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# **GENDER-SENSITIVE VALUE CHAIN DEVELOPMENT**

Learning from the Embroidered Garment  
Value Chain in Pakistan

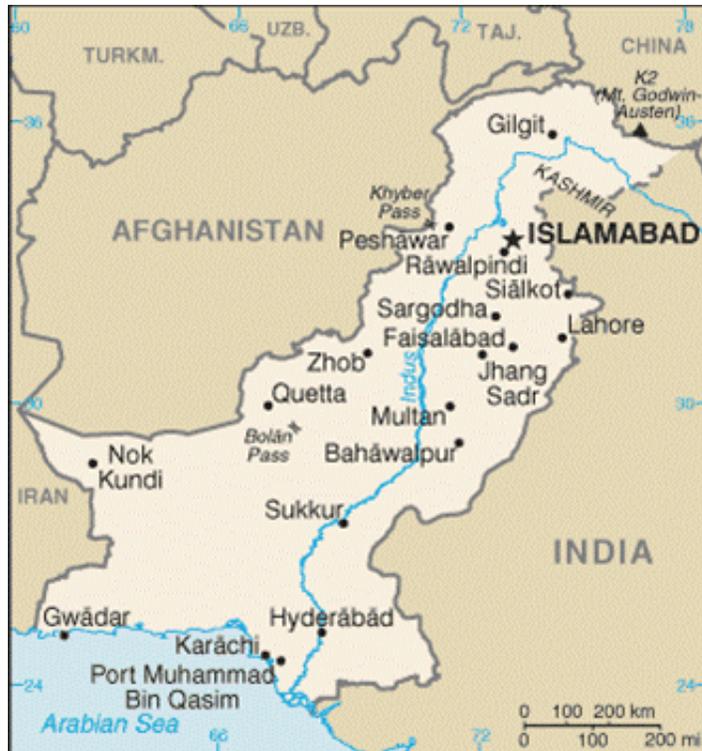
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## GENDER CONTEXT IN PAKISTAN



- 105/170 on Gender Development Index
- Sociocultural context of *purdah*
  - Concerns for safety
  - Concerns for family honor
- Competing household duties
- Comparisons with similarly conservative societies in Middle East & North Africa



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## SOCIOECONOMIC IMPLICATIONS FOR WOMEN

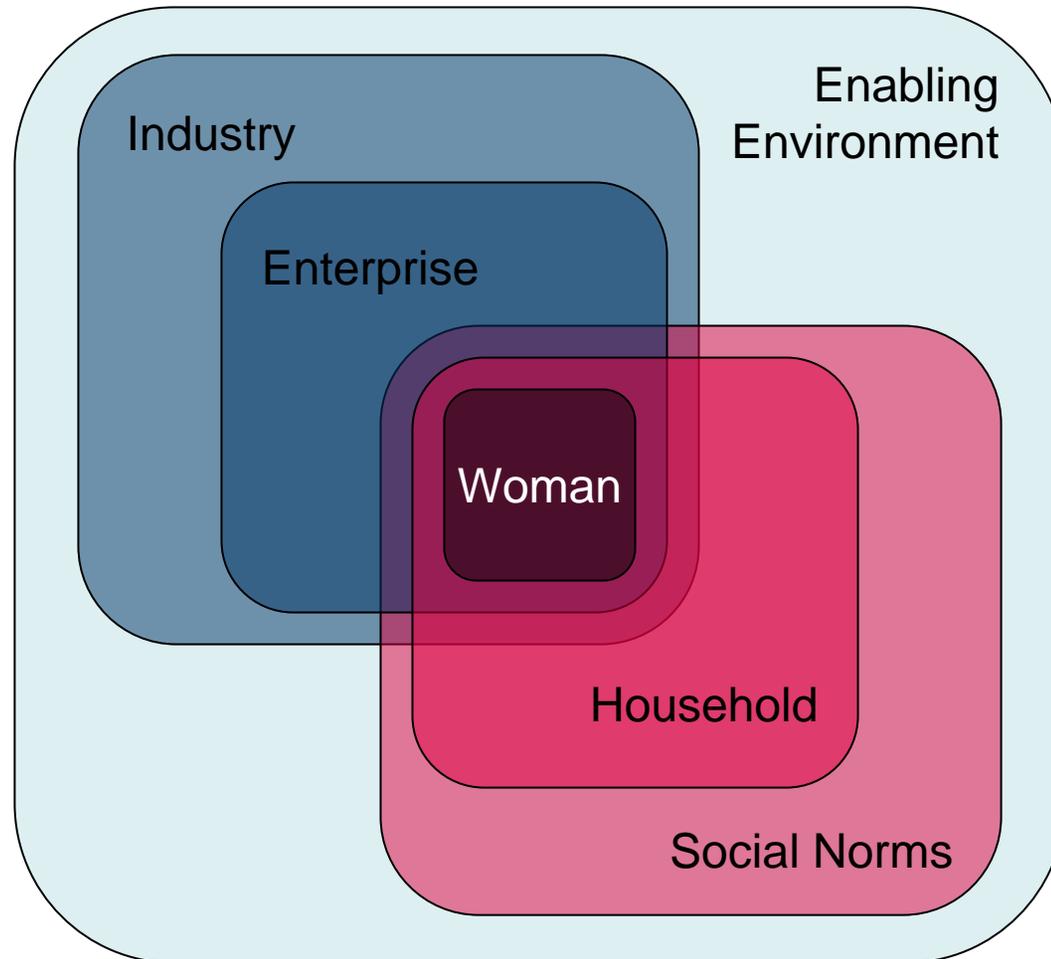


- Restricted contact with mainstream society/economy
- Power asymmetries
- Opportunity costs
  - Social
  - Labor
- Competing pressures on whether to work
- Limited labor force constrains economic growth
- Limited channels to transmit benefits of growth



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## OVERLAPPING SOCIOECONOMIC FACTORS





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## FROM BEHIND THE VEIL

### Overview:

- Embroidered garment value chain
- Clusters in Punjab, Sindh, and Baluchistan
- Implemented by MEDA and ECDI
- \$600,000 over 3 years

### Results:

- 10,000 embroiders (6,500 active per month)
- 213 sales agents (174 active per month)
- Total sales valued at \$2 million
- Embroiders: \$20-25 per month (300% increase in income)
- Sales agents: 20 - 25% profit margin



# VALUE CHAIN FRAMEWORK

## 1. End Market

## 2. Enabling Environment

## 3. Inter-Firm Linkages

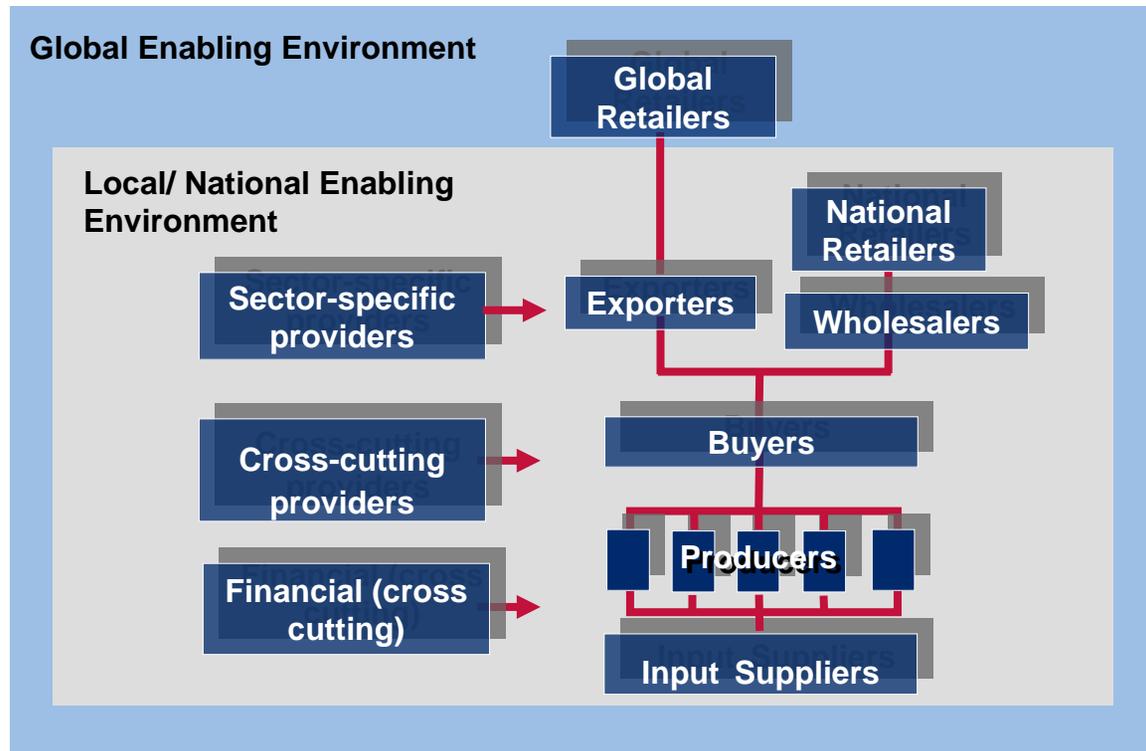
- Vertical
- Horizontal

## 4. Supporting Markets

## 5. Upgrading

## 6. Value Chain Governance

## 7. Relationships





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## END MARKET



- Urban “middle class”:  
*segmentation, upmarket & contemporary trends*
- Suitcase exports:  
*India, Middle East*
- Little competition in target market segments:  
*high potential for competitive advantage*
- Information asymmetries:  
*constrain supply response*



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## ENABLING ENVIRONMENT



- Conflicting sociocultural context: *formal / informal*
- Conflicting support for women: *strong words / weak action*
- Importance of artisanal sectors: *aligned with government priorities*



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## VERTICAL LINKAGES



- Purdah constrains female/male and inside/outside interactions: *coopt rather than confront*
- Need to improve transmission of learning, products, services, and benefits: *alternative vertical network*
- Incremental change: *multi-tiered, dynamic network*



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## HORIZONTAL LINKAGES



- Supply constrained by labor-intensiveness, limited individual labor, fragmented clusters: *agglomeration strategies*
- Demand is irregular and specialized: *supply chain management strategies*
- Emerging needs: *collective action and peer support*



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## SUPPORTING MARKETS



- Design services: *embedded and fee-based services*
- Limited input supply and financing: *embedded service*
- Specialized training needs: *embedded service*
- Sales agent training: *fee-based service*
- Sales agent financing: *emerging need*

## UPGRADING



- Embroiderer incentives: *traditional skills, low investment, low visibility, high flexibility*
- Embroiderer risks and opportunity costs: *incremental change and peer support*
- Community disincentives: *subtle change and peer networks*
- Sales agent incentives: *selection criteria*



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## VALUE CHAIN GOVERNANCE



- Status quo - Market-based:  
*low quality, low returns*
- Ideal - Directed:  
*higher quality, higher returns:  
needs learning & investment*
- Reality - Balanced:  
*fragmented (but growing)  
market, specialized skills, and  
relationship-driven transactions  
limit the accumulation of power*
- Change catalyst: *intermediaries*



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## RELATIONSHIPS



- Power:  
*changing power dynamics  
do asymmetries still persist?*
- Learning:  
*driving change and adhering  
relationships*
- Benefits:  
*improved distribution of benefits  
is it enough?*
- Embedded services:  
*inputs, finance, training  
symptoms of success or  
perpetuating problems?*



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## IMPLICATIONS



- Evolving challenges: *market demand, supply response, relationships*
- Exit strategy
- Sustainability
- Incremental change
- Intermediaries as catalysts
- Sociocultural dynamics
- Peer support



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**THANK YOU!**

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