

# Southern Agricultural Growth Corridor of Tanzania (SAGCOT) – Strategy Review

## Introduction

This note provides guidance and recommendations on how to better integrate WEE into the current 5-year strategy (2020-2024) of the Southern Agricultural Growth Corridor of Tanzania (SAGCOT) Investment Project, a Public-Private Partnership implemented by SAGCOT Centre Limited (SCL). This note is intended to serve as an addendum to the strategy and responds to the following three key research questions:

- How are WEE considerations integrated within the existing SAGCOT Strategy (2020-2024)?
- How can SAGCOT integrate WEE considerations in a more systematic way to maximize positive influence and impact on the lives of women, including women youth (18-35 years old)?
- What qualitative and quantitative indicators at the outcome and output level can SAGCOT use to capture and report on WEE considerations?

### The rationale for women’s economic empowerment (WEE)

Women play a critical role in the agriculture sector. In Tanzania, almost all women in rural areas, who are classified as economically active, are engaged in agriculture. They are active contributors to both commercial and subsistence agriculture, including livestock and fishing, and often work on farms as casual labourers and unpaid family workers. Women are also active entrepreneurs. The number of women-owned enterprises in Tanzania has increased from 35% in the early 1990s to more than 54% by 2012 ([Mori, 2014](#)). These include enterprises in a number of agri-food value chains.

Women can play a potentially transformative role in agricultural growth, but they face persistent barriers and economic constraints that prevent them from participating in value chains (on an equal basis with men) and from developing their full productive and entrepreneurial potential ([FAO 2018](#)). These constraints do not only hinder women’s economic empowerment; crucially, they also undermine the performance of value chains. Understanding these gender constraints is therefore important to programmes and initiatives that seek *inclusive transformation of the agriculture sector*. This will not only shed light on the underlying causes of underperformance of value chains, but also ensure that the identified upgrading strategies can be both economically and socially sustainable.

# 1. How are WEE considerations integrated within the SAGCOT Strategy (2020-2024)?

While the SAGCOT Strategy does not contain specific sections focused on women's economic empowerment, WEE considerations are implicit in some of its contents and the 'inclusion of women and youth' is explicitly stated in some sections.

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## *Where the 'inclusion of women and youth' is explicitly mentioned in the Strategy*

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- With reference to ASDP II: The SAGCOT Initiative supports and is aligned to the Agriculture Sector Development Programme (ASDP) II strategy. SCL provides a pilot for interventions in the agriculture sector that can be scaled by the government, and lessons / best practice from these pilots can be applied to other regions in Tanzania. The Strategy acknowledges that ASDP II aims to contribute to the inclusion of women and youth in commercial agriculture by ensuring that gender and youth mainstreaming is operationalized in all ASDP II interventions. The design and implementation of programme interventions and activities are informed by socio-economic and inclusion analyses. Moreover, the programme provides support to women and youth by collaborating with relevant projects and programmes serving these groups.
- SCL works in selected ASDP II value chains that contribute to improved nutrition and are dominated by women and youth. Of the nine value chains where SCL is active, the Strategy identifies avocados, potatoes, poultry, tea and tomatoes as value chains that provide livelihoods for a lot of women and youth – given how the growing of these crops do not require as much land compared to other crops.<sup>1</sup>
- Working with partners: The issues of nutrition and food security, the inclusion of women and youth, and environmental sustainability are themes that cut across SCL's work. These issues are accounted for in the selection of partners and formation of working groups, according to the Strategy. Likewise, SCL supports commercial partners in identifying and deploying green technologies and roadmaps, the growth of nutrition-oriented businesses, and the inclusion of women and youth in supply chains. At the moment, however, WEE capacity is not clearly established within the SCL, making it unclear how SCL is able to effectively provide support in terms of ensuring the inclusion of women in supply chains.
- The Strategy highlights several previous accomplishments of SCL, which are intended to continue. This includes convening of the Green Reference Group (GRG), within which platform SCL champions the inclusion of women and youth in its cluster-based activities. The Strategy is however silent on what it means to champion the inclusion of women and what outcomes these actions seek to achieve.

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<sup>1</sup> It is worth noting that men tend to be more significantly engaged in or more men (than women) are actively producing cash crops. Women tend to be engaged in the production of subsistence crops (where the margins are low).

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### Where WEE considerations are implicit in the Strategy

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- Articulation of the vision: SCL's updated vision is to transform Tanzania's agriculture sector, in a manner that agro-industries are *inclusive* of small- and medium-scale farmers and are environmentally sustainable. The added focus on 'inclusive transformation' is aligned with the intention to enable greater participation among women.

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  - The Strategy is also clear about how in the next five years SCL will deepen the impact of its existing activities rather than undertake new challenges. This will involve strengthening its existing pilot clusters and value chains, before expanding into new clusters. This focus on 'deepening the impact of on-going activities' opens up opportunities to explicitly integrate WEE considerations across SCL's operating infrastructure and activities.

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  - The Strategy highlights several previous achievements of SCL in advocating policy and regulatory reforms that are intended to address market inefficiencies (tax policy reforms) and reduce complexity and the administrative burden for agribusinesses (e.g. policies to simplify the certification process). SCL will build on these successes and apply similar interventions to other value chains, such as the horticulture sector. These policy interventions that make doing-business simple/easy and transparent and reduce the transaction costs that businesses have to bear, will be good for all, including women-entrepreneurs.
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Given the foregoing observations, there is significant scope to incorporate WEE considerations more explicitly into the Strategy:

- While the Strategy mentions the 'inclusion of women', there is not enough detail on what this means or looks like in practice. Beyond counting the number of women-participants, the key question is: what needs to change, what transformations are needed so that women in agriculture are able to participate more meaningfully and share in the economic benefits?
- The analysis and articulation of stakeholder needs contained in the Strategy is silent on the specific needs of women as economic actors (i.e. as farmer-producers and agribusiness-owners).
- The Strategy acknowledges certain capacities of SCL as an organization – e.g. having a Board that brings expertise from the private sector and in key areas critical to SCL's successful internal operations, such as in auditing. There is also recognition that further capacity is needed – e.g. key competency areas required of Cluster Managers and the need to recruit a Chief Programs Officer. The Strategy however doesn't address ensuring adequate WEE capacity within the organisation.

## 2. How can SAGCOT integrate WEE considerations in a more systematic way?

### Understanding gender constraints and how SCL might intervene

There are two key issues or problem areas concerning women that are of relevance to the work of SCL:

- **A gender gap has been identified in terms of agricultural productivity.** Although more women than men work in this sector, they are benefiting less than their male counterparts. Plots managed solely by women produce, on average, 14% less per acre in terms of the value of outputs than plots managed solely by or jointly with men ([O’Sullivan et al, 2014](#)).<sup>2</sup>
- **Women continue to face multiple barriers that impede their capacity to start and grow businesses** in sectors that could potentially generate quality jobs, including in agriculture. While the number of women-owned enterprises (WOE) has increased over the years, most WOE in Tanzania are concentrated in informal, micro, low growth, and low profit activities.<sup>3</sup> Moreover, many women with the potential for entrepreneurial development remain untapped and are prevented from starting and leading enterprises, given legal impediments and cultural attitudes ([Mori, 2014](#)).

To effectively address these problems, it is crucial to, first and foremost, understand what is driving low agricultural productivity among women-owned/managed plots and the obstacles that impede women from starting, growing and leading enterprises. These problems are likely to be driven by one or a combination of the constraints that women in agriculture typically face. These constraints are outlined in the table below. The extent to which constraints are particularly binding will however differ between value chains and locations – which underscores the importance of **investing in gender analysis as part of market research and indeed incorporating an understanding of gender constraints into the value chain analyses by SCL and its partners.**<sup>4</sup>

<b>Constraints faced by women in agriculture</b>	<b>Response needed to address constraints</b>	<b>How SCL might intervene</b>
<p><b>Limited access to vital inputs:</b> <i>This covers labour, seeds (high-yield crop varieties), labour-saving tools, pesticides and fertilisers.</i></p> <p>.....</p> <p><b>Constrained access to labour (on-farm work) – particularly male labour<sup>6</sup></b></p>	<p>Identify where women are excluded and ensure (require) that women are targeted as recipients of inputs.<sup>5</sup></p>	<p>Require partners to target women (minimum %) – also reflected in monitoring work by SCL</p> <p>Facilitate training (knowledge- / information-sharing) that specifically target women-farmers</p> <p>Organise networking opportunities specifically targeting women: women-to-women mentoring / coaching</p>

<sup>2</sup> It is important to note that a UN Women’s study ([Rodgers and Akram-Lodhi 2019](#)) in five countries, including Tanzania, shows that the differing levels of agricultural productivity between men and women are not because women are less efficient farmers.

<sup>3</sup> These economic activities are characterised by low entry barriers and intense price competition. This is also where there is the highest mortality among enterprises.

<sup>4</sup> See step-by-step guidelines on how to conduct gender-sensitive value chain mapping is provided in [FAO \(2018\)](#).

<sup>5</sup> Limited access to inputs may also be driven by how some goods and services are delivered in a way that discourages the participation of women. In such cases, tweaks or adjustments to the delivery mechanism will be needed. For example, the use of female agents in selling/distributing seeds and other inputs might encourage more women to transact with an input supplier (who also often provide vital agro-technical advice).

<sup>6</sup> In Tanzania, access to male labour is a significant constraint for many women. Women who are divorced, separated or widowed have less access to male family labour. For women smallholders, income constraints limit their capacity to hire labour (Rodgers and Akram-Lodhi 2019 and Akram-Lodhi and Komba 2018).

<b>Constraints faced by women in agriculture</b>	<b>Response needed to address constraints</b>	<b>How SCL might intervene</b>
<p><b>Time constraints:</b> <i>Women have higher burdens of unpaid care and domestic work and are less able to work on their own plots (Idris 2018).</i><sup>7</sup></p>	<p>Ensure that all interventions implemented take into account the time constraints faced by women – e.g. when scheduling or deciding where to hold trainings, where transactions take place.<sup>8</sup></p> <p>Policies that simplify business administrative processes (e.g. registering a business, paying taxes) will be good for all, including women-entrepreneurs.</p>	<p>Develop a “how-to” note/guidance for partners</p> <p>Continue to advocate policies that will make doing-business as easy and quick as possible</p>
<p><b>Limited access to agro-technical knowledge:</b> <i>Women tend to have restricted access to extension advice and training (FAO); their ability to access and correctly use fertilisers and pesticides may also be driven by how very few women study engineering-related subjects or agronomy (Idris 2018).</i></p>	<p>Understand how extension services are delivered and why these services are not effectively reaching women.</p> <p>Broader education sector reform</p> <p>Create role models for young girls (about to enter further education) and other women (aspiring entrepreneurs)</p>	<p>Advocate for adjustments or improvements in the way extension services are delivered<sup>9</sup></p> <p>Initiate campaign/s that highlight cases of successful women in agribusiness</p>
<p><b>Restrictions in land rights:</b> <i>e.g. unequal rights to inherit assets between female and male surviving spouses, and between sons and daughters.</i><sup>10</sup> <i>Moreover, in practice, women are not able to exercise and/or enforce their rights to the land due to lack of information or financial resources.</i></p>	<p>Legal / regulatory reform (property rights)</p>	<p>Advocate for change in laws and their implementation.</p> <p>Where asset-ownership is required in order to access other services (e.g. credit/financing), engage partners and other stakeholders (e.g. financial institutions) to explore the use of other mechanisms that will enable women to participate.<sup>11</sup></p>

<sup>7</sup> This is often driven by social norms or expectations that women should prioritise work on plots that are controlled entirely by or jointly with their husband.

<sup>8</sup> If individuals are expected to travel long distances (e.g. to attend a training), women may not be able to participate given their time constraints.

<sup>9</sup> This may include, for example, using female extension workers.

<sup>10</sup> Customary laws also exist that discriminate against women inheriting or accessing land following a divorce or death of their spouse. (See [Women, Business and the Law 2021: Tanzania.](#))

<sup>11</sup> In the context of access to finance, for example, joint-liability schemes (group lending) and cash flow-based loan appraisals may help to reduce entry barriers for women who are otherwise credit-worthy. This can be advocated for by SCL in the context of engaging with FSDT (under Fit4Ag).

## Integrating WEE across SCL activities in a more systematic way

It is important to view WEE as a constant element of programming and an expected outcome rather than an add-on.<sup>12</sup> As noted above, WEE – viewed as a cross-cutting theme – is implicit in SAGCOT’s strategy, but not brought out explicitly in design and outcomes. Designing programmes with gender in mind is more efficient and can increase impact. As [Bradbury \(2016\)](#) points out, “*calibrating programming correctly to impact women and men means targeting 100% of a population of potential beneficiaries rather than 50%*”.

The table below outlines the actions that SCL could take – i.e. where and how it may intervene to address the particular constraints that women in agriculture face – across the range of activities implemented by SCL under its three programme pillars.

<b>Programme Pillars</b>	<b>How WEE can be integrated</b>
<b><i>Pillar 1: Facilitating relationships and building coalitions among stakeholders</i></b>	<p>Proactively select (include) partners that are able to implement interventions specifically directed at addressing gender constraints and/or require the integration of WEE in partners’ business or work plans.</p> <p>Leverage existing platforms and SCL’s good reputation to communicate messages that can have a transformational effect on women. This may include:</p> <ul style="list-style-type: none"> <li>• Advocating for adjustments or improvements in the way extension and other services are delivered;</li> <li>• Engaging financial institutions to explore innovating away from collateral-based lending in order to allow improved access to finance for women (who face land rights restrictions);</li> <li>• Initiating campaign/s that highlight cases of successful women in agribusiness in order to create role models, especially for younger women.</li> </ul> <p>Organise networking opportunities for women: facilitate women-to-women mentoring / coaching.</p>
<b><i>Pillar 2: Advising the government on national strategies and policies</i></b>	<p>Incorporate analysis of gender constraints when advocating for policy and regulatory reforms (i.e. to avoid any unintended negative consequences for women).</p> <p>Advocate reforms to address the legal and regulatory challenges that women face (as producers and entrepreneurs).</p> <p>Continue to advocate for policies that will make doing-business as easy and quick as possible.</p>

<sup>12</sup> This was key to the Alliance programme for Georgia in achieving WEE outcomes ([Bradbury 2016](#)).

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**Programme Pillars**
**How WEE can be integrated**


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**Pillar 3: Advocating for climate-smart agriculture (CSA)**

Continue to promote CSA good practice, with emphasis on the specific vulnerabilities of women in the face of climate risks.<sup>13</sup> This includes:

- Analysing differential vulnerability and ensure participation of all groups;
  - Supporting gender-sensitive technology;
  - Supporting women's access to climate-smart information.
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**Pillar 1: Facilitating relationships and building coalitions among stakeholders**

In working with agribusinesses, SCL has the opportunity to achieve WEE and business growth by aligning private sector incentives with opportunities for positive impact on women and thereby facilitate more inclusive business models. As the UNDP noted, *"brokers can play an essential role... they understand the world of development as well as that of business and act as catalysts and the connecting tissue between these worlds"* ([Gradl and Knobloch 2010](#)).

SCL could maximise success by incorporating two objectives into its strategy:

- **Proactively select partners that are able to implement WEE interventions.** This will help ensure the achievement of desired WEE outcomes. This is an important lesson learned from other programmes. The ELAN programme in DRC, for example, developed sector selection criteria which included the extent to which the sector would generate opportunities for female participation. Without this, staff noted that the initial selection criteria would have been based (purely) on economically attractive sectors, which tend to be dominated by men ([Cassinath and Mercer 2020](#)).
- **Present an evidence-based business case to partners.**<sup>14</sup> This strengthens any proposition to incorporate WEE as part of partners' business and work plans, especially in cases where partners might be sceptical about the relevance of WEE. The two main sources of evidence are the gender-focused analysis and practical case study evidence in other programmes that have achieved success for women (in terms of income, access and agency) and for businesses (in terms of productivity and profitability).<sup>15</sup>

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<sup>13</sup> For example, women tend to manage more fragile lands that are more likely to be affected by floods, landslides and subsequent soil degradation. They also tend to be less able to afford fertilisers. Moreover, as men tend to have greater control over household decision-making, men are more likely to influence the climate change adaptation strategies (adopted by households and communities). This can lead to switching from traditional cash crops to 'flexible' food crops grown for cash and create situations where the income from crop sales passes from women, with implications on food security ([Akram-Lodhi and Komba 2018](#)).

<sup>14</sup> The Arab Women's Enterprise Fund outlines an effective process for developing the business case ([Hakspiel 2019](#)).

<sup>15</sup> Relevant case studies include: (a) how gender-segmented consumer research has led to increased sales under the PropCom programme in Nigeria ([Hakspiel 2019](#)). (b) In Bangladesh, the Katalyst programme supported the creation of a distribution network of female village-based agents to promote seeds and agrochemicals (by Syngenta) to women's groups, which provided an opportunity to educate women-members on the use of these inputs and allowed them to increase their production (Hakspiel 2019). (c) A similar approach was also adopted under the PRISMA programme in Bangladesh, where the use of female agents for marketing to female farmers proved effective in boosting sales and productivity ([Krueger et al 2020](#)).

Communicating the business case to partners in the right way is critical to successful adoption. PRISMA, a market systems development programme in Indonesia, has a number of effective tactics – which include using business rather than development language and listening and immediately responding to any concerns expressed by partners ([Cassinath and Mercer 2020](#)). Identifying ‘quick wins’ is also helpful ([Markel et al. 2015](#)).

<i><b>The benefits of WEE</b></i>	<i><b>Key lessons</b></i>
<i><b>Leads to improvements in productivity and supply chain reliability</b></i>	Women may be less productive than men because they do not or cannot access inputs and knowledge. By ensuring training includes women and is held at a time and place that is suitable for women, women’s productivity will increase.
<i><b>Creates opportunities to access untapped employee talent</b></i>	Not including women in the workforce excludes 50% of potential talent available.
<i><b>Reaching female customers (consumers of goods and services)</b></i>	Women often enjoy less mobility and less spare time, and therefore have less access to markets. Other programmes have experienced success with last-mile distribution schemes, involving female sales agents.
<i><b>Enhancing the business brand and reputation and increasing value</b></i>	A niche, high value market exists for companies who meet certain international standards related to working conditions, environmental practices and gender equality.
<i><b>Furthering social impact</b></i>	Research shows that women have a higher propensity to use their earnings and increased bargaining power to buy goods and services that improve family welfare. This creates a virtuous circle in which spending by women improves the development of human capital, which in turn supports increased economic growth ( <a href="#">UN Women, Stupnytska et al. 2014</a> ).

## **Pillar 2: Advising the government on national strategies and policies**

Our literature review highlighted some barriers to WEE that could be alleviated by changes to laws and regulations and practice. These include:

- Prohibiting discrimination in access to finance, based on gender – The law does not have explicit provisions that prohibit discrimination in access to credit based on gender ([World Bank 2021](#)). Furthermore, accessing credit is often dependent on possessing a land title for collateral which limits women’s access ([Idris 2018](#) and [Akram-Lodhi and Komba 2018](#)).
- Prohibiting discrimination against women (including on the basis of customary laws) to rightfully inherit land following divorce or death of a spouse, and as well as equal rights for sons and daughters to inherit assets from their parents ([World Bank 2021](#)).
- Addressing the complexity and long duration of the business registration process – Although the law ensures a woman can sign a contract, register a business and open a bank account in the same way as a man ([World Bank 2021](#)), registering a business is a complex and lengthy



process which acts as a barrier to women, who tend to be more time- and cash-poor than men ([Idris 2018](#)). Additionally there has been inadequate implementation of laws and policies designed to protect women's rights ([Akram-Lodhi and Komba 2018](#)).

Some of these proposed reforms could face greater resistance from policymakers and other interest groups and therefore prove to be more challenging to achieve. SCL will determine what is feasible to achieve within the timeline it has and assess possible champions among policymakers that it can work with. SCL could target to increase the number of partners identified as specifically "Gender Advocates" in the Policy Analysis Group (PAG) and the SAGCOT Policy Network. Gender Advocates have the explicit mandate to push this agenda; and with support of the PAG and Policy Network, SCL will be a stronger position to push these reforms forward.

As noted in Section 1 (above), some of the policy reforms that SCL is already advocating for – specifically those that enable greater ease and efficiencies in doing business – are relatively straightforward. These reforms are viewed as beneficial to both male and female actors. Nevertheless, it is important that SCL and its partners understand any potential repercussions or unintended negative consequences of policy reforms on women – e.g. the need to address potential gender gaps when businesses processes move online.<sup>16</sup>

### **Pillar 3: Advocating for climate-smart agriculture**

The negative effects on farming as a result of climate change can have a greater impact on women. SCL's work with environmental and social organisations through the Green Reference Group provides an opportunity to advocate for climate-smart agriculture (CSA) practices that benefit women as well as men.

UN Women ([2016](#)) identified four priorities to improve the climate-resilience of women farmers – which would be useful to consider in the context of SCL's work. These priorities are:

- Engender climate-smart policies and increase women's land tenure security;
- Increase women farmers' access to climate-smart information;
- Increase women farmers' access to finance to invest in climate-smart agriculture;
- Increase women farmers' access to higher-added value markets.

A review by [FAO and Care \(2019\)](#) on gender and CSA identified a comprehensive list of gender-transformative CSA practices. These include analysing differential vulnerability and capacity of people, ecosystems and institutions, ensuring participation of all groups and supporting gender-sensitive technology.

### **Establishing the infrastructure to integrate WEE**

**The need for gender analysis – whether as a stand-alone analysis or incorporated as part of value chain analyses – cannot be overemphasized.**

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<sup>16</sup> For example, from 2007 to 2017 Rwanda carried out five key reforms to simplify the business start-up process. It removed the notarisation requirement, introduced standardised memoranda of association, consolidated several processes – and importantly, moved online. Over this period, the time required to start a business became four times as fast and the number of new limited liability companies multiplied by a factor of 23 (World Bank 2017). While these results are remarkable, some degree of caution needs to be applied with regard to moving the process to solely online, as Rwanda did. This can be biased against women, where women are unable to access the internet to the same degree as men.

Contextualised WEE analysis is required to ensure the full impact of an intervention. This is an important lesson emerging from the experience of other programmes. Alliance in Georgia, for example, investigated women's specific roles in markets and the difficulties and opportunities they face. Action to give women voice in local government resulted in unblocking specific constraints to their economic activity. Women increased participation in local government meetings and votes led to voting for candidates responsive to women, as well as men's needs – such as improving access to running water and kindergartens, which ensured clean milk (reduced contamination) and access to child care, allowing women to exploit their livelihood opportunities ([Bradbury 2016](#)).

Gender-sensitive market research is a good basis for establishing a partnership that will achieve WEE outcomes. This covers understanding where women fit into the landscape in which partners operate, what barriers to overcome in order to specifically improve outcomes for women in the relevant supply chains, alongside understanding the barriers to greater profitability for businesses. This will equip SCL staff with the information they need to broker a successful relationship, which experience in other similar programmes underscore. For example, PRISMA in Indonesia invested in market analysis that demonstrated to Corteva, a maize seed producer, the number of potential women customers the business was not reaching at that time. This provided the impetus for Corteva to expand its rural retail network, add mobile retail, hire female sales agents and support women to become lead farmers. This improved producer-level outcomes and increased maize sales and the number of women customers served by Corteva ([Cassinath and Mercer 2020](#)).

**Ensuring women's participation when convening stakeholders, holding dialogue, communicating with stakeholders** – Women's participation in any stage of SCL's work and under each pillar will be key to achieving positive WEE outcomes. The experience and perspectives of women must be sought and space for voice allowed, if SCL is to gain a clear understanding of the barriers to women economic empowerment. This will vary by age group and by location and value chain.

Involving women in all project phases was key to WEE success for the Skills Development for Agricultural Sector programme in Tanzania. Staff found that it allowed the team to access critical information on women's needs, expectations and opportunities right from the start, which ensured they designed and implemented activities relevant to women ([BEAM 2015](#)).

**Equipping the SCL team with WEE capacity** - In order to achieve all of the above, an understanding of gender constraints and the application of WEE approaches needs to be established within the organisation. Interviews of SCL staff reveal that while there is some understanding of women's role in the agriculture sector, SCL does not have (in its current staff roster) specific roles or individuals that bring gender equality and social inclusion (GESI) knowledge or specialisation.

There are a number of options that SCL might consider in order to establish WEE capacity within the organisation:

- Recruit a WEE Expert / GESI Specialist (to serve the Policy & Enabling Environment and Cluster and Partnership Development departments); or
- Procure the services of a consultant / external expert to provide WEE training to targeted staff (e.g. Cluster Managers, Policy Managers); or
- In line with the plan to recruit a Chief Programs Officer (CPO), recruit an individual who is also able to bring in WEE knowledge/experience.

These options will have cost implications that SCL will have to consider. Moreover, where SCL may be in a position to assign WEE/GESI oversight to a specific individual or role, it will be important to ensure that capacity for gender analysis is also built into other key staff who are front-facing (such as Cluster

Managers and Policy Managers). This can be achieved through internal training opportunities (e.g. as part of staff orientation or on-boarding of new staff). In other words, where SCL opts to recruit a WEE Expert / GESI Specialist or a Chief Programs Officer (CPO) with WEE knowledge/experience, these newly-recruited staff members have the responsibility to train other SCL staff, such as the policy and cluster/partnership staff.

### 3. Measuring WEE outputs and outcomes: proposed indicators

A robust monitoring system and results framework will provide staff with the data they need to design and implement appropriate solutions and track performance. In the context of measuring WEE outputs and outcomes, this means going beyond collecting gender and age disaggregated data for established indicators and should involve designing well-defined indicators to monitor specific outcomes and impact for women.

[Bradbury \(2016\)](#) recommends defining gender-sensitised results chains and WEE indicators that measure change for women in terms of access and agency. Likewise, the ELAN programme (DRC) found that indicators based on changes in women’s roles captured more meaningful changes than those based on participation or income. The programme developed a role-change framework based on the specific context in DRC where the programme is working ([Cassinath and Mercer 2020](#)).

The proposed WEE indicators are provided in the table below (shown in blue), which follows the KPI and results framework of SCL (as set out in the strategy, Figure 23).

ToC	KPI	Data source	Frequency
<b>Impact:</b>			
Transformation of the agriculture sector in Tanzania	Agricultural output and productivity (tons/ha) in priority value chains within clusters	Tanzania National Bureau of Statistics + SCL Partner Survey (volume of commodities sold to SCL partners)	Annual
<b>Long-term Outcomes:</b>			
<b>Outcome 1:</b> Agro-industries sustain investments	Actual cumulative investments (USD millions) undertaken by partners	SCL Partner Survey	Annual

ToC	KPI	Data source	Frequency
<b>Outcome 2:</b> Farmer incomes increase	Annual farming revenue (USD millions) for farmers associated with SCL- facilitated partners and number of partners with access to improved inputs and technologies <i>Disaggregate data by gender - i.e.</i> (1) Number of female farmers working with SCL partners; (2) Number of female farmers with improved access to inputs and technologies; (3) Of the estimated total revenue generated by farmers (associated with SCL partners), total value of revenues accruing to women farmers	Tanzania National Bureau of Statistics + ARDS + SCL Partner Survey (volume and price of commodities sold to SCL partners; number of farmers working with SCL- facilitated partners)	Annual
<b>Outcome 3:</b> Priority value chains adopt climate-smart agriculture	Hectares under production for supply chains of partners that have adopted CSA <i>Number of farm-holdings or hectares that are managed and/or owned by women farmers - that are adopting CSA</i>	SCL Partner Survey	Annual
<b>Intermediate Outcomes / Partner Outputs:</b>			
Partners actively collaborate with each other on strategic areas	Number and examples of self-reported collaborations among partners <i>For partners, document/monitor:</i> (1) Gender composition (leadership / management roles); (2) Whether the partner implements activities that specifically target women; (3) Where possible, % of partners' investments dedicated to WEE activities	SCL Partner Survey (survey question on whom partners collaborate with)	Annual
Government addresses regulatory barriers for value chains actors	Number and examples of regulatory barriers addressed <i>Of which, number and examples of regulatory barriers that are particularly relevant to women that have been addressed</i>	SCL Policy Team Reports	Annual

ToC	KPI	Data source	Frequency
Government develops national value chain strategies	Number and examples of national strategies in various stages of completion <i>Whether gender analysis has been incorporated into these strategies</i>	SCL Policy Team Reports	Annual
Government develops national policies on key issue areas	Number and examples of national policies in various stages of completion <i>Whether gender analysis has been incorporated into policies</i>	SCL Policy Team Reports	Annual
Farmers and agro-industries use environmental toolkits	Number and examples of farmer organizations and agro-industries compliant with the Inclusive Green Growth Tool	SCL and ESOs Reports + SCL Partner Survey	Annual
Partners satisfied with SCL's support	Satisfaction of partners with SCL's facilitation on various topic areas. One survey sent to all SCL partners using the Net Promoter Score methodology. The survey will ask the following question: How likely are you to recommend to one of your peers that they become an SCL member?	SCL Partner Survey	Annual
<b>SCL Outputs:</b>			
Increased collaboration among members of strategic partnerships	Number of coalitions/partnerships built among partners <i>Coalitions/partnerships that are focused on WEE or where specific WEE activities are undertaken</i>	SCL Cluster Team Reports	Quarterly
Regulatory and tax issues identified by partners regularly updated and shared with the government	Progress on regulatory barriers being addressed <i>Gender analysis undertaken to understand positive and mitigate any unintended negative implications of the proposed regulatory reform on women</i>	SCL Cluster Team Reports + SCL Policy Team Reports	Quarterly
Actionable value chain strategies and policy recommendations advocated	Progress on national strategies being developed	SCL Policy Team Reports	Quarterly
Actionable issue strategies and policy recommendations advocated	Progress on national policies being developed	SCL Cluster Team Reports + SCL Policy Team Reports	Quarterly

ToC	KPI	Data source	Frequency
Environmental toolkits, roadmaps and strategies advocated	Progress on adoption of environmental best practices	SCL Environmental and Social Safeguard Specialist Reports + Partner Compliance Score	Quarterly
Success stories developed and communicated	Number of case studies communicated <a href="#">Case studies of successful women in agribusiness formulated and disseminated to its target audience</a>	SCL Communications Team Reports	Quarterly
Financial compliance achieved	State of financial accounts	SCL Finance Team Reports	Quarterly

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