could be reviewed to see whether they are sufficiently clear on which women are being reached and that programmes are targeting women (as well as men) from normally excluded groups. Beyond inclusion, programmes could be building on and further developing strategies that building women's agency and – where feasible - more transformational approaches.

For Tier 1 programmes that are not meeting targets, these targets need to be backed by clear gender strategies, learning from approaches that have worked for other programmes such as:

- focusing on sectors, markets and products which women are already active or have unmet demand;
- adopting a two-pronged approach to WEE, working both on the quick wins and developing opportunities for broadening and deepening women's engagement;
- appointing gender and WEE specialists with relevant technical competence; and
- engaging with private sector and other partners on WEE first through building the business case for WEE with these partners and ongoing by including consideration of these issues in regular dialogue and meetings;

Through Annual Reviews or targeted research, monitoring the qualitative impacts of programme activities on WEE to improve understanding of how and why changes are happening (or not) would also shed further light on why targets are not being met.

**Tier II programmes** that have a social and gender inclusion focus but have not set targets should pay special attention to target-setting. Target-setting should however be informed by contextual analysis (though baseline or similar); and go beyond the status quo to achieve gender equality. Additionally, Tier II programmes should build on the positive lessons above, and focus on ensuring there are sufficient gender and WEE skills among staff and engaging with partners on WEE issues.

**For Tier III programmes** The review has demonstrated that all programmes have the potential to have a WEE focus, either within the main programme activities or in the way in which they deliver services. Most Tier III programmes recognised the imperative and opportunity to have a stronger focus on WEE but had found it difficult to shift the focus during the implementation of an existing

programme; however lessons were learnt for the design of follow-on programmes. Annual reviews are a key entry point for bringing in a WEE focus.

**Programme performance in DFID's support to commercial agriculture** could also be improved by strengthening the gender reporting in the Annual Reviews and including a specific indicator in the portfolio review on the extent to which gender targets are being met, ideally, both in absolute and relative (to overall beneficiaries) terms.

**Future portfolio reviews could be strengthened by** extending the commercial portfolio review spreadsheet to include the eight dimensions used to generate the programme gender rating, and recording progress in meeting targets on women in both numerical and percentage terms, as well as comparatively with overall beneficiary numbers.

**WOW could provide technical assistance to the general portfolio or specific programmes in one or more of the following areas:** building on this review to facilitate peer learning between programmes, focused on drawing out best practices; provide targeted guidance to programmes on key themes emerging from this review; working with selected new programmes in design stage (through review of business cases or theories of change; support the development of M&E frameworks that can capture change on WEE; and supporting on gender/WEE in Annual Reviews; and updating the methodology and applying this to the analysis of future reviews of the Commercial Agriculture portfolio.

# 1. Introduction

## 1.1 Background to and purpose of review

The DFID Agriculture Team (in the Growth and Resilience Department) has requested support from the Work and Opportunities for Women (WOW) Helpdesk to build on the analysis of a recent review of the DFID Commercial Agriculture portfolio. The review assessed how the existing portfolio (65 current programmes) fit with DFID's agriculture policy (Conceptual Framework on Agriculture) and the Economic Development (EcDev) Strategy, and provided an initial analysis of women reached. This WOW Helpdesk support builds on this initial review, to analyse the gender responsiveness of the programmes. The DFID Agriculture team will use this analysis to understand how DFID's commercial agriculture portfolio contributes to the gender equality elements of these DFID strategies and to identify gaps and opportunities to do more, in order to inform future work.

DFID has made a number of commitments to gender equality and women's economic empowerment (WEE) through its agriculture policy (Conceptual Framework on Agriculture 2015); the Economic Development Strategy 2017, which places girls and women at the centre of DFID's economic development work; the new Strategic Vision for Gender Equality (launched 7 March 2018). The UK's International Development (Gender Equality) Act 2014 requires that, in any new commitment of international development assistance, due regard is given to reducing gender inequality. The UK has also made commitments to follow up on the Action Agenda of UN High Level Panel on WEE and to support meeting wider international commitments including the Sustainable Development Goals.

The earlier review of the DFID Commercial Agriculture portfolio<sup>4</sup> included some initial gender analysis, on which this report builds. Main findings were: that there is a gap in Africa, Asia and Global programmes' reach to female, compared with male participants, but that this gap is largest for Africa programmes (Table 9, p. 20); across the portfolio, programmes were less on track to meet gender targets than broader non-gender specific targets (Table 12, p. 21); and for those programmes with gender targets, programmes are facing challenges meeting targets, with the target 'completion rate' for men and women participants, again, the largest in Africa programmes (Table 20, p. 31).

The rest of section 1 presents the key questions which this new review will address, the sampling methodology and framework and method of analysis. Section 2 gives an overview of the findings of the categorisation process and of the gender responsiveness of the portfolio. Section 3 focuses on the gender responsiveness of programme activities. Section 4 focuses on the factors influencing the gender-responsiveness of programmes, and Section 5 sets out key conclusions and recommendations.

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<sup>4</sup> Grant, W. et al. (2017) *Commercial Agriculture Portfolio Review: Final Report*. IMC Worldwide.

## 1.2 Key questions

The three questions for this review and approach are set out below. To add clarity to the review, the sample was structured in three tiers (as noted in the table).

Questions	Approach
<p>1. For the 21 programmes (Tier I) assessed as “Y” for the criterion having “social and gender inclusion targets” what are the key characteristics of their approach to women’s economic empowerment and gender responsiveness?</p>	<ul style="list-style-type: none"> <li>• Selected document review of Business Cases and Annual Reviews available on DevTracker;</li> <li>• Targeted interviews with available DFID SROs, through email or phone correspondence, focusing on good practice programmes identified in the report;</li> <li>• Document key findings in spreadsheet;</li> <li>• Using the Bishop framework (gender neutral, gender equality, gender equity, gender transformative), categorise 21 programmes, to ‘sense check’ the Y rating, and categorise further by approach/ambition on WEE;</li> <li>• Categorise the 21 programmes based on performance (in terms of targets);</li> <li>• Draw out lessons around what the high performing programmes are doing well, and what can be learned from them; and why low performing programmes are not meeting targets</li> </ul>
<p>2. For a sample of the other 44 programmes, consider how gender could have been or could be better integrated into these programmes.</p> <ul style="list-style-type: none"> <li>• Tier II: For the 30<sup>5</sup> programmes that have been assessed as Y for ‘social and gender inclusion’, but have no targets, consider whether they should have a target;</li> <li>• Tier III: For the 14 programmes assessed N for ‘social and gender inclusion, consider scope for adding a WEE focus.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify a sample of both types of these programmes to assess (sample considers type of programme, and ensures the review represents the full commercial agriculture portfolio);</li> <li>• Using Bishop framework, assess opportunities to increase the WEE contribution of these programmes;</li> <li>• Document key findings in spreadsheet.</li> </ul>
<p>3. For the portfolio overall, what themes emerge that could help us improve the gender responsiveness of DFID’s support to commercial agriculture?</p>	<p>Narrative analysis pulling together findings from above and drawing out implications for DFID’s wider programming, as well as:</p> <ul style="list-style-type: none"> <li>• Reflection on how this type of assessment can be built into future commercial agriculture portfolio reviews more systematically, to fully takes account of gender dimensions;</li> <li>• Identify opportunities to target technical assistance to specific programmes through WOW.</li> </ul>

## 1.3 Sampling methodology and data sources

This review initially selected 41 programmes for assessment, comprising: 19 programmes in Tier I plus 10 programmes in Tier II, and 12 programmes in Tier III. Sampling criteria focused on the thematic subsets of the commercial agriculture portfolio and geographic coverage<sup>6</sup>. An overview of

<sup>5</sup> This figure is based on the original database provided, before any reclassification of programmes between tiers.

<sup>6</sup> The sample comprised the following number of programmes in each thematic subset: 15 value chain, 10 agribusiness investments, 3 finance, 3 infrastructure, 3 climate smart agriculture, 3 enabling

the whole portfolio by Tier and geographical coverage is presented in Annex 1, highlighting the programmes included in the review.

However, within the initial sample of 41 programmes, nine programmes had been misclassified in the original commercial agriculture portfolio review spreadsheet with the general effect that more programmes in the portfolio are now classified in higher tiers<sup>7</sup>. Specific observations on the classification system are noted in Annex 2 and a list provided of the reclassified programmes. For the above reason, the final sample for this more in-depth analysis was 40 programmes of which 25 were in Tier I,

For the selected sample, the review examined programme documents available on Development Tracker (DevTracker), principally the business case, logical framework and annual reviews, plus any completion reports or evaluations, when available. In addition, phone conversations were held with staff associated with four Tier I programmes to gain additional insights (see Annex 3).

#### 1.4 Framework and method of analysis

DFID requested the WOW Helpdesk to apply the Bishop Framework<sup>8</sup>, for this review. This framework was initially developed for the Global Donor Platform for Rural Development (GDPRD) and has subsequently been used by the European Commission (EC). In the original Bishop framework, the gender rating was based on project performance at the field level and information was collected for a limited number of projects through detailed correspondence with project staff (managers or gender specialists). The current analysis involved rapidly assessing a large number of programmes relying on the criteria initially categorised in a portfolio review and documents available in DevTracker – augmented by a few interviews with programme staff. Consequently, it was not possible to have a detailed ranking of programme activities at the field level as with the original Bishop framework. Rather the focus in this review was on examining a range of programme features, including field level activities, to assess their gender responsiveness. The four point scoring system was adapted for this purpose.

Drawing on the original Bishop framework, a matrix was developed as a tool for categorising programmes on their gender responsiveness (see Annex 4). The information synthesized in the matrix provided the basis for this analysis and drawing out the lessons learnt.

Programmes were first categorized based on an analysis of the different dimensions of a programme from a gender perspective and then given a rating of overall performance on gender-responsiveness. Each programme was awarded points for each dimension (0, 1 or 2) and an aggregate score up to a maximum of 16 points (8 dimension x 2 points) to categorise the overall gender responsiveness.

Based on the aggregate score, each programme was categorized as follows:

- **Gender blind or neutral (programmes with scores below 3):** Programmes that do not include any specific interventions or mechanisms to promote WEE;

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environment, 3 research and 1 land. The geographical coverage was: 21 from Africa, 8 Africa regional, 7 from Asia and 5 global programmes.

<sup>7</sup> A total of nine programmes were incorrectly classified: four programmes in Tier II and three programmes in Tier III should have been in Tier I, one programme in Tier III should have been in Tier II, whereas one Tier I should have been in Tier III (for further details see Annexes 1 and 2).

<sup>8</sup> Bishop C (2017) *Women's Economic Empowerment and Agribusiness: Opportunities for the gender transformative agenda*, Report prepared for Global Donor Platform for Rural Development

- **Gender aware (programmes with scores between 3-5):** Programmes which pay modest attention to addressing WEE in terms of programme structure and field activities;
- **Gender responsive (programmes with scores between 6-9):** Programmes which mainstream gender across the programme structure and field activities in order to broaden and deepen women’s inclusion and empowerment; and
- **Gender responsive + (programmes with scores of 10 and over):** Programmes which go beyond mainstreaming gender across the programme structure and field activities by introducing more innovative elements to understand and address some of the underlying cause of gender inequalities.

The detailed results of the rating per programme (and programme abbreviations) are presented in Annex 5 (programmes are grouped by thematic focus). The eight programme dimensions and the four-point rating system could provide the basis for extending the commercial agriculture portfolio review spreadsheet to include a more detailed focus on gender. It is essential to note that the categorisation is based solely on documentation available on DevTracker. A more in-depth study of additional information and interviews may result in different ratings.

## 2. Key findings: Gender responsiveness of the portfolio

This section presents the findings of the categorisation of 31 programmes for which there was sufficient information from DevTracker to complete the analysis of the eight programme dimensions<sup>9</sup>. Overall, this analysis suggests that the majority of the programmes in the commercial agriculture portfolio are gender-responsive and have good outreach among women as beneficiaries.

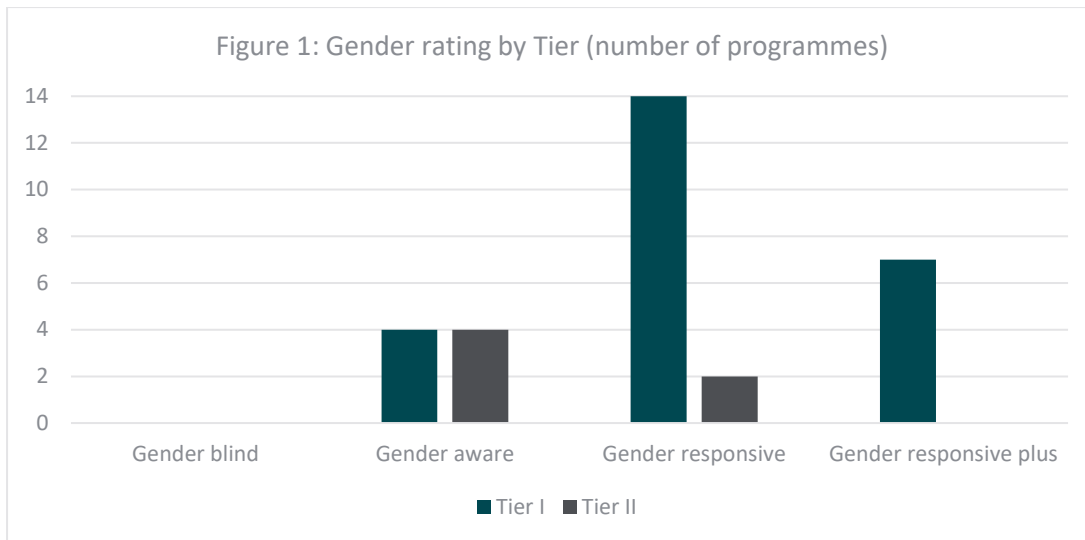
**Of the 31 programmes sampled, half were rated as “gender responsive” and a further 23% were rated as “gender responsive +”; only 25% were rated as “gender aware”.**

All those rated as gender responsive + were from Tier I (see Figure 1)<sup>10</sup>. Both Tiers I and II included a spread of programmes rated as gender responsive or gender aware.

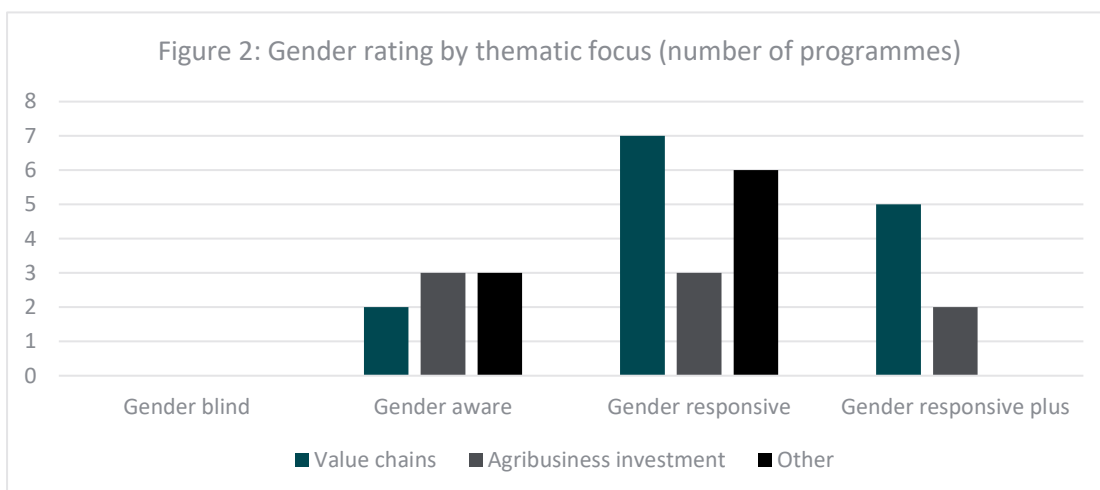
<sup>9</sup> See Annex 1 for a breakdown of programmes between Tiers I and II. These 31 programmes include: 25 Tier I, and 6 from Tier II, after reclassification of programmes. This comprised 18 programmes from the original Tier I (excluding a DFID-funded infrastructure component within a World Bank project which was reclassified as Tier III), 10 programmes selected from Tier II and 3 programmes originally classified as Tier III which were in fact Tier I. There was insufficient information for the other 9 programmes in Tier III to conduct the rating.

<sup>10</sup> For the purpose of this analysis, programmes were considered in their reclassified tiers, which resulted in 25 programmes in Tier I and 6 programmes in Tier II.





In terms of thematic focus, the majority (five) of the gender responsive+ programmes were associated with value chain programmes and two with agribusiness investments (Figure 2). Those classified as gender responsive included many value chain programmes and ‘other’ programmes (including finance, infrastructure, climate smart agriculture, enabling environment and land).



### 3. Key Findings: Gender-responsive programme activities

This section identifies strategies that are currently being used across the agriculture portfolio to promote women’s economic empowerment (WEE). These are classified under the headings of inclusion, access, agency and transformation, based on the WOW WEE ‘continuum’ (see Annex 6). High performing programmes adopt a mix of strategies and evolve along this continuum.

### 3.1 Inclusion

Greater inclusion of women in commercial agriculture programmes is being addressed by working in markets with high rates of female participation and incentivizing their participation, as well as within institutional settings. Approaches aimed at increasing women's economic participation include:

- **Working in markets with a high rate of female participation** in value chain and agribusiness programmes, such village poultry and acha in northern Nigeria (PMK), improving smoked fish technologies for poor women (MADE Niger Delta) or dairy, poultry and greenhouses in Afghanistan (CARD-F).
- **Incentivizing women's participation**, through reimbursing women's costs of attending formal training (MADE Niger Delta) or paying a transport allowance for women to bring milk to collection centres, which also means that women directly receive the cash from the sale of the milk (NMDP Nepal).
- **Targeted outreach to overcome barriers:** Mobile phones are used to increase women's access to information and markets in order to overcome taboos associated with women interacting with market actors (Katalyst Phase III, Bangladesh). Community based organisations (CBOs) are used to spread nutrition messages, to overcome difficulties of reaching illiterate women through printed media (SNIP, Pakistan). Women only workshops, working with women's organisations, and using female facilitators are used to increase women's participation in business plan competitions (PEP Zambia). Single women have been targeted to train as poultry vaccinators recognising that married women have household duties in the morning, which clash with training (MADE Niger Delta). Reflecting a shift in practice, companies now employ women as village agents because it makes business sense – as it's easier for them to provide advice, sell inputs and buy produce from women smallholders (NU-TEC Uganda).
- **Prioritising economic potential for poverty reduction whilst paying attention to gender:** Industry labour market profiles, including analysis of gender and social exclusion disparities, used to design interventions that support gender equality, as well as pursuing economic development objectives; industries whose growth appears likely to materially worsen gender equality will be deprioritized (MSINGI – Developing Competitive Industries in East Africa).
- **Ensuring that both women and men have the same access to project services:** Measures include minimum participant quotas for women in capacity building activities; equal access to farmer field schools; ensuring that technologies promoted have tangible benefits for women in terms of time saving (such as biogas, improved cook stoves, solar panels, improved water facilities including rainwater harvesting, post-harvest storage) or disaster risk reduction (e.g. through access to early warning information) (ASAP).
- **Engaging with institutions and programmes:** Addressing gender issues in the Multi-Donor Trust Fund of the Comprehensive African Agricultural Development Programme (CAADP) is inherently difficult given the nature of its service support to improve the effectiveness of African agricultural institutions and programmes at national, regional, and continental levels. The 2016 Annual Review listed several ways in which the programme could be more gender responsive, by including more qualified female consultants on the technical assistance roster, mainstreaming gender in the country investment plans, and disaggregating indicators by gender in the results framework and programme of work, where appropriate.

## 3.2 Access

Women's greater access to skills, assets and opportunities are being fostered by: employment generation in rural infrastructure programmes; product adaptation to make agricultural inputs more accessible and affordable for women; financial services that target women's needs; supporting women to upgrade within value chains. Initiatives include:

- **Employment generation for women (and other marginalized groups) in rural infrastructure programmes:** There are a range of initiatives which make rural infrastructure programmes more gender responsive, including: equal wages for workers in public works; direct targeting of women through the use of quotas; prioritising women's employment in road maintenance groups and providing childcare at construction sites (RAP Phase 3 Nepal); and gender action plans for warehouses (Southern Agriculture Growth Corridor Programme, Tanzania).
- **Product adaptation to make agricultural inputs more accessible to women:** Investments prioritise companies, especially the fertilizer distributors and resellers, who reach small farmers, including women, with smaller packages that are affordable and suit their needs (PMK Northern Nigeria).
- **Enabling women to upgrade:** Interventions help women and people from disadvantaged groups to participate in markets, enhance their competitiveness, and upgrade to the higher end of the product value chains as sellers, wholesalers and processors (NMDP Nepal). Other programmes move beyond working in sectors where women are already active, to enabling women to participate in non-traditional sectors and operations (GEMS Nigeria).
- **Financial services that target women:** Potential activities include financing women's engagement in agricultural and value addition enterprises, providing pensions for informal sector workers, agricultural micro-insurance, mobile money and financial literacy services (Access to Finance 2, Rwanda). MFIs in Ethiopia are supported to provide financial services to women-owned SMEs and address the "missing middle funding gap" – for SMEs that are unable to access finance because they are too small for bank lending, but too big for micro-finance (PEP).

Some programmes use different approaches to balance work on inclusion, with more ambitious work on access and agency. Examples include complementary approaches working in both traditional and non-traditional sectors for women, balancing 'quick wins' against investment in longer-term change, and using gender policies to drive work on women's economic empowerment:

- **Two-track approach** can cover both formal and informal sectors, given that women and the very poor are concentrated in the informal sector (IMSA Rwanda).
- **Quick wins:** Investees are encouraged to distinguish between quick wins that can be implemented in their workplace policies and practices (such as giving women permanent contracts, offering transportation, providing appropriate workplace clothing, offering part-time roles, child care etc.) and actions that require longer-term processes of change in the value chain (such as issuing joint contracts for smallholders, taking specific measures to engage women in value chain development) (AgDevCo).
- **Using Gender Policies to strengthen the focus on women in agribusiness investments:** AgDevCo's Gender Policy highlighted five potential areas for action to improve investing for women: businesses deliver particular benefits for women employees; investing in crops or

business types in which women tend to play a particularly important role as growers, processors, distributors or other; investing in businesses run by women entrepreneurs; investing in businesses with a particular benefit for women consumers, whether because of product or service itself, the way it is packaged or the way it is delivered; and investing in businesses with a positive effect on women's nutrition.

### 3.3 Agency

Programmes have adopted various approaches to expand women's voice, decision-making power and strengthen their organizational capacities and networks through, for example, supporting women to organise economically and build their leadership; increasing women's representation and decision-making in associations and business organisations; and strengthening women's land tenure security. Some examples of programme approaches to support women's agency include:

- **Supporting women to organize economically and building women's leadership:** Even in conservative contexts where women are not encouraged to work outside their homes, there is potential to increase their economic engagement through supporting women leaders and their co-operatives in markets where women are already active (PMk Northern Nigeria); supporting groups of poor women cassava farmers to organise themselves into associations, improve their productivity and link to small-scale and large-scale processors of high-quality cassava flour (MADE Niger Delta); and gender strategies for farmer organisations include women's capacity building to enable them to participate in management teams (Southern Agricultural Growth Corridor Programme, Tanzania).
- **Increasing women's representation and decision-making:** In Nigeria, women are being supported to improve their participation in the male-dominated leather accessories market, where their participation rate is less than 10% (MADE Niger Delta). In addition, MADE is working with men to improve women's representation and decision-making in the association of Leather and Allied Products Manufacturers of Abia State. Similarly, women's representation and capacity is being supported in Worker Welfare Associations in Bangladesh (Regulatory and Investment Systems for Enterprise) and in male-dominated butchers' associations in Nigeria (GEMS).
- **Strengthening women's land tenure security:** Women are included in the land tenure regularisation process in Tanzania, as is their right by law, through a combination of awareness campaigns, specific pre-titling meetings for women, activities to safeguard their inclusion, and by enforcing the legal rights of women during adjudication (Land Tenure Support Programme). In Nigeria, including women in the land titling and registration teams was a strong and culturally sensitive strategy for encouraging women to be aware of and access their land titling benefits (GEMS).

Moreover, a number of programmes have employed strategies around **knowledge generation, knowledge sharing, networking, and advocacy** to foster women's access to information and networks, as well as share best practice with practitioners and policymakers. Examples include the Mitreeki initiative, a platform where African and Indian women managers and entrepreneurs come together to share business ideas, knowledge, experiences and best practices through communities of practice and networking (SITA); an international conference on women's empowerment and research on the social impact of micro-finance on gender norms and behaviours (Institute of Microfinance in Bangladesh, an implementing partner of PROSPER); and a public private dialogue forum for women-owned businesses (PEP Ethiopia). In the Niger Delta, the gender talk group is a hub for sharing learning about gender issues in different value chains – as well as engaging in conversations around behaviour change - facilitated by local NGOs and attended by women and men

smallholders (MADE). Guidelines have been formulated on gender and climate change policy mainstreaming, and grants provided to assist grassroots organisations in mainstreaming gender and climate change in county plans (StARCK+, Kenya). Women negotiators have been trained to participate in climate change conferences (Climate Smart Agriculture in Africa). In Pakistan, SNIP works with women Members of Parliament to gain political support and to mobilise communities to pay attention to messaging around the importance of micronutrients.

### 3.4 Transformation

The extent to which programming is transformative varies by context. Social, institutional and legislative approaches to address gender discriminatory beliefs, norms, stereotypes and practices identified in the commercial agriculture portfolio include:

- **Livelihood grants for improving economic opportunities and food security for rural women:** In some contexts, getting women into the labour market and working in value chains through livelihood grants was transformational (CARD-F Afghanistan).
- **More than just employment, also about the quality of the workplace:** Some agribusiness investments go beyond creating jobs for women to also promote the improved treatment of workers, especially women, by encouraging managers to adopt best practices and avoid discrimination and harassment, which affect women disproportionately (BIF2 in Myanmar).
- **Appropriate farm mechanisation:** Women are typically excluded from land preparation activities in Nepal. The introduction of two-wheeled tractors is freeing women from a dependence on men and enabling women to both be users and tractor hire service providers. This innovation is challenging cultural norms and, as noted in the Business Case, possibly ‘permanently transform(ing) the role of women in agriculture’ (NMDP Nepal). Similarly, PMk Nigeria worked with a power tiller company to make agricultural mechanization more accessible to women farmers, who are otherwise excluded from mechanized agriculture. Mechanized tillers are lightweight, can be easily operated by women in their small plots, and do not require a driving licence..
- **Transformative research on gender relations in commercial agriculture:** A key research focus of APRA: Economic Development, Women's Empowerment and Poverty Reduction is how the current processes of commercialization of agriculture in Africa affect women and girls (including the impact on violence against women and girls and access to education and reproductive health services) and what policies have the most potential to promote women and girls’ empowerment. As noted in the Business Case, these outputs will provide high quality evidence and policy guidance being demanded by African policymakers.
- **Transformative approaches in financial services delivery:** The microfinance component (PRIME) of PROSPER, Bangladesh designed and implemented a microfinance product appropriate for the extreme poor, known as a credit ‘plus plus’ programme, referring to additional services such as income-generating skills training and credit, *and* health and education or female empowerment input (such as promoting better allocation of family assets, preventing underage marriage and improving the dowry).
- **Setting ambition for addressing the root causes of gender inequality:** Despite making good progress in increasing outreach to women in the Niger Delta, serious issues remain relating to gender roles and WEE, constrained by local social norms. The Annual Review recommended that MADE should explore viable avenues to encourage behavioural change

and improve perceptions of women’s roles in local communities, including engaging with men and influencing power-holders and role models in the communities.

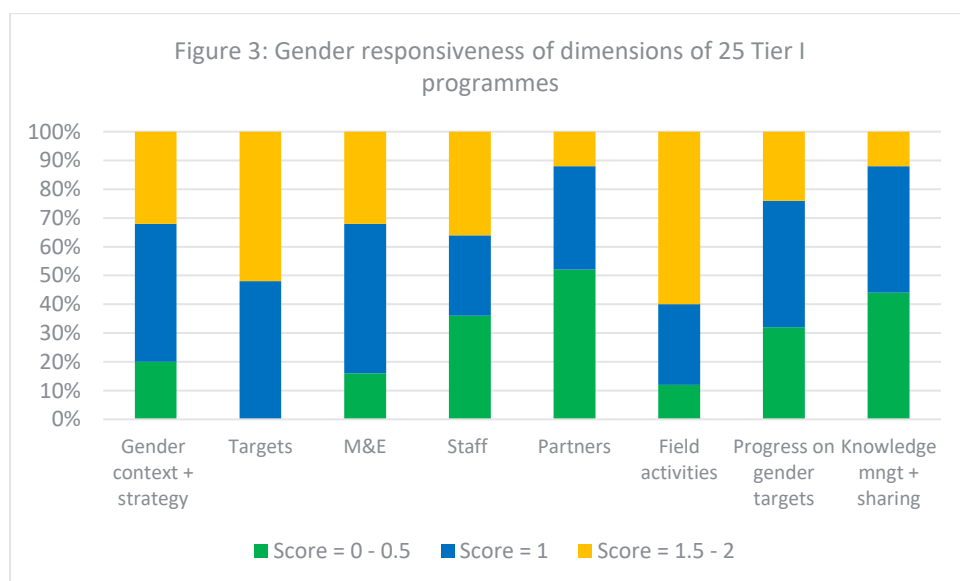
- **Creating an enabling environment for trade:** The EIF Trade programme promotes WEE through undertaking gender studies and by supporting projects directly aimed at benefiting and empowering women: supporting governments to mainstream gender into trade policy; capacity building of public officials and the private sector to promote gender equality through trade projects; and advocacy at international events, highlighting both the potential and the challenges facing women in trade.

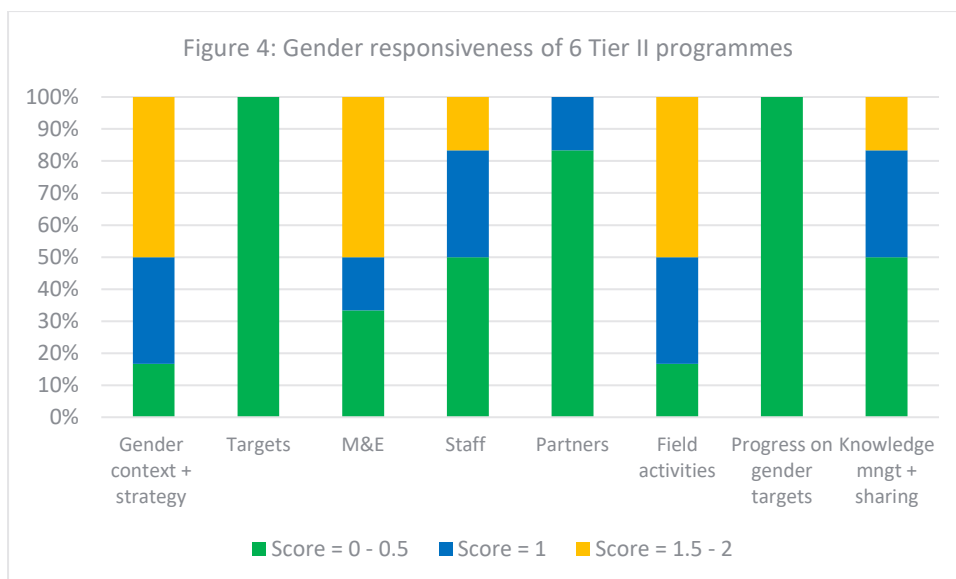
## 4. Key findings: Factors influencing the gender-responsiveness of programmes

This section highlights lessons on the factors underpinning programmes’ gender-responsiveness. Section 4.1 focuses on key factors associated with more gender-responsive programmes, drawing principally on experiences from the strong performing programmes in Tiers I and II. Section 4.2 draws together some of the key reasons why programmes were classified in Tier III and highlights one example where a programme was able to become more gender-responsive.

### 4.1 Key factors influencing a programme’s gender-responsiveness

Both Tiers I and II programmes were most gender-responsive in field activities, having a gender strategy and being able to collect sex-disaggregated data in the M&E system (Figures 3 and 4). Setting targets and progress in meeting those targets were also strong features of Tier I programmes. There was some evidence of gender-responsive approaches in staff skills and knowledge management, for both Tiers I and II. Tier II programmes were weakest in targets (by definition of being in Tier II) and in partners’ commitment and skills in promoting WEE. Each dimension is discussed below.





### (i) Context and gender strategy

**Programme design is strengthened when grounded in a thorough gender analysis** of the challenges and opportunities facing women in the agricultural sector, including: the economic, legal and social barriers to their participation in value chains, agribusiness and enterprise development; burden of unpaid labour; voice in decision-making; access to assets and services; restrictions on mobility and engagement outside the home; out-migration of key family members and the feminisation of agriculture. Strong gender responsive programmes clearly articulate the foundation of the programme approach in a gender strategy.

**To have a significant impact on WEE, more is required than solely a gender strategy.** WEE needs to be placed at the centre of programme design and implementation (IMSA Rwanda, GEMS Nigeria). This includes setting targets, ensuring gender expertise in the team, strengthening capacity of partners and service providers, and ensuring each proposed intervention has a clear gender strategy.

### (ii) Setting targets

**Setting targets plays a crucial role in a programme's commitment to delivering on WEE.** They are an essential but not sufficient condition to deliver on positive WEE outcomes. The extent to which programmes meet targets or make progress towards targets is highly dependent on how ambitious or not the targets are.

The review found that some programmes set unambitious targets which did not extend ambition significantly beyond the status quo (MADE Northern Ghana, SITA) and thus were easily achieved but did not sufficiently address current gender inequalities. Others set aspirational targets but failed to achieve these because the programme design did not incorporate clear strategies to deliver them (AECF-AAW), or because the context was particularly constraining (PMk Northern Nigeria). Some programmes have, however, been prompted by annual reviews to make corrective efforts to address failure to deliver gender targets (MADE Niger Delta). Programmes that achieved progress towards more ambitious targets used these to drive innovation in strategies for engaging women (PSD Malawi and, prospectively, AgDevCo). Occasionally targets that were too ambitious for the context and mode of operation through the private sector were revised downwards (e.g. from women accounting for 50% of beneficiaries down to 35% in NU-TEC Uganda). One programme set

targets specifically disaggregated by different categories of women (married or heading their own households), reflecting a more nuanced understanding of the context, a practice that needs adopting more widely.

### (iii) M&E

Many programmes recognise that M&E is more than just collecting and analysing quantitative data on women's participation. It is important to understand the qualitative aspects of impacts of programme activities and outputs on women's WEE and well-being. This includes women's access to resources and benefits from the proceeds of their economic endeavours, as well as wider changes to gender norms and relations, which requires looking at men as well as women. Good baseline surveys are essential for both target setting and sound M&E systems.

- **Using M&E to gain a deeper understanding of the qualitative changes in gender inequalities:** Initiatives include a gender and social inclusion survey studying engagement and benefit sharing (NMDP Nepal) and proposals to monitor gender dynamics within households and specifically changes in women's decision-making power (LEAD Tanzania, GEMS Nigeria, NU-TEC Uganda). The 2017 Annual Review recommended MADE Niger Delta identify and monitor: (i) behavioural change with regard to gender stereotypes affecting women's participation in the target value chains; (ii) change in access to assets and influence over decision-making related to economic resources; and (iii) male engagement through MADE gender-related interventions. ÉLAN (PSD DRC) integrated indicators focused on the progression of women's roles within markets, in addition to simple sex disaggregation. An output indicator measures the proportion of market systems changes that are designed specifically to provide greater opportunity for women to adopt more beneficial roles (where poor women need to experience at least one of the following: greater job security, formalisation of a role or employment, improved position in a value chain, greater sustained opportunity for capacity development, or improved working conditions).
- **For Fund or Facility programmes, including gender in scoring or benchmarking investment or grant performance:** Since WEE is among the eligibility criteria for matching grants in the Ethiopian Competitiveness Facility, it has to be defined clearly, applied rigorously and results have to be monitored, aggregated and reported (PEP Ethiopia). In addition, it will be necessary to establish a minimum benchmark and triangulate partner firms' claims with discussions with workers. AgDevCo introduced a score on transformative impact to look at qualitative changes in people's lives and business systems. Each investment is scored ex ante on a rating from 1 to 4 with "4" depicting an investment that is the most transformative, "3" innovative, "2" an expansion and "1" an improvement. However, gender is only mentioned in the rationale for achieving a "4", but at the other three levels there is a missed opportunity to guide an improving set of stages for gender considerations in defining scores.

Several programmes reported on the **challenges of collecting and interpreting sex-disaggregated data from implementing partners and private sector businesses** (StARCK+ Kenya, GAFSP Private Sector Window, AgDevCo). Remedial measures have included preparing guidelines on including gender in the analytical studies and a checklist (EIF Trade), updating site visit report templates in order to collect more robust data from businesses on gender and youth (Tanzania Agribusiness window AECF) and gender sensitive questionnaires for partners (AgDevCo).

**Participation rates or benefits at household level are often assumed to be shared equally.** The AECF noted that it is difficult to disaggregate impact for women and men benefitting from AECF



funding based on the data collected by businesses at the household level. Without detailed household level surveys, the majority of businesses report a 50/50 benefit. Similarly, NMDP Nepal assumed that a farm enterprise consists of two farmers (1 male and 1 female); hence the total attributable income change in a farm enterprise is divided by the total farmers involved.

#### **(iv) Gender and WEE skills within the programme management team**

**Programmes are increasingly recognising the need for gender and WEE specialist expertise** and recruiting part time or full time gender specialists (AECF Tanzania, PSD Malawi, MADE Ghana, PSD DRC, NU-TEC Uganda, MADE Niger Delta). Responsibilities include designing and delivering the gender strategy, undertaking sector studies, interacting with implementation partners and the private sector to strengthen their outreach among women, collecting and interpreting sex-disaggregated data and contributing to knowledge management systems. They also contribute to building gender responsive intervention plans for market system interventions (PSD Malawi) and mitigating risk in communities related to WEE (MADE Ghana).

**Programmes are also investing in wider capacity building on gender across programme teams as a whole**, whether by in-house gender specialists or external experts. Particular areas of capacity building have included: strengthening capacity to undertake gendered market assessments (PMK Northern Nigeria and MADE Niger Delta) or improving the gender focus in individual programme components (PEP Zambia, PSD DRC, AECF Tanzania), training on carrying out gender assessments of private sector/Fund investments (GAFSP), and training field staff to identify needs of 'women and vulnerable groups' (Tanzania Land Support programme). DFID SDAs have also been involved in providing support.

One programme (NMDP Nepal) specifically talked about setting targets for recruiting women and excluded groups across the programme team as a whole (noting that this is a very different issue, as to whether or not staff have gender expertise).

#### **(v) Capacity of partners to mainstream gender and promote WEE**

**The case for adopting a WEE perspective needs to be established on business grounds when programmes work through private sector intermediaries.** The Business Case for Catalyst Bangladesh sets out the rationale for the programme to support private businesses to expand their products/services to poor women and men. AgDevCo staff and investment partners have been trained in gender and capacity building to better articulate and influence gender sensitive agribusiness development. The 2015 Annual Review recommended that partner selection for WEE activities should be identified on the basis of both outreach capacity and long term commitment to WEE, not just ability to organize women (GEMS Nigeria). The 2017 Annual Review recommended that a standing agenda on WEE during quarterly review meetings, market strategy refreshers, portfolio reviews, and monitoring and results measurement discussions would strengthen partners' attention to WEE (PEP Ethiopia).

**Private sector partners vary in their willingness to invest in inclusive strategies.** While some partners are unwilling to invest more in adapting their strategies to include women, there are others who have a more positive attitude and benefit from targeted expert advice/support and an informed 'push'. PMK Northern Nigeria brings private sector players together around specific market problems (including how to engage with women) and supports them in taking the lead to address them. Some report how their commercial behaviour has changed as result of the influence of the programme. For example, a veterinary services company described PMK's support as 'unique' and now actively targets opportunities in the rural small farmer market. Some private firms recruit, train and mentor women intermediaries in order to improve working with women farmers (DARM

Zambia). A challenge fund can motivate firms to develop innovative solutions with a positive impact on women (GEMS Nigeria).

**Where lead firms or partners mainstream gender in their operations, this can have a demonstration effect**, reinforcing positive messaging on women's economic roles, creating opportunities for new private investment in products and services that are accessible and meet women's needs, resulting in systemic and sustainable change (MADE, Niger Delta). The activities of an agricultural franchising service to involve women farmers in their franchise farming systems signals to the wider business and political community that agri-business with smallholders is possible in northern Nigeria (PMK).

#### **(vi) Tracking progress on meeting targets**

**A number of programmes have had considerable success in meeting and even exceeding what appear to be quite ambitious targets on women's participation**<sup>11</sup>. The LEAD Tanzania Evaluation Report noted that 67% of programme beneficiaries are women, exceeding the ambitious target of 65%. Women accounted for 60% of loan recipients (target 50%) and, importantly, the average value of their loan was £139 compared to men's loan £134. In RAP3 Nepal, as a result of strong focus on engaging with women, the target for 40% women beneficiaries receiving support was exceeded, though the overall target was not met.

**Factors contributing to the success in meeting targets:** Overall seven out of the total of 31 programmes were making solid progress towards meeting their targets: six were value chain programmes and one was infrastructure. Factors contributing to stronger performance include innovative strategies in value chain programmes at the field level (4 programmes) supported by a gender strategy, the nature of targets set and the M&E system, and gender expertise in the management team.

**Tracking progress is hindered by inconsistent and incomplete data:** Women can perform well against specific WEE targets but this may be a relatively small win in the context of the whole programme. Using absolute numbers only does not give a sense of the proportion of women targeted to track gender equality outcomes.

**Where Annual Reviews are tracking gender targets, this is sometimes - but not always - used to feedback into changes in implementation:** By March 2017, PMK Northern Nigeria had achieved 120% of the outcome milestone for income beneficiaries, but only 52% of the female beneficiary target. The Annual Review recommended a sharpened gender focus by scaling up interventions with good results in improving women's participation in selected markets, exiting non-performing interventions, and entering new interventions where there are clear opportunities. The Evaluation Report for LEAD Tanzania (GR3) questioned how the monitoring data were being used to guide programming. The Business Case had reported that 53% of women in Tanzania grew maize compared to 25% of men; yet 63% of maize demonstration farmers were men.

**Ratings awarded in annual reviews do not give adequate weight to performance on gender targets and do not incentivise better performance in this area.** The Annual Review of AgDevCo awarded an A++ for the results on the total number of smallholders engaged in agribusiness: men exceeded their original target by 409% and, although women also exceeded their numerical target, they only accounted for 39% of total number (compared to the 50% target for women's engagement). For AECF the output target for jobs created was exceeded by 153% but the target for women was not met (they only met 89% of their own target) but, more importantly, women only accounted for 29%

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<sup>11</sup> See section 4.1(ii) on setting targets

of total (against a target of 50%); this programme was awarded an A rating in its 2017 Annual Review.

#### **(vii) Knowledge management and sharing**

A few programme documents highlight the role of knowledge generation, management and sharing to strengthen implementation and outreach on gender issues. Focused studies have been useful in understanding specific constraints or barriers faced by women, in particular regarding market engagement (PMK Northern Nigeria). In NMDP Nepal, studies resulted in two new areas of activity: agri-mechanisation to reduce the on-farm burden for women and overcome the unavailability of hired labour; and media support to improve access to effective rural radio information channels which can benefit those far from market hubs.

Analysis of Fund management processes has also been useful in ensuring outcomes are more inclusive. The 2013 annual review for AECF-AAW recommended that the Fund Manager analyse the successes/failures of applicants to the AAW to identify bottlenecks to certain groups/geographies (i.e. female owned business, non-East African countries, etc.), to inform marketing approaches and thus improve the diversity and strength of business applications from outside of the business demographic well served by the Fund.

Participation in specialist knowledge networks can also be a key mechanism to ensure that programme learning is shared and that programmes are benefiting from exposure to best practice. MADE Niger Delta belongs to the Women's Economic Empowerment (WEE) network of experts, which comprises (i) a platform for women business membership organisations and civil society organisations for sharing and advocacy in the Niger Delta; and (ii) a network DFID-funded programmes.

## **4.2 Lessons learnt from Tier III programmes**

This review covered 9 programmes in Tier III (see Annex 2). Five main factors contributed to weak programme performance on gender.

- **Programmes were designed before it was a requirement to mainstream gender:** This reason was cited by a couple of the programmes designed pre-2014, such as the Regulatory and Investment Systems for Enterprise, Bangladesh and Agricultural Technologies Strategy – Catalyst: Supporting Agricultural Innovation for International Development.
- **Where the commitment to addressing gender inequalities has not been prioritized from the outset, there are challenges in retro-fitting a strong gender perspective during implementation.** Even if the need to develop a gender dimension is recognised in an Annual or Mid-term Review, some programmes failed to respond fully because it proved difficult to incorporate an effective gender focus after the programme had started. Nevertheless, lessons were learnt and gender studies and strategies became an integral part of the design of subsequent phases (Regulatory and Investment Systems for Enterprise, Bangladesh and AgDevCo Greenfields Investment Programme, Ghana).
- **Stated intentions on gender as set out in Business Case are not carried through into contracting and implementation:** Annual Reviews are inconsistent and often slow to report on the absence of gender-related activities. The Business Case for the Cotton Sector Development Programme in Tanzania was very concerned that the preceding pilot phase had been gender-blind and had made no explicit efforts to increase female participation. The programme was expected to carry out a gender assessment to inform programme design, ensure sex-disaggregated outputs and outcomes to understand the impact of the

programme on women and girls, and to set targets for women. However, it was not until the Annual Review of 2016 (five years into implementation) that it was noted that sex disaggregated data was being reported for the first time across a range of indicators. Even then the data were not yet being analysed.

- **The challenge of maintaining a gender perspective in the context of market-led initiatives focused on achieving scale.** Whilst the Business Case for AgResults: Innovation in Research and Delivery was very clear about the importance of understanding the gender and social dimensions of introducing new agricultural technologies, the 2016 Annual Review noted that the justification for the weak attention to gender was because it was important to ‘target scale first and then target the more vulnerable’. However, it also noted that the role of donor engagement was to ensure such programmes deliberately pursued wider commitments and positive impacts on the most vulnerable.
- **Weak reporting makes gender-related activities invisible:** Promoting Financial Services for Poverty Reduction in Bangladesh (PROSPER) aimed to generate ‘Pro-poor economic growth for increasing income and employment for the poor, especially for women’. Yet there was no evidence of a gender strategy or any gender-specific targets or sex-disaggregated data in the documentation. Despite an interesting range of gender-responsive activities, the gender-related reporting was extremely patchy and none of the outcomes and impacts generated were reflected in the annual reporting mechanisms.

And a Tier III success story:

- **Annual Reviews and self-assessments can act as a catalyst for progress:** There was one programme where the guidance and recommendations from Annual Reviews and other reports resulted in moving a programme from being gender blind to adopting a more gender-responsive approach. The Business Case for the Southern Agriculture Growth Corridor Programme, Tanzania was completely gender blind. Following recommendations from an internal Good Project Standard self-assessment, as well as lesson learning from gender mainstreaming successes and other TechnoServe programmes, a draft gender action plan was developed, gender targets set, studies on the roles of women conducted and gender-responsive field activities implemented.

## 5. Overall Conclusions and recommendations

### 5.1 Conclusions

#### Overall, how is the DFID Commercial Agriculture portfolio addressing WEE?

The review found that many of the programmes in Commercial Agriculture portfolio are delivering well on its commitments to mainstream gender considerations into operations. Of the 31 programmes reviewed, 52% were rated as ‘gender responsive’ and a further 23% as ‘gender responsive +’. Many programme activities at the field level go beyond merely ensuring women’s inclusion and access to services and resources, and push the boundaries for women’s empowerment through agency and transformative strategies. The ability to engage with partners and deliver more transformative programmes is underpinned by sound programme management.

### For Tier I programmes:

Key drivers for strong WEE outcomes would appear to be reasonably ambitious targets, the presence of a gender specialist in the programme management team, and a willingness and ability to engage with the private sector on WEE.

Programmes fail to meet their gender targets for several reasons: the targets set may be unrealistic and over-optimistic in the context, insufficient attention was paid to gender considerations during programme design (which is then reflected in the programme structure and resources), or they may be unable to engage effectively around the WEE agenda with their private sector partners. Nevertheless, the rich range of programme experiences captured in section 3 demonstrates that, in even the most challenging contexts, there is usually an opportunity in which to open the door to WEE.

For Tier 1 programmes that are not meeting targets, these targets need to be backed by clear gender strategies, learning from approaches that have worked for other programmes such as:

- focusing on sectors, markets and products which women are already active or have unmet demand;
- adopting a two-pronged approach to WEE, working both on the quick wins and developing opportunities for broadening and deepening women's engagement;
- appointing gender and WEE specialists with relevant technical competence; and
- engaging with private sector and other partners on WEE first through building the business case for WEE with these partners and ongoing by including consideration of these issues in regular dialogue and meetings.

Where targets are being met consideration could be given to whether the targets are sufficiently ambitious— including whether in relative terms the targets represent a significant enough share of overall beneficiaries to be challenging the status quo. In addition targets could be reviewed to see whether they are sufficiently clear on which women are being reached and that programmes are targeting women (as well as men) from normally excluded groups. Beyond inclusion, programmes could be building on and further developing strategies that building women's agency and – where feasible - more transformational approaches.

Through Annual Reviews or targeted research, monitoring the qualitative impacts of programme activities on WEE to improve understanding of how and why changes are happening (or not) would also shed further light on why targets are not being met.

### For Tier II programmes, how could these programmes be made more gender-responsive? Should they always have a gender target?

Despite the absence of specific gender targets, many Tier II programmes are delivering gender-responsive activities at the field level and several were rated as gender responsive. Hence the absence of a clearly identified target does not necessarily result in poor performance on gender. However, evidence from Tier I demonstrates that the presence of a reasonably ambitious target does support strong programme performance on WEE. All programmes should set targets that are realistic in a given context, with occasional exceptions where that would be unrealistic (for example, programmes which are global in coverage and operate at a significant distance from the final beneficiaries). Tier II programmes should also pay more attention to WEE skills and commitments among programme staff and partners.

## For Tier III programmes, is there scope for adding a WEE focus?

The review has demonstrated that all programmes have the potential to have a WEE focus, either within the main programme activities or in the way in which they deliver services (in terms of recruitment of experts, for example). Most Tier III programmes recognised the imperative and opportunity to have a stronger focus on WEE but had found it difficult to shift the focus during the implementation of an existing programme; however lessons were learnt for the design of follow-on programmes. Annual reviews are a key entry point for bringing in a WEE focus.

## 5.2 Recommendations

### What themes emerge that could help improve the gender responsiveness of DFID's support to commercial agriculture?

- **Setting targets:** There is a tendency to set 'generic' targets for 50% women's participation. These may not be realistic in some contexts and, in others, may not be sufficiently ambitious, depending on the sector and the current context. **Recommendation:** Targets need to be informed by contextual analysis of current situation (through baseline or similar), go beyond the status quo to achieve gender equality, and be backed by clear strategies that show how they will be delivered. Best practice would be that targets are disaggregated not just by gender but (relevant) social groups and specific barriers strategies to engage.
- **Weighting given to gender in routine monitoring (Annual Reviews):** At present the reporting on gender in the Annual Reviews is uneven, both between years and among programmes. Follow-up recommendations in one year are not necessarily reported the following year. Moreover, the gender dimension of targets is lost in the aggregate rating given for an indicator. This review recommends strengthening gender reporting in Annual Reviews by including specific indicators to reflect the extent to which gender targets are being met, ideally in both absolute (numbers) and relative (share of beneficiaries) terms.
- **Engaging with the private sector:** Once the business case is established, progressive private sector partners engage in driving the change on WEE. **Recommendation:** In the early years of programme implementation, focus on building the business case for WEE with the private sector and support them through piloting innovative approaches.
- **Pathways for women's empowerment:** To achieve WEE, it is important that programmes move beyond the first steps of ensuring women's inclusion and access, to strengthening their agency and seeking transformational impacts in which the deep-seated causes of gender inequalities are addressed. **Recommendation:** Adopt a two-pronged approach, working on the quick wins in sectors and market segments in which women are already active, to developing opportunities for broadening and deepening their engagement.
- **Monitoring the qualitative impacts of programme activities:** Women's engagement in and benefit from programme activities needs to be reflected in more than just numbers. **Recommendation:** Push the logframe outputs beyond just sex disaggregated data and quantitative analysis to also look at qualitative aspects of WEE (including control over benefits, household decision-making etc).
- **Gender specialists in management teams:** Specialists with technical competence in the main thematic of a programme play a crucial role a programme's ability to deliver on WEE, most importantly working with colleagues and the private sector to ensure gender-responsive component design and delivery. **Recommendation:** Appoint programme gender

specialists with relevant thematic technical expertise at a suitable level of seniority to drive forward and ensure delivery on the WEE agenda.

### How could this type of assessment be built into future portfolio reviews?

- **Future reviews could look beyond a broad focus on ‘social and gender inclusion’ to better understanding the approaches to WEE being taken, as in section 3 above.**
- **Beyond looking at whether targets are met numerically, programmes should be assessed on** whether they are maintaining their expected share of the total, and record progress in both numerical and percentage terms (as a percentage of the target for women and as a percentage of the total achieved).
- **The methodology used in this review could also be used to include more in-depth focus on gender as part of the annual portfolio review process, if not for all, then at least for at least for a sub-set of programmes to gain better insight into programme performance, addressing the eight dimensions used to generate the programme gender rating (see Annex 4).**

### Opportunities to target technical assistance to the general portfolio, or specific programmes through WOW

- **Build on the lessons from this review to facilitate peer learning** between programmes doing well (i.e. agency/transformational approaches) and programmes that can learn how to better integrate gender/WEE);
- Provide guidance to commercial agriculture programmes on some specific emerging themes identified, including targeting specifically, e.g. on setting appropriate gender targets (based on contextual analysis, and that are ideally disaggregated by sex and other relevant factors, e.g. female-headed households, marginalised groups etc.
- **Work with new programmes in design stage** to build on recommendations above, to improve gender responsiveness and impact on WEE in future programmes;
- **Support the development of M&E frameworks that can capture change on WEE**, e.g. the development of qualitative indicators to monitor the more qualitative impacts of programme activities;
- **Advise on gender/WEE in the Annual Review process**, through e.g. providing guidance to Annual Review teams on what to look for, how to assess WEE, etc.;
- **Review programme TORs**, to ensure they include criteria for WEE in the programme approach, and WEE/gender expertise within the programme team;
- Advise **Fund and Facility programmes** on how to select grantees/investees with WEE expertise, through developing appropriate TORs and shortlisting criteria and processes, and on how to monitor and report on grantees’ impact on WEE.
- Update the methodology and apply in **follow up Commercial Agriculture portfolio reviews**;

# Annex 1: Full sample

Sample	Region	Value chain	Agribusiness investment	Finance	Infrastructure	Climate smart agriculture	Enabling environment	Research	Land
Tier I Total = 19	Africa	DRC (#58) Malawi (#24) Nigeria (#8) Nigeria (#32) Nigeria (#40) Tanzania (#33) Zambia (#19)	Beira (#12) Tanzania (#48) Northern Uganda (#43)	Rwanda (#9)	Sierra Leone (#51) – Tier III	Kenya (#57)			
	Africa - regional		AECF (#10) Africa AgDevCo (#47)						
	Asia	Afghanistan (#41) Nepal (#17)							
	Global		GAFFP (#14)				EIF Trade (#52)		
Tier II Total = 34, reviewed 10 highlighted in green	Africa	Ethiopia (#71) Ghana (#28) – Tier I Kenya (#21) Rwanda (#50) * Sierra Leone (#29) Somalia (#55) Tanzania (#66)	S Sudan (#15) Zambia (#35) – Tier I	Ethiopia (#22) – Tier I Ethiopia (#38) Zimbabwe (#13)	Rwanda (#11) Rwanda (#44)	Zambia (#46)			Rwanda (#65)
	Africa - regional	Clinton (#49) *					Staple food markers (#23) West Africa (#31)	Agric Intensification (#54) APRA – women (#60)	
	Asia	Bangladesh (#34) Afghanistan (#18) Pakistan (#53)		Myanmar (#66)	Afghanistan (#37) Nepal (#27) – Tier I		Myanmar (#56)		
	Global	Value chains (#62) *	Business Innovation Facility (#7) CDC (#67)				ASAP (#26)	Enabling Business of Agric (#36)	Land governance (#61)



Tier III Total = 14, reviewed 12 (2 data missing in DevTracker)	Africa	Tanzania (#16) Tanzania (#68) – <i>no data in DevTracker</i>	Ghana (#25)		Tanzania (#30)			Rwanda (#39) – <i>no data in DevTracker</i>	Tanzania 2014 (#64) – Tier I
	Africa - regional	Indian Trade and Investment (#63) * - Tier I	Msingi 2014 (#45)			Climate Smart Africa (#59) – Tier I	CAADP 2006 (#4)	Agri-tech Catalyst 2014 (#42)	
	Asia			Bangladesh 2007 (#5) – Tier II			Bangladesh, 2007 (#6)		
	Global							AgResults 2012 (#20)	

Numbers in parenthesis denote line in commercial agriculture portfolio review spreadsheet

Programmes highlighted in yellow, incorrectly classified and reviewed in the Tier in which they were reclassified

Programmes highlighted in green, reviewed under Tier II

\*VC with output focus; all other VCs have input focus

## Annex 2: Reclassified sample and Observations on the classification system

As discussed in the report and in the table in Annex 1, a number of programmes were misclassified in the original programme database, most commonly due to programmes that actually did have gender targets being misclassified as Tier II or III programmes. As part of this review, as we reviewed programmes, we ensured they were classified as the correct Tier, and then based our analysis on this new sample. This means that whilst the sample is different to what was intended (i.e. including more Tier I programmes than we anticipated, and fewer Tier II programmes), we are confident that the programmes have been classified correctly, based on documents available on DevTracker.

The table below aims to mitigate any confusion around the sample, outlining which programmes in the sample belong to which Tier, and where there are cases of programmes that were originally classified differently.

Number	Programme name	Original tier classification	Changes made to tier classification
<b>Tier 1: programmes with social and gender inclusion and specific targets for women's inclusion</b> <ul style="list-style-type: none"> <li>• Original sample = 19</li> <li>• 1 programme reallocated to Tier 3</li> <li>• 4 Tier 2 programmes reallocated to Tier 1</li> <li>• 3 Tier 3 programmes reclassified as Tier 1</li> <li>• <b>Final sample = 25</b></li> </ul>			
1	DRC (#58)	Tier 1	
2	Malawi (#24)	Tier 1	
3	Nigeria (#8)	Tier 1	
4	Nigeria (#32)	Tier 1	
5	Nigeria (#40)	Tier 1	
6	Tanzania (#33)	Tier 1	
7	Zambia (#19)	Tier 1	
8	Afghanistan (#41)	Tier 1	
9	Nepal (#17)	Tier 1	
10	Beira (#12)	Tier 1	
11	Tanzania (#48)	Tier 1	
12	Northern Uganda (#43)	Tier 1	
13	AECF (#10)	Tier 1	
14	Africa AgDevCo (#47)	Tier 1	
15	Rwanda (#9)	Tier 1	
16	Kenya (#57)	Tier 1	
17	GAFFP (#14)	Tier 1	
18	EIF Trade (#52)	Tier 1	
19	Ghana (#28)	Tier 2	Tier 1
20	Zambia (#35)	Tier 2	Tier 1
21	Ethiopia (#22)	Tier 2	Tier 1
22	Nepal (#27)	Tier 2	Tier 1
23	Indian Trade and Investment	Tier 3	Tier 1

	(#63)		
24	Climate Smart Africa (#59)	Tier 3	Tier 1
25	Tanzania 2014 (#64)	Tier 3	Tier 1
<p><b>Tier II:</b> programmes with social and gender inclusion, but no targets for women's inclusion.</p> <ul style="list-style-type: none"> <li>• Original sample = 10 programmes selected from total of 34;</li> <li>• 4 programmes reclassified to Tier 1;</li> <li>• 1 programme<sup>12</sup> reclassified from Tier 3 to Tier 2, but was excluded from the sample, due to insufficient data available.</li> <li>• <b>Final sample = 6</b></li> </ul>			
1	Rwanda (#50)	Tier 2	
2	Bangladesh (#34)	Tier 2	
3	Pakistan (#53)	Tier 2	
4	Business Innovation Facility (#7)	Tier 2	
5	ASAP (#26)	Tier 2	
6	APRA – women (#60)	Tier 2	
<p><b>Tier III:</b> programmes with no social and gender inclusion.</p> <ul style="list-style-type: none"> <li>• Original sample = 14</li> <li>• 2 programmes excluded<sup>13</sup> because of insufficient data on DevTracker</li> <li>• 3 programmes reclassified from Tier 3 to Tier 1</li> <li>• 1 programme reclassified from Tier 3 to Tier 2</li> <li>• 1 programme reclassified from tier 1 to tier 3</li> <li>• <b>Final sample = 9</b></li> </ul> <p>However, please note that there was insufficient information on the programmes in Tier III to conduct the rating. <b>Analysis of these programmes is however included in section 4.2</b></p>			
1	Tanzania (#16)	Tier 3	
2	Bangladesh, 2007 (#6)	Tier 3	
3	Ghana (#25)	Tier 3	
4	Msingi 2014 (#45)	Tier 3	
5	CAADP 2006 (#4)	Tier 3	
6	Agri-tech Catalyst 2014 (#42)	Tier 3	
7	AgResults 2012 (#20)	Tier 3	
8	Tanzania (#30)	Tier 3	
9	Sierra Leone (#51)	Tier 1	Tier 3

During the review process the following observations were made on the commercial agriculture portfolio review spreadsheet:

- **Errors in classification of programmes in portfolio review spreadsheet:** There were a number of inaccuracies regarding information presented in the two columns which are used to categorise the programmes into the three tiers. This is because errors were made in: (i) the yes/no response to 'social and gender inclusion' (column W, with supporting information in column X); or (ii) the identification of the target number of women smallholder farmers (column AA); or (iii) both. A total of nine programmes were incorrectly classified: four programmes in Tier II and three programmes in Tier III should have been in Tier I, one programme in Tier III should have been in Tier II, whereas one Tier I should have been in Tier III (see Annex).

<sup>12</sup> Bangladesh 2007 (#5)

<sup>13</sup> Tanzania (#68) and Rwanda (#39)

- **Recording the targets in portfolio review spreadsheet.** Targets for women smallholders (column AA) and jobs created for women (column AE) were recorded in absolute numbers, whereas a percentage figure provides a sense of aspiration and an indication of the pursuit of gender equality (women as percentage of overall beneficiaries). Similarly, the actual number of women recorded as smallholders (column AI) and jobs (column AM) is not very informative. Again it would be more informative if the actual numbers are expressed both as a percentage of the target for women and as a percentage of the total achieved: this would highlight progress against their individual target and also demonstrate whether they are maintaining their expected share of the total. **Recommendation:** record both percentages and absolute numbers.

## Annex 3: List of people interviewed

<b>Programme Name and Reference No.</b>	<b>Interviewee's Name</b>	<b>Interviewee's Job Title</b>
Market Development in the Niger Delta [GB-1-202585]	Richard Sandall	Programme SRO
Northern Uganda: Transforming the Economy through Climate Smart Agribusiness (NU-TEC) [GB-1-204012]	Radio Save	Programme SRO
Tanzania Agribusiness Window - Africa Enterprise Challenge Fund [GB-1-201956]	Karen Euwens	Programme SRO
Comprehensive Agriculture and Rural Development Facility Phase II [GB-1-204122]	Tim McNeil	Programme Team Leader
	Chaman Rasouli	Programme Officer, DFID Afghanistan

## Annex 4: Matrix for programme review

Dimension	Basic position	Additional steps towards - gender-responsiveness
Gender strategy	<ul style="list-style-type: none"> <li>• Gender analysis/context</li> <li>• Gender strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Clear objectives on WEE from the outset</li> </ul>
Targets for women's engagement	<ul style="list-style-type: none"> <li>• Targets for women's engagement in Logframe at output, outcome and/or impact level</li> </ul>	<ul style="list-style-type: none"> <li>• Targets for women's engagement that go beyond the current engagement of women in a specific sector or activity</li> </ul>
M&E	<ul style="list-style-type: none"> <li>• Sex-disaggregated data collected in ongoing monitoring</li> <li>• Baseline survey includes sex-disaggregated data and a gender perspective</li> </ul>	<ul style="list-style-type: none"> <li>• Further M&amp;E work to capture outcome/impacts on WEE</li> </ul>
Project management staff	<ul style="list-style-type: none"> <li>• Presence of gender specialist/gender focal point in team</li> </ul>	<ul style="list-style-type: none"> <li>• Staff skills on WEE developed in order strengthen their ability to mainstream gender and promote WEE across programme components</li> </ul>
Partners	<ul style="list-style-type: none"> <li>• Partners commitment to WEE</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity development of private sector and other actors to mainstream gender and promote WEE</li> </ul>
Field activities	<ul style="list-style-type: none"> <li>• Examples of gender mainstreaming in programme activities</li> </ul>	<ul style="list-style-type: none"> <li>• More innovative gender transformative approaches</li> </ul>
Progress on reaching targets	<ul style="list-style-type: none"> <li>• Targets met in numerical terms</li> </ul>	<ul style="list-style-type: none"> <li>• Targets met in percentage terms as well as absolute numbers</li> </ul>
Knowledge management and sharing *	<ul style="list-style-type: none"> <li>• Specific studies undertaken with gender focus</li> </ul>	<ul style="list-style-type: none"> <li>• Sharing of evidence, advocacy, networking</li> </ul>

## Annex 5: Categorisation of programmes

Table A5.1: Value chain programmes

Programme	Private Sector Development (PSD)	Private Sector Development (oilseeds) (PSD)	Growth and Employment in States (GEMS)	Rural and Agriculture Markets Development (PrOpCom Mai-karfi; PMk)	Market Development in the Niger Delta (MADE)	Livelihood Enhancement through Agricultural Development (LEAD)	Development of Agricultural Rural Markets (DARM)	Comprehensive Agriculture and Rural Development Facility Phase 2 (CARD-F)	Market Development Programme (NMDP)	Market Development in Northern Ghana (MADE)	Improving Market Systems for Agriculture (IMSA)	Katalyst Phase III - Agribusiness for Trade Competitiveness	Supporting Nutrition in Pakistan (SNIP)	Supporting Indian Trade and Investment for Africa (SITA)	Aggregate score per element	Average of 14 programmes
Coverage	DRC	Malawi	Nigeria	Nigeria	Nigeria	Tanzania	Zambia	Afghanistan	Nepal	Ghana	Rwanda	Bangladesh	Pakistan	Regional - Africa		
Original classification	Tier I	Tier I	Tier I	Tier I	Tier I	Tier I	Tier I	Tier I	Tier I	Tier II	Tier II	Tier II	Tier II	Tier III		
Start date	2012	2012	2009	2013	2014	2013	2012	2014	2012	2013	2015	2013	2014	2014		
Gender context + strategy	1	1	2	1.5	1.5	0.5	1	1	2	1	2	2	1	1	18.5	1.3
Targets	1	1.5	1	1.5	1.5	1.5	1	1	1.5	1	0	0	0	1	13.5	1.0
M&E	2	1	1.5	1	1.5	1	1	1	1.5	1	1	1.5	1.5	1	17.5	1.3
Staff	2	1	1	1.5	2	0	1.5	0.5	1	1	1	0	0	0	12.5	0.9
Partners	1	0	1	2	1	0	1	0.5	0.5	1	0	0	0	0	8	0.6
Field activities	1.5	1	2	1.5	2	1	1.5	1.5	2	1	0.5	1.5	1.5	1.5	20	1.4
Progress on gender targets	1.5	0.5	1.5	1	1	2	0.5	1.5	0.5	2	0	0	0	2	14	1.0
Knowledge mgnt and sharing	1	0	0.5	0.5	1	0.5	0	1	1.5	1	0	1	0.5	1	9.5	0.7
<b>Total</b>	<b>11</b>	<b>6</b>	<b>10.5</b>	<b>10.5</b>	<b>11.5</b>	<b>6.5</b>	<b>7.5</b>	<b>8</b>	<b>10.5</b>	<b>9</b>	<b>4.5</b>	<b>6</b>	<b>4.5</b>	<b>7.5</b>	<b>113.5</b>	<b>8.1</b>
Reclassification										Tier I				Tier I		
Target (% women)	25	50	35	50	50	65	35	25	50	15	No	No	No	20		
Gender-responsiveness rating	4	3	4	4	4	3	3	3	4	3	2	3	2	3	45	3

**Table A5.2: Agribusiness investment programmes**

Programme	Beira Agricultural Growth Corridor (BAGC)	Tanzania Agribusiness Window - AECF	Transforming Economy through Climate Smart Agribusiness	Africa Enterprise Challenge Fund (AECF)	Africa AgDevCo	GAFFSP	Private Enterprise Programme (PEP)	Business Innovation Facility (BIF2)	Aggregate score per element	Average of 8 programmes
Coverage	Mozambique	Tanzania	Northern Uganda	Africa - regional	Africa - regional	Global	Zambia	Global		
Original classification	Tier I	Tier I	Tier I	Tier I	Tier I	Tier I	Tier II	Tier II		
Start date	2011	2010	2014	2008	2013	2010	2013	2014		
Gender context + strategy	0.5	1	1.5	0.5	1.5	1	1	0.5	7.5	0.9
Targets	1.5	1	1	1.5	1.5	1	1.5	0	9	1.1
M&E	0.5	1	1.5	0.5	1.5	1	0.5	0.5	7	0.9
Staff	0	2	2	0.5	1.5	1	2	0	9	1.1
Partners	0	1	2	0	1.5	0	1	0	5.5	0.7
Field activities	1	0.5	1.5	0.5	1.5	1	1.5	1.5	9	1.1
Progress on gender targets	1	0.5	1	1	1	1	0	0	5.5	0.7
Knowledge mgnt and sharing	0	1	1	0	1	0	0	0.5	3.5	0.4
<b>Total</b>	<b>4.5</b>	<b>8</b>	<b>11.5</b>	<b>4.5</b>	<b>11</b>	<b>6</b>	<b>7.5</b>	<b>3</b>	56	7.0
Reclassification							Tier I			
Target (% women)	50	50	50 revised to 35	50	50	average 20	40	No		
Gender-responsiveness rating	<b>2</b>	<b>3</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>2</b>	23	3



**Table A5.3: Other programmes**

Theme	Finance		Infrastructure		Climate smart agriculture			Enabling environment	Research	Land	Aggregate score per element	Average of 10 programmes
Programme	Access to Finance (Phase 2)	Private Enterprise Programme (PEP)	Improving Access to Agricultural Markets	Rural Access Programme (Phase 3) (RAP)	Strengthening Adaptation and Resilience to Climate Change Plus (StARCK+)	Climate Smart Africa	Adaption for Smallholder Agricultural Programme (ASAP)	Enhanced Integrated Framework Trade for Least Developed Countries Development Phase 2 (EIF)	Agriculture Policy Research in Africa (APRA): Economic Development, Women's Empowerment and Poverty Reduction	Tanzania Land Tenure Support		
Geographical coverage	Rwanda	Ethiopia	Sierra Leone	Nepal	Kenya	Africa - regional	Global	Global	Africa - regional	Tanzania		
Original classification	Tier I	Tier II	Tier I	Tier II	Tier I	Tier I	Tier II	Tier I	Tier II	Tier III		
Start date	2016	2012	2015	2013	2013	2011	2012	2016	2016	2014		
Gender context + strategy	1	1.5	0	1	0.5	0.5	1	1	1.5	1.5	9.5	1.0
Targets	1.5	1.5	1	1.5	1.5	1	0	1	0	1	10	1.0
M&E	1.5	1	0	1.5	0.5	1	1.5	1	0	1	9	0.9
Staff	1	0	0	0	0	0.5	1	1	1.5	2	7	0.7
Partners	0	1	0	0	0	0	1	0	0	0	2	0.2
Field activities	1.5	1	0	1	1.5	1.5	1	1.5	1	0	10	1.0
Progress on gender targets	0	1	0	2	1	1	0	0.5	0	0	5.5	0.6
Knowledge mngt and sharing	1	1	0	1.5	0	0	1.5	1	1	1.5	8.5	0.9
<b>Total</b>	<b>7.5</b>	<b>8</b>	<b>1</b>	<b>8.5</b>	<b>5</b>	<b>5.5</b>	<b>7</b>	<b>7</b>	<b>5</b>	<b>7</b>	<b>61.5</b>	<b>6.2</b>
Reclassification		Tier I	Tier III	Tier I						Tier I		
Target (% women)	60	75	10	40	50	40	No	Variable	No	25		
Gender-responsiveness rating	3	3	0	3	2	2	3	3	2	3	24	2

# Annex 6: WOW WEE 'continuum'

