Meeting the Challenges of Value Chain Development

A Learning Event

Understanding Gender and Culture in Market Systems

Why do social dimensions matter?

Caren Grown

Senior Gender Advisor, USAID Bureau of Policy, Planning and Learning

http://youtu.be/xibxGlozPXM

The Good Enough Mentality

Piecemeal/Sachet Mentality

ALIGNING STRATEGIES TO BEHAVIORAL NORMS … in a positive way

Reaching for "Good Enough" GAP Compliance

- Seeing issues such as food quality as a continuum
- Promoting small, incremental improvements that results in the largest possible increases in yields
- Collectively defining good practices
- Seeing the role of value chain actors in upgrading as the beginning of a long-term process in which producers reach level of certification, as they became ready for it
- Letting the content and pace of upgrading be driven by the players

2011

Advocacy on infrastructure requirements with certifying agency

B-ACE
Banana Agrikultura Competitiveness Enhancement
USAID SDCAsia

2007

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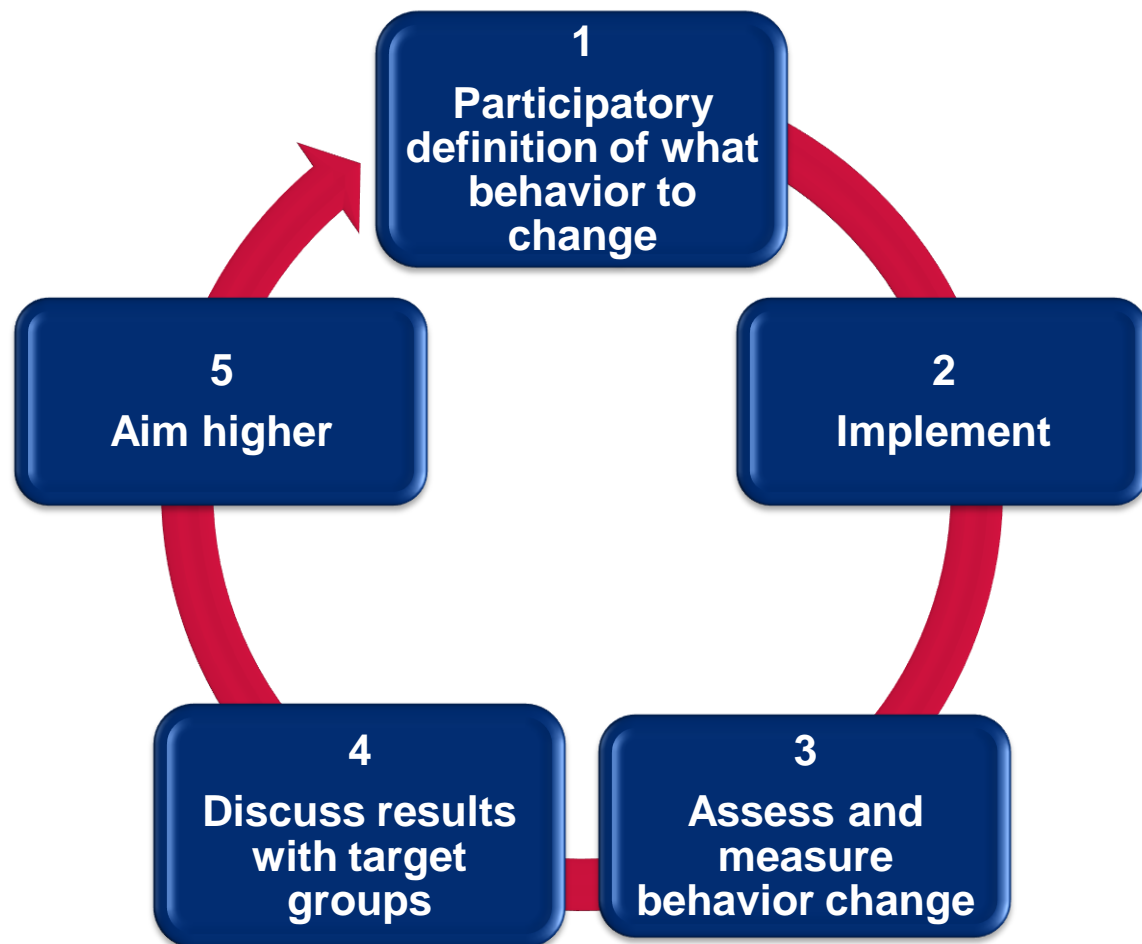
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KEY PHASES IN FACILITATING BEHAVIOR CHANGE

Role of Project:

To help target groups understand the issues, overcome their constraints to change, facilitate self-realization and coach them as they make the changes.

Generally done with community leaders/ influencers.

1
Participatory definition of what behavior to change

2
Implement

3
Assess and measure behavior change

4
Discuss results with target groups

5
Aim higher

READINESS TO CHANGE VIS-À-VIS INTERVENTION STRATEGIES

USAID DAI Cambodia MSME Project: Upgrading of Aquaculture Retail Sector, 2010

VENDORS WHO WENT ON STUDY TOURS: Support system; small steps

There is no problem

There is a problem but I have my doubts

I see the problem and am interested in learning about it

I am willing to be part of the solution and advocate change

There may be a problem, but it is not my responsibility
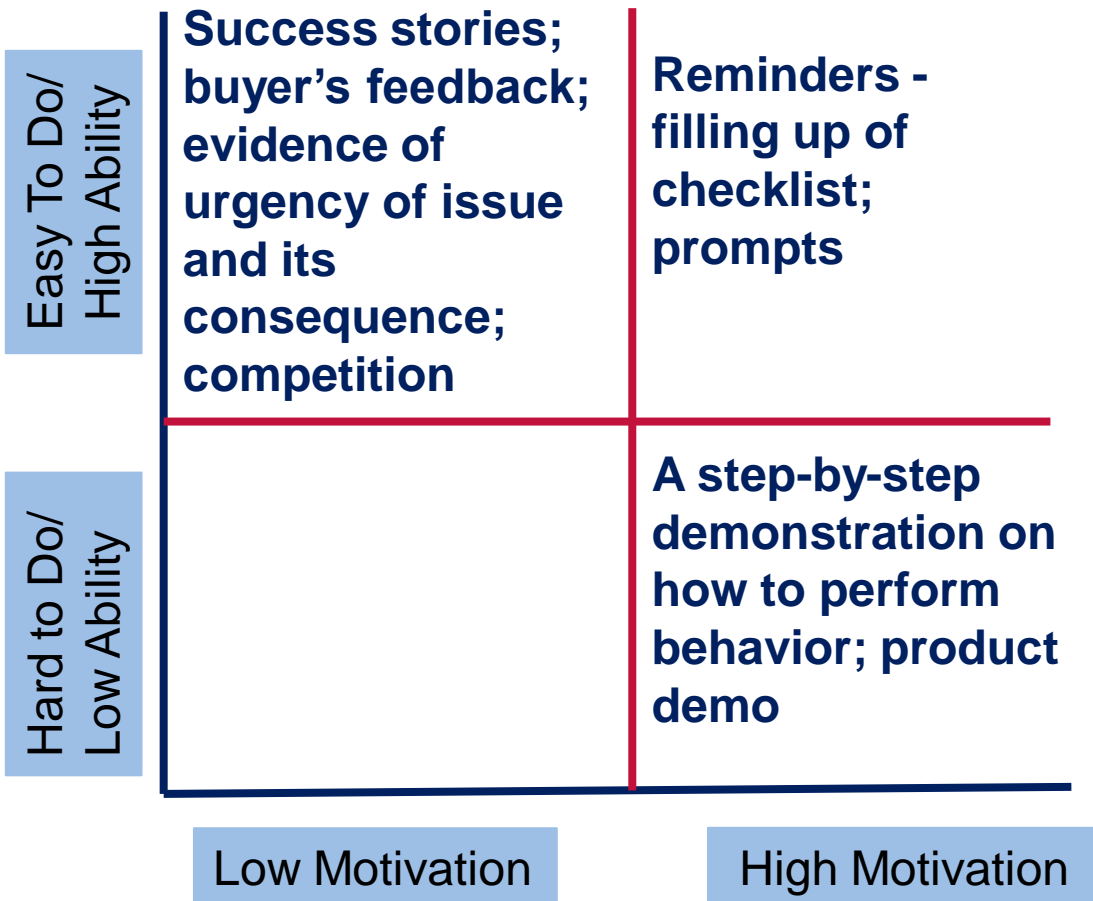
There is a problem but I am afraid of changing

I am ready to try some solutions

VENDORS/ CONSUMERS: Focus on clarifying risks, benefits, barriers, and misconceptions

GOVERNORS/ MARKET OWNERS: Positive reinforcement; capacity building

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Ref: Srinivasan 1990

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BEHAVIOR CHANGE FRAMEWORK

	Low Motivation	High Motivation
Easy To Do/ High Ability	**Success stories; buyer's feedback; evidence of urgency of issue and its consequence; competition**	**Reminders - filling up of checklist; prompts**
Hard to Do/ Low Ability		**A step-by-step demonstration on how to perform behavior; product demo**

Examples of Triggers

To change behavior of players:

- **Facilitate access of players to resources and skills to perform the behavior or to find ways that the practice can be simplified**

- **Ensure that incentives are attractive enough for players to enroll in the change process**

- **Create /identify and reinforce triggers that would move players into action**

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ELEMENTS OF ABILITY

Make Behavior Simple to Do/ Breakdown into Simple Steps

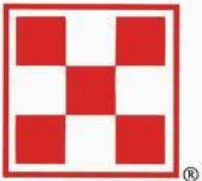**+**

Access to Resources and Skills to Perform Behavior

Best Aquaculture Practices (BAqP)
PROPER POSTHARVEST HANDLING OF FISHES

Simplicity: a function of the person's scarcest resources

Peers

Lead Firms

Model Farms

Input Suppliers

WORK ON BOTH PERSONAL AND SOCIAL MOTIVATIONS

Belief about consequences of performing a behavior and value placed on each possible consequence

Belief about whether other people would wish person to perform behavior and the influence of the other person

MARICULTURE PARKS GUIDELINES

6.0 MT HARVEST

Personal Motivation: Incentive from Employer

Social Motivation: Adherence to Norms

On Time/Proper Feeding of Fishes
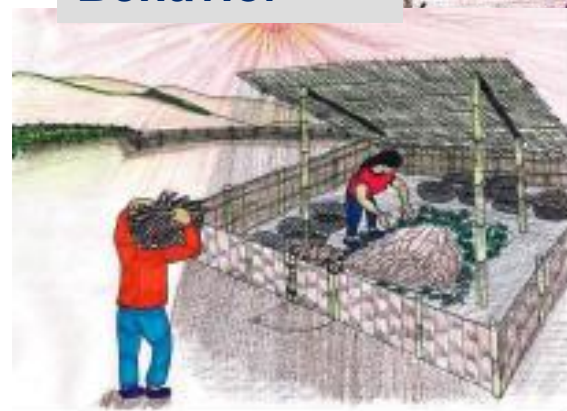
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THE NEED FOR BROAD ENGAGEMENT/COORDINATION OF CHANGE

Positive Change in Quality Control Practices among Traders

Changes in Farmers' Behavior

IDENTIFICATION OF FOCAL POINT OF CHANGE THAT CAN TRIGGER WIDESPREAD CHANGE

Before

After

2010

1. New Tent

2. Display improvement

4. Other vendors followed

5. Layout and policy compliance

6. Covered infrastructure

3. Cleanliness / Happy disposition

2007

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IADB Japan Program – Upgrading of Ferias: Replication of USAID 2003 IGP Project in Mindanao

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Sunhara, Background

- 4-year project, funded by Bill and Melinda Gates Foundation

- Three key objectives: Outreach, Marketing and Gender

- 25,000 small and marginal farmers, 20-25% of the target farmers, i.e,. 5000, are women

Women in Agri-market Systems

- 75 % of all female workers are engaged in agriculture, mostly as laborers at the farm level

- They are part of agricultural operations from sowing till harvesting, but still remain largely unacknowledged as farmers – farmer is a 'man'

- The number is continuously increasing, but no presence in vertical levels of value chains

- No control over decision-making and expenditure

- Excluded from community and livelihoods affairs unless there are development interventions that have promoted their participation

Underlying Issues

IS IT ONLY GENDER?

Values
- Women's place is at home
- Women do 'not hear' if they get educated
- Women can not learn technical things

Practices
- Purda system
- Restrictions on mobility
- Women are not educated
- Domestic violence
- Lack of ownership of assets

Structures
- Extension system does not recognize women as farmers
- Marketplaces are not women-friendly
- Overall value chain system is dominated by men
- Policies are not practical

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How to Achieve Success

- Recognize the nature of a problem – both within a team and at the implementation level

- Integrate social inclusion in project management documents and log frame – gender assessment as a critical aspect of baseline

- Recruit appropriate staff to address both social and technical aspects of the project

- Ensure appropriate capacity building for staff

- Participation of the entire team in the baseline, gender study, and field trainings

- Set examples – respond to women-in-the-workspace needs

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Implementation Strategies

Two dimensions of the program:

1. Empowerment track

- Address key social and informal norms through targeted set of empowerment trainings for mobilizing the community and developing a cadre of leaders

- Engage men/community leaders/local officials in the entire process

Implementation Strategies

2. Entrepreneurship track:

- Building on empowerment achievements, promote credit and savings groups

- Facilitate federation of groups in coordination with local organizations for introduction of enterprising activities

- Target appropriate value chains that will not create additional burden for women

- Ensure appropriate capacity building for sustainability

Observations

- Social norms and practices are clearly major barriers…

- …but women need to be empowered to push through hurdles

- Leverage positive atmosphere/policy environment and market activities appropriately

- Recognize areas where success can be achieved

- Ensure ownership of activities/ assets/profits

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Understand what they are

- Starting point: recognize that the economic lives of men and women are different

- Understand these differences in identifying strategic points of intervention in value chains

- Map male/female differences:
  - in participation across VC activities & division of labor within activities
  - in VC relationships
  - in behaviors related to upgrading (e.g., accessing lump sums of money, accessing information, getting paid, participating in broader commercial networks)

Potato value chain gender map
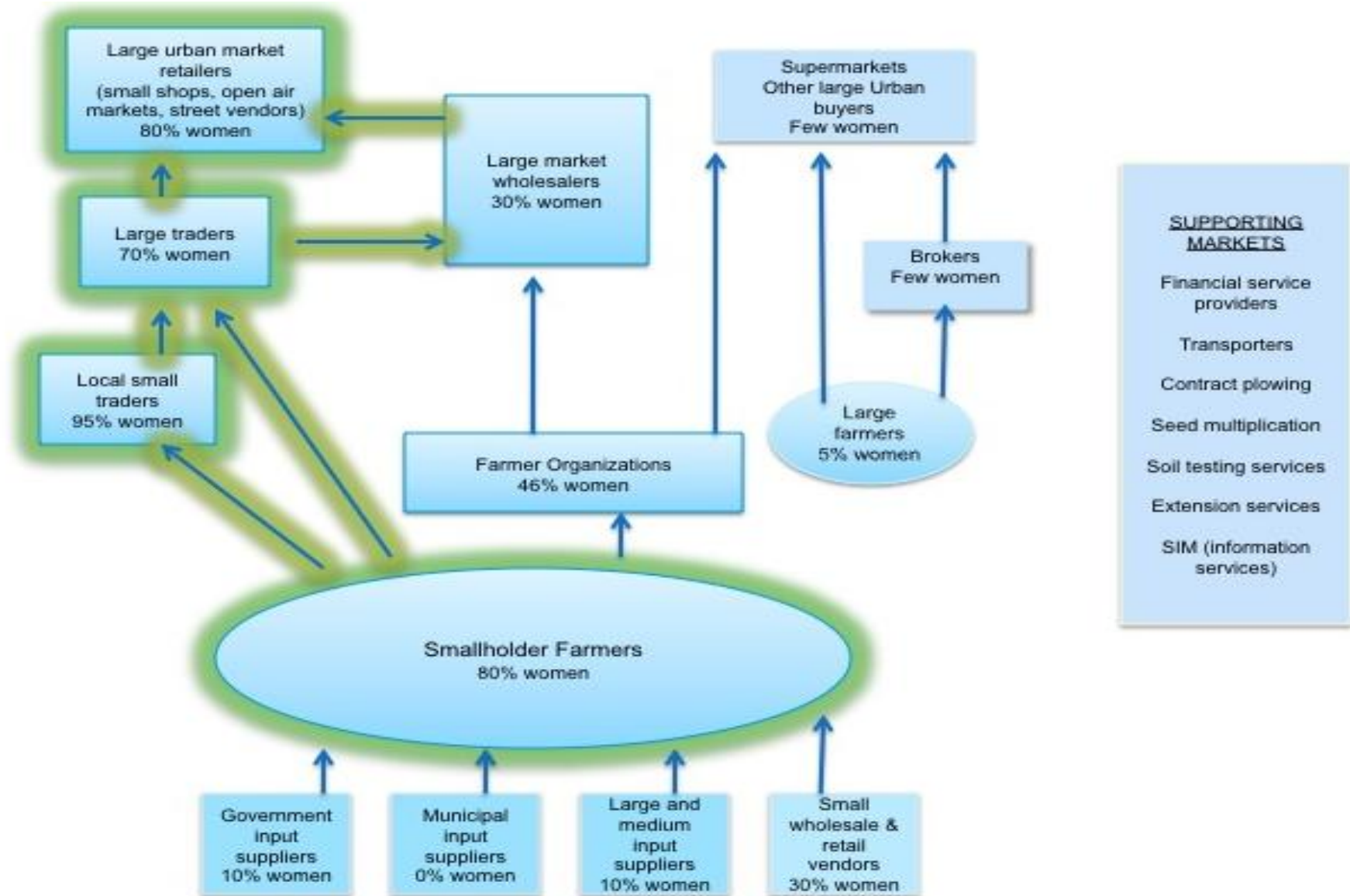
Confront them

For example:

- Training for women to encourage change in their behaviors

- Social support and other reinforcements to back-up changed behaviors

- Identify positive deviants and facilitate their engagement in VC upgrading

- Efforts to change inheritance laws related to women property rights

Accommodate them

For example, if women have mobility/proximity constraints, focus on last mile commercial solutions

- Agent networks (for inputs and services)

- Doorstep savings (Susu savings accounts Ghana; Sahara doorstep savings in India)

- Farmer field schools

- Male kin

By-pass them

For example:

- New/alternative information channels on markets, prices, production processes

- Direct market linkages/logistical arrangements and transactions over the phone

- Mobile money – new methods of payment

The ability to build trust is key

- Building trust between actors is critical for VC development

- Breaking through socio-cultural barriers enables women and other marginalized groups to build relationships of trust, thereby promoting market inclusiveness AND improving the functioning of value chains

- Win-win proposition

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www.microlinks.kdid.org/vcwiki