

Agricultural Learning and Impacts Network (ALINe)

P4P Global Gender Strategy



Photo 1: Women's cooperative in Oromiya, Ethiopia



Abbreviations

CCs	Country Coordinators.
CIP	Country Implementation Plan.
COs	Country Offices.
FAO	UN Food and Agriculture Organisation.
FGDs	Focus Group Discussions.
FHHs	Female Headed Households.
FOs	Farmers Organisations.
GAs	Gender Assessment.
GOs	Gender Officers.
HEPS	High Energy Protein Supplements.
HQ	Headquarters.
ICRW	International Center for Research on Women.
MEL	Monitoring, Evaluation and Learning.
OWP	Older Women from Polygamous Marriages.
P4P	Purchase for Progress.
WFP	UN World Food Programme.

Glossary¹

Empowerment

A series of processes and changes whereby women and men's agency is expanded, i.e. the processes by which the capacity to make strategic life choices and exert influence is acquired by those who have so far been denied it.

Gender

The term gender refers to culturally based expectations of the roles and behaviours of men and women. The term distinguishes the socially constructed from the biologically determined aspects of being male and female. Unlike the biology of sex, gender roles and behaviours and the relations between women and men (gender relations) can change over time, even if aspects of these roles originated in the biological differences between sexes.

Gender equality

Gender equality between women and men refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration recognising the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centred development.

Gender equity

Gender equity means fairness of treatment for women and men, according to their respective needs. This may include equal treatment or treatment that is different but which is considered equivalent in terms of rights, benefits, obligations and opportunities. In the development context, a gender equity goal often requires built-in measures to compensate for the historical and social disadvantages of women. Equity is a means. Equality is the result.

Gender mainstreaming

Gender mainstreaming is the process by which reducing the gaps in development opportunities between women and men and working towards equality between them become an integral part of an organisation's strategy, policies and operations, and the focus of continued efforts to achieve excellence.

Well-being

A state of being with others, where human needs are met, where one can act meaningfully to pursue one's goals, and where one enjoys a satisfactory quality of life.

¹ For further details of these terms see 'P4P and Gender: Literature Review and Fieldwork Report', ALINe, 2011; for a hard copy please contact clare.mbizule@wfp.org.

Contents

1. Rationale and gender framework	5
2. Gender mission	11
3. The objectives in the global gender strategy.....	12
4. Strategy implementation	19
5. Monitoring, evaluation and learning	22
Annex 1. Table of monitoring indicators*.....	24
Annex 2. Menu of activities*	26
Annex 3. WFP food basket and women’s crops and food products	28
Annex 4. Gender assessment framework	29
Annex 5. Roles and responsibilities	31

1. Rationale and gender framework

This P4P gender strategy is informed by policy and review documents including:

- WFP's current gender policy², which explicitly reaffirms WFP's commitment to creating an enabling environment for **promoting gender equality and women's empowerment** to support partner countries **in addressing food and nutrition challenges** sustainably.
- Literature review and empirical research conducted by ALINe on behalf of WFP between January and August 2011, which examined the situation of women in the countries where P4P is currently being implemented³. More specifically, the aims of the literature review and research were to:
 - Ground-truth the P4P Occasional Paper II produced by the P4P unit in October 2010 (on enhancing women's participation⁴) through a more extensive and comprehensive literature review.
 - Conduct fieldwork in selected P4P countries in order to contextualise the global strategy, i.e. to conceptualise general and strategic objectives that resonate with the different countries and are likely to be achieved through contextualised activities and action plans.

1.1. Research findings

The main findings of the research assignment yielded the following conclusions:

- The **main obstacles to women's emancipation are structural** and mostly rooted in the reproduction of unequal gender relations in the household and community.
- This inequality manifests itself in **women's widespread inability to access and control productive resources**, most notably land and agricultural services. Women find it difficult to graduate from a role in subsistence agriculture to more prominent positions in market-based agriculture.
- In terms of participation in collective groups/ initiatives, **women often feel more comfortable and safe in women-only groups** where there is a tacit shared understanding of women's daily and structural difficulties and grievances.
- **Women's chief focus is on diversifying their livelihood strategies**. In many cases diversification implied a greater investment in activities other than those directly related to crops that WFP is currently procuring through P4P.
- **Most women do not meet the criteria that often define smallholder farmers**⁵. In the overwhelming majority of cases, men are the nominal owners of the household assets and therefore recognised as such both by law and custom.

² WFP Gender Policy: Promoting Gender Equality and the Empowerment of Women in Addressing Food and Nutrition Challenges, available <http://one.wfp.org/eb/docs/2009/wfp194044~2.pdf>

³ Please consult ALINe's paper 'P4P and Gender: Literature Review and Fieldwork Report', ALINe, 2011.

⁴ Please P4P Occasional Paper II: Practical Actions to Enhance the Participation of Women in the P4P Pilot Programme, available <http://documents.wfp.org/stellent/groups/public/documents/reports/wfp229144.pdf>.

⁵ By definition smallholder farmers own a plot of land or livestock or they control the production process, trading and/or income from the crops they grow. Their livelihood is mostly based on farming although smallholder farmers are also likely to engage in off-farm activities. The size of the land varies according to the

- Although in some cases decisions are taken jointly (i.e. by both the husband and the wife in the household), **men usually do seem to have the prerogative of the 'last word'**.
- **Most women are unpaid family workers**. They work on the family farm, regardless of the type of crop (cash crops and subsistence crops). Women either contribute to every stage of the production process or participate in very specific stages of the production process (e.g. weeding and threshing). In the majority of cases they do not engage in the trading of cash crops.
- Crops currently procured through P4P fall under the category of cash crops⁶. **Women who do engage in the production and trading of cash crops are a minority** and correspond mostly to female-headed households. Their number varies across areas/ regions and these women often face a multitude of practical constraints to their engagement with P4P.
- There are 'gendered' crops and 'gendered' activities. That is, **there are certain crops whose production process is totally controlled by women**, with minimum interference from their husbands.⁷
- **Women are also responsible for the marketing of surplus crops/ food products, whose production they control**. Women's crops are produced on a small scale and primarily for family consumption. The surplus is sold in local markets and the profit of the sale is used to buy other food products and fuel for family consumption. Hence the profit is re-invested in the household and this is often the only household income that women have some control over.

In Ethiopia and Tanzania, women grow vegetables and keep dairy animals. They are responsible for the marketing of the surplus of these activities, but not in large amounts. In West Africa women tend to be heavily involved in the production, processing and marketing of pulses and rice.

agro-ecological zone. Smallholder farmers exercise control over the production and trading of their crops. Please consult 'P4P and Gender: Literature Review and Fieldwork Report', ALINe, 2011 for further discussion.

⁶ Defined as a crop grown for profit while noting that crops grown for sale and those grown for self-subsistence are not mutually exclusive. Cash crops may and do include crops traditionally grown for subsistence, e.g. staple crops. When the latter acquire higher market value farmers tend to increase their production.

⁷ For further details, please see Annex 3 of this strategy and Table 7 in ALINe's paper 'P4P and Gender: Literature Review and Fieldwork Report', ALINe, 2011.

1.2. P4P's current limitations on gender

On the basis of the findings, there are two limitations to WFP's ambition to increase women's participation in P4P:

- **Most women are not smallholder farmers**, or would not qualify as smallholder farmers outright. They do not own land, or control the production process, trading and/or income from cash crops.
- In most cases, with the notable exception of some West African countries, **WFP does not currently procure crops/ food products through P4P whose production tends to be controlled by women. In the cases where this happens, it is in relatively small quantities.** Yet some of these crops and products may be part of the wider WFP food basket (see Annex 3).

1.3. P4P's possibilities and potential

The research has demonstrated that there are four different categories of women⁸ involved in agriculture that are of interest/relevance to the P4P project:

- **Group 1. Women producers and/or marketers of crops/ foods products currently procured through P4P**, who demonstrate potential to sell through P4P or who are already selling through P4P (e.g. through FOs or traders engaged through the conditional tender mechanism). Often these women are female-headed households and/ or older women from polygamous marriages (FHHs/ OWPs). These women already have the essential prerequisite for selling surplus produce through P4P, but might be disadvantaged in comparison to their male counterparts for a variety of reasons.
- **Group 2. Women unpaid family workers**. These women are linked to P4P through their husbands and are primarily involved in P4P activities through supporting their husbands on their farms, in the production of crops currently procured through P4P. Women engage in this work because they see it as their obligation as members of the household. However, in the three countries visited⁹ during this assignment, there were many instances where women indicated very little or no interest in pursuing this as their full-time, main economic activity¹⁰.



Photo 2: Women-only focus group discussion in Jutiapa, Guatemala.

⁸ These groups are likely to overlap as women tend to have a variety of agricultural roles.

⁹ Guatemala, Ethiopia and Tanzania were visited by ALINe as part of this assignment.

¹⁰ This is greatly due to women's greater concern with diversifying their household livelihood strategies instead of having all adult members depending of one activity that women do not consider profitable, and do consider as being very vulnerable to climate shocks and market fluctuations. Please consult 'P4P and Gender: Literature Review and Fieldwork Report', ALINe, 2011.

- **Group 3. Women producers and/or petty traders of crops/ food products not currently procured through P4P.** Some of these crops/ food products are part of the WFP food basket; these women produce enough surplus crops/ food products, and to some extent already engage in the market and/ or are part of collective organisations (the majority in women-only groups). Hence whilst currently these women do not have a formal link to the P4P initiative, potentially they could. This group may overlap with group two if they also work on family farms.

In Zambia, WFP is contracting small processors that obtain their raw commodities from smallholder farmers to process cassava and produce high energy protein supplements (HEPS). The NGOs running these small processing plants have gender policies in place. HEPS contain roller meal, soya flour, sugar and powdered milk. As women have been involved in the production of HEPS in the past and are also responsible for cassava and dairy production, processing and marketing, they are set to directly profit from this initiative.

- **Group 4. Women casual agricultural labourers** that may work as seasonal labourers on farms that sell through P4P, or as labourers in processing and packing activities.

In light of the foregoing, P4P, at country level, has two programmatic approaches, and each approach demonstrates a different potential to target the groups of women categorised above:

- **Basic programmatic approach.** WFP continues to procure through P4P a limited number of crops/ food products and a less diverse range than the current composition of the WFP food basket. Through this approach P4P can immediately target the most restricted group, group 1, and potentially group 2.
- **Enhanced programmatic approach.** WFP diversifies the food products that it procures through P4P, and raises its awareness and involvement in the procurement of processed foods. This approach shows greater potential to target all groups of women, including the ones in groups 3 and 4.

Different country programmes are implementing one or both these different programmatic approaches. *Currently* P4P COs seem to mainly be targeting group 1, while opportunities exist to expand work with groups 2, 3 and 4 depending on the context.

Regardless of the programmatic approach, WFP should work with a gender framework suitable to guide the programme's operational approaches to gender:

- **Gender blind:** does not distinguish between women's and men's labour, management and decision-making roles and tends to ignore who owns/controls productive assets, including land (assuming equal access to resources or that resources belong to the family or men).
- **Gender aware:** the programme understands and takes into account gender differences in roles and access to resources but does not seek to challenge the status quo. In other words, the programme addresses and deals with the effects, without aiming to contribute towards addressing the causes of the issues affecting women. Through this approach, the programme aims to increase women's well-being, but it may end up contributing to changing the status quo of gender relations in anticipated or unanticipated ways; and this can happen in both positive and negative ways.
- **Gender transformative:** The programme sets as an explicit goal the transformation of the unequal gender relations, i.e. contributing to addressing the constraints to women's empowerment and the root causes of women's subordination.

The **basic programmatic approach** is more likely to have an aware operational approach to gender, yet it has the potential to include some transformative elements. The **enhanced programmatic**

approach has the potential to be fully transformative, or it can have an aware operational approach to gender that incorporates strong transformative elements.

At implementation level, **the general risks to bear in mind** are:

- Too narrow focus on producers may mean that the needs of the household are neglected. The links between income, food security and resilience are complex and have gender dimensions that require a holistic consideration:
 - Selling staple crops in the market may mean that there is less food available for the household, particularly if poor farmers are targeted.
 - Incomes may be used to purchase expensive inputs rather than support better food security and better resilience to shocks.
 - Encouraging women to start growing crops for P4P may undermine household food diversity, if their current contribution to the household fills that role.
 - Evidence shows that supporting increases in women's incomes may be more effective at reducing childhood malnutrition than increases in men's incomes.
- Women's increased incomes may not immediately be translated into women's social and political empowerment. If intra-household gender relations are neglected, efforts to support women's increased income can have adverse effects on:
 - Household well-being (e.g. women do not have enough time to look after their children).
 - Overall income from other economic activities (e.g. if other activities were more profitable or if male contributions to certain types of household expenditure decreases).
 - Women's exposure to domestic violence.



Photo 3: Women cooperative members in Oromiya, Ethiopia

Table 1: Gender Framework

Approaches	Examples	Outcomes	Groups of women
<p>Gender blind Does not distinguish or acknowledge gender power relations or the gender division of labour</p>	<ul style="list-style-type: none"> - Programmes that focus on marketed or internationally traded crops (traditional male roles), without paying attention to women's roles as unpaid family workers or independent producers. - Programmes that aim to strengthen farmer groups without considering the barriers facing women's participation in collective action. 	<ul style="list-style-type: none"> - May fail to acknowledge women's contribution or potential contribution to overarching goals and objectives. - Carries a high risk of failing to achieve programme goals and may exacerbate gender inequalities. 	<ul style="list-style-type: none"> - No target group.
<p>Gender aware Addresses women's and men's practical needs within existing gender relations and divisions of labour</p>	<ul style="list-style-type: none"> - Gender-sensitive extension services that focus on tasks that both females and males specialise in, organised in times and places compatible with women's childcare and other domestic responsibilities, and not staffed overwhelmingly by male trainers - Programmes focusing on irrigation, water-control, soil conservation, extension and training, microfinance, marketing, crop/livestock diversification. 	<ul style="list-style-type: none"> - Supports well-being outcomes (income, food security, nutrition, health). - Does not challenge existing gender relations, but may lead to anticipated or unanticipated changes (positive or negative). 	<ul style="list-style-type: none"> - Women producers/ marketers of crops currently procured through P4P. - Women unpaid family workers.
<p>Gender transformative Challenges existing gender roles and divisions of labour <i>and</i> considers women's and men's practical constraints.</p>	<ul style="list-style-type: none"> - Programmes focusing on land reform, land titling, changes in family or inheritance laws, promoting women's organisations or leadership roles in mixed organisations (supported by actions that focus on women's practical constraints to entering these). - Programmes targeting women's traditional crops and markets, helping women enter new value chains, supporting women's organisations and providing training. - Involves awareness-raising, building self-confidence, expansion of choices, increased access to and control over resources and actions. 	<ul style="list-style-type: none"> - Supports women's access to and control over resources. - Promotes the process and outcome of women's empowerment. 	<ul style="list-style-type: none"> - Women producers/ marketers of crops currently procured through P4P. - Women unpaid family workers. - Women producers/petty traders of crops and food products currently not procured through P4P. - Women casual agricultural labourers.

2. Gender mission

There are several layers of complexity that require consideration when addressing gender, and particularly women, in the context of P4P:

- Reaching women through P4P is a challenge, particularly certain groups of women.
- The reach and breadth of P4P's gender mission is likely to vary according to the programmatic approach implemented.
- The programme is still in a pilot stage, and has yet to reach its maturity in terms of operational and even conceptual refinement.
- P4P is implemented in 21 countries, and countries do have relative autonomy to shape the programme to their context.

Therefore, this strategy (which provides guidance for the next three years of **a pilot**) should not be tied to one particular programmatic approach, particularly because programmes in countries, given contextual specificities, should have the flexibility to decide which option is best for them.

Hence this global gender strategy provides strategic guidance that:

- Serves both programmatic approaches (i.e. basic and enhanced).
- Adapts to the programme rather than determines the programme.
- Steers and promotes the development and refinement of gender activities during roll out of the pilot, rather than stifling innovation on gender.

Likewise, P4P's gender mission must encapsulate this flexibility: the flexibility to allow the pilot to develop through experimentation and to allow country programmes to decide which programmatic approach is more realistic and feasible in any given context.



Photo 4: Women and children in Dodoma, Tanzania.

In general, WFP recognises the value in promoting strategies that enhance, facilitate and increase women's full participation and integration into markets of agricultural commodities through P4P.

P4P's gender mission therefore is to increase women smallholder farmers, (unpaid) family workers and/ or wage labourers' well-being, through promoting and facilitating opportunities for their access to agricultural markets, in an economically and socially sustainable way.

P4P's gender mission and its rationale inform this strategy and have inspired the selection of the general and strategic objectives conceptualised to steer country programmes and more generally P4P towards either an aware or a transformative operational approach to gender.

3. The objectives in the global gender strategy

This strategy distinguishes between:

- **General objectives.** These correspond to the programme's four main goals on gender. What is it that the programme wishes to achieve on gender and leave as a legacy? Which are the areas on gender that the programme wishes to impact on?
- **Strategic objectives.** These correspond to what needs to be achieved, at implementation level, to ensure that general objectives will be reached in the longer-term. These are the strategic outcomes, the desired effects or changes brought about by concrete actions/ activities.
- **Priorities for action.** These enlist the actions that at implementation level must take priority in order to ensure that the strategic objectives will be achieved.

3.1. General objectives

P4P programmes at country level can decide where they can and want to position themselves in the context of the proposed gender framework.

Additionally, and regardless of the programmatic approach implemented in country (basic or enhanced) and in order to achieve its gender mission, in all countries P4P must endeavour to achieve four general objectives; which are based on the common trends that cut across the countries where P4P operates¹¹: *The first three of these objectives align well with the three 'focus areas' identified previously in the P4P Occasional Paper II and the fourth is new.*

- 1. Increasing the understanding of the importance of gender relations based on equity, within beneficiaries' households, FOs and supply side partners.** This objective addresses one of the main structural problems identified across countries/ world regions where P4P works: the widespread acceptance of women's unequal position at community and household level and their accepted social and cultural subjugation. This widespread acceptance 'naturalises' women's non-participation and seriously hampers WFP's efforts to increase women's participation in P4P.
- 2. Increasing and creating opportunities for women to participate in groups and decision making.** Group participation provides women with more opportunities to access resources and services. Groups, particularly women-only groups of producers/ traders, facilitate the creation of economies of scale and can more efficiently tackle these women's disadvantaged position in relation to male producers/ traders.

Areas of intervention recommended in Occasional paper II:

1. Women's social empowerment through the promotion of:
 - Gender awareness training
 - Institutional mechanisms that foster women's active group participation
 - Labour and time saving technologies that address women's time constraints
 - Functional literacy training for women small holder farmers.
2. Women capacity and skill empowerment through promotion of access to:
 - Agriculture extension workers
 - Agricultural and market information.
3. Women economic empowerment through promotion of:
 - Access to credit
 - The rights of women to retain decision making control over their income, savings and assets.

¹¹ For more detailed information documenting the arguments for the choice of objectives, please consult 'P4P and Gender: Literature Review and Fieldwork Report', ALINe, 2011.

3. **Facilitating and increasing the ability of rural women to access, control and manage resources and agricultural services.** This objective responds to one of the major hindrances to women's full empowerment: women's lack of ownership of and control over resources. Access, particularly to agricultural inputs, affects both women and men but it is much more pronounced in the case of women. Ownership of, and control over, resources in the overwhelming majority of cases is an exclusive prerogative of men.
4. **Diversifying opportunities for women in income-generating agro-activities.** This objective responds to what women in the ALINe/ WFP's research raised as one of their major needs: the need to diversify their livelihood strategies. Women, and perhaps because they tend to be more risk-averse, showed greater concern with their household's possible reliance on just one economic activity. Whilst women did support their husbands in the production of particular cash crops, their ambition was to diversify their agricultural production and access better markets for the crops/ food products whose production they are responsible for. Women equate the diversification of household livelihoods to their family's greater resilience to market price fluctuations and shocks.

All countries must commit to the four general objectives BUT not all countries need to commit to all strategic objectives and pursue all priorities for action¹². The choice of which strategic objective and consequent consideration of the most relevant activities must be informed by:

- Countries' own assessment of the extent to which strategic objectives have already been achieved.
- The group/ category of women countries decide to target.
- The contextual needs of the groups to be targeted.

Whichever the options, it is important to **create packages of mutually reinforcing measures** in collaboration with FOs, women's groups, and all other stakeholders/ partners. Effective market-oriented interventions that aim to support women's participation and develop gender equitable value chains need to tackle gender discriminatory norms and practices at multiple levels, i.e. at the household/community, market and national levels.

Partnerships will be critical in pursuit of the general objectives. The operational and implementation capacity of WFP is obviously limited and whatever priorities for action programmes in-country decide to focus on, it is crucial that they identify the best-suited partners to implement all activities that do not directly fall under WFP's remit, or that WFP does not have the capacity to directly implement.

General objective 1: Increase understanding of the importance of gender relations based on equity, within beneficiaries' households, FOs and supply side partners

The overwhelming majority of the countries where P4P works are characterised by male-dominated cultures, which are used to justify and even legitimise inequalities in gender relations. This is particularly true in rural areas, where male-dominated cultures are more deeply ingrained. To bring about change it is necessary to work towards changing mindsets, and to support women in their constant process of negotiation to achieve change in their unequal position.

¹² In this strategy, the recognition that countries must be able to decide on their contextualised approach to gender builds on the lessons-learned in the end-of-term evaluation of the WFP gender policy (2003-2007), available at <http://documents.wfp.org/stellent/groups/public/documents/eb/wfp187856.pdf>.

Strategic objective 1a: Promote gender sensitisation activities and approaches

Priorities for action:

- Provide support to partners to mainstream either holistic or activity-focused gender sensitisation approaches within their organisations.
- Ensure that staff involved in activities have gender training and are sympathetic to women's self-described needs and priorities.
- Ensure that activities implemented are inclusive of both men and women and framed positively: a gender sensitisation approach should be framed by positive intent and non-accusatory language, free from blame.
- Work in direct partnership, or facilitate partnership with in-country organisations that work with women's training on tools and strategies (including leadership and negotiation skills, communication technologies and market information) that more efficiently tackle dimensions of gender inequality that cannot be directly addressed in the context of P4P (e.g. organisations working on legal empowerment).

In Guatemala, the P4P gender expert working in partnership with an expert consultancy has developed a training course of organisational strengthening. This training targets FOs' board members, both men and women, and it has a strong gender component. The course is designed to be participatory and to encourage group work between both men and women.

Risks:

- If undertaken in isolation of activities that address women's practical constraints, gender sensitisation may lead to frustration. Women may be increasingly aware of their rights and feel more capable, but may lack opportunities to do anything to improve their situation.
- If gender sensitisation activities are targeted only to women, efforts may fail if men actively or passively prevent women from participating, or even from being targeted. Men may force their wives to stop attending trainings once they realise these include a strong equal rights component.
- If gender sensitisation activities are not conducted in partnership with communities, they may be rejected. For instance, women's low participation may stem from the shared belief, between local men and women that gender approaches seek to mainstream 'foreign' concepts.

General Objective 2: Increase opportunities for women to participate in groups and decision-making

Women's participation in groups, particularly in FOs, can be extremely low. Most P4P baselines at country level reinforce this position. Because women's membership is low, the likelihood of affecting women remains limited. Likewise, and because FOs work as representative organisations that engage in wider and policy-related discussions, by not being engaged in these types of organisations women risk being excluded from participating in processes of decision making. As well as increasing women's participation in mixed-gender groups, P4P should tap into existing women-only organisations and/ or promote women-only groups, so as to create an economy of scale in women's production and capacity to trade.

Strategic objective 2a: Facilitate women's participation, through maximising partnerships

Priorities for action:

- Ensure partners have gender strategies/ policies in place, which include well-reasoned targets for women's contribution to the overall organisation, including targets on quotas for female leaders.
- Identify partners, other than FOs, that have a higher number of women members and are suitable, for the purposes of the country programme, to work on reaching women.
- Ensure that partners recruit women at grassroots level, and have outreach strategies in place.
- Ensure partners have strategies in place to address women's practical and social constraints to participation (e.g. provide childcare during meeting times).
- Ensure and support partners' capacity to design and mainstream accountability mechanisms that allow women in particular to feedback on the decisions that affect their lives.
- Ensure and support partners in monitoring and evaluating their own performance on gender.
- Identify existing women's groups to work with that are currently producing/ trading.
- Promote the association of women producers/ traders in order to create a more efficient economy of scale in production/ trading.

In Mali, the best women sellers to WFP are from women-only groups. There are three women-only groups who have sold more than 80 metric tons through P4P.

Furthermore, they are increasing their access to land. It is difficult for a woman individually to access to a large piece of land. Yet when women are in groups, this becomes easier through joint purchase or leasing arrangements

Risks:

- In mixed groups, men may use their wives' membership in order to gain access to certain benefits. Evidence from Ethiopia shows that the strategy of setting targets to increase women's participation in FOs has been manipulated by men and used primarily as a strategy to access even more benefits, such as fertiliser. Some women were not even aware that they were members.
- A heavy reliance on women-only groups may be counterproductive. Men may find that women-only groups threaten their authority. In particular fieldwork in Guatemala demonstrated that in some cases women were not allowed to attend women-only activities. There is a need to be more family-oriented and take a long-term approach that promotes men cooperating with women.

General Objective 3: Facilitate and increase the ability of rural women to access, control and manage resources and agricultural services

Access management and control of agricultural resources and services is perhaps one of the greatest obstacles that women face in the process of trying to access markets and successfully engage in income-generating agro-activities. Resources include land, agricultural inputs (e.g. fertilisers, pesticides, technology), and income. Services include agricultural extension services and financial services.

Strategic objective 3a: Facilitate women's access to, and control over, resources, through maximising partnerships.

Priorities for action:

- Work in direct partnership, or facilitate partnerships with in-country organisations that work to ease structural constraints to women's access to, and control over, certain resources (e.g. advocacy on female land titling).
- Support partners to facilitate women's access to certain inputs (e.g. fertilisers) through for instance setting up flexible ways of paying for these.

In Ethiopia, one cooperative union was prioritising women and FHHs when it came to the distribution of fertilisers and seeds, as well as other agricultural inputs. They were also packing fertilisers in smaller quantities, more appropriate to women's needs, transport capacity, and production volume.

Strategic objective 3b: Maximising partnerships in order to promote gender-friendly and ethical approaches to financial services delivery.

Priorities for action:

- Participate, at country level, in forums that discuss and advocate for women's better access to financial products (i.e. credit) that are ethical and meet their needs.
- Support partners in setting up specialised training for both male and female farmers on credit/ loans/ debt, which is independent from and not delivered by the financial institutions that provide the credit.
- Support partners to develop skills and build their capacity to provide follow up to women and men that have requested a loan.

Strategic objective 3c: Maximising partnerships in order to promote gender-friendly approaches to extension services.

Priorities for action:

- Work with partners to ensure that extension services are accessible to women and adapted to their practical and social constraints.
- Support partners in building capacity to incorporate innovative methods used for extension, training and information dissemination.
- Promote and support the training of women extension workers/ demonstrators, and the training of male extension workers on gender.
- Work in direct partnership, or facilitate partnerships with in-country organisations that work to reorient extension policies and priorities to include the needs of female producers.
- Work in direct partnership, or facilitate partnerships with in-country organisations that work to promote a two-way communication between women's needs and R&D activities and programmes.

In Guatemala, P4P staff are working closely with a national organisation whose remit is the delivery of extension services, with the view to implement gender-friendly extension services.

Risks:

- High uptake and repayment rates on loans are sometimes used as indicators of women's empowerment, but women may repay through taking loans elsewhere and loans may also be controlled by men. Women may use loans to increase their income, but this often comes at the expense of heavier workloads. Women's increased autonomy may in some cases be temporary and lead to the withdrawal of male support. Field work in Tanzania showed that women's and men's debt burden is very high.

General Objective 4: Diversify livelihood opportunities for women in income-generating agro-activities

Although women comprise a large part of agricultural labour in the production of cash crops, and specifically in the countries where P4P is implemented, often women only exert control over subsistence agriculture. Women may not demonstrate interest in cash crop production as an agricultural activity, and their skills may be maximised in and through other and related income-generating agro-activities. Additionally, households' excessive reliance on the marketing of a selected few cash crops are insufficient to tackle household food and nutrition insecurity and, more importantly, to build households' resilience to shocks that may eventually lead to a food crisis. Any programme whose mission incorporates the two dimensions – nutrition and food security, and resilience – needs to consider the benefits of diversified livelihood strategies.

Strategic objective 4a: Promote and encourage the procurement of crops and food products whose production women control

Priorities for action:

- COs are encouraged to think through strategies that in future will allow the procurement of crops and food products whose production women control (e.g. pulses in West Africa, milk powder, and vegetable oil).
- Build capacity in partners to promote women's crops and food products in markets other than very local ones.
- Support partners in the design of training that addresses more efficient production methods that can be specifically applied to what women are already producing.

In Burkina Faso, WFP deliberately purchases cowpeas because it is traditionally a female-produced crop. Country data shows that women represent 56 per cent of smallholders delivering commodities through P4P. However the quantities each female farmer supply are very limited as they only account for 15 per cent of the total tonnage procured as of January 2011. Despite the challenge, Burkina Faso is committed to gender and in 2011 has hired a gender consultant to conduct a gender assessment.

Strategic objective 4b: Facilitate better use of women's time, particularly through time-saving technologies

Priorities for action:

- Partner with existing in-country organisations/ initiatives that focus on developing cost-effective time-saving technologies tailored for women, and that meet needs identified for the country/ regions.

- Build partners' capacity to mainstream cost-effective time-saving technologies that allow women to engage more fully in other income-generating activities, whilst increasing their productivity.
- Provide support to partners in the provision of other time-saving solutions, such as childcare, that allow women to have more time for other income-generating agro-activities, and importantly for training.
- Build partners' capacity in monitoring the effectiveness and results of the use of these time-saving solutions and technologies.

Two per cent of purchases since the launch of P4P were of processed foods, supporting pro-smallholder processing options, including high-energy protein supplements (Zambia), high-energy biscuits (Afghanistan), fortified blended foods (Mozambique and Guatemala), maize meal and corn soya blend.

Strategic objective 4c: Promote women's rural employment in other income-generating agro-activities

Priorities for action:

- Together with partners, conduct participatory value chain analysis in order to assess the areas, other than direct production, that create rural employment/ income-generating opportunities for women.
- Identify partners with expertise and that are able to invest in the development of rural employment/ income-generating opportunities for women, in the areas with clear potential (e.g. food processing, packaging).

Strategic objective 4d: Promote the delivery of gender-tailored and gender-friendly training on the appropriated skills-set (including literacy).

Priorities for action:

- Partner with organizations that have the capacity to design gender-friendly training tailored to women's needs (e.g. on literacy) and specific constraints (e.g. time).
- Build partners' capacity in innovative training methods, adapted to women's needs, skills and literacy levels.

Risks:

- As women's traditional crops have acquired a value, men have tended to encroach on women's roles in production and marketing.
- Providing technologies that improve productivity of men's tasks often means more work for women, e.g. a tractor to support clearing land may mean more weeding and processing for women. Even if technologies are specifically for women's activities, the time released may mean that women continue to work for their husbands.
- Labour-saving technologies may have the effect of leaving poor, landless rural women labourers unemployed (group 4). They may have been supporting themselves through undertaking labour-intensive activities in weeding and processing.
- Without providing information and resources on how to use, maintain and repair a technology, or making sure that there is financial sustainability, provision of labour saving technologies are unlikely to prove sustainable.

- Literacy training is unlikely to be effective unless linked specifically to P4P activities. Similarly, other capacity development activities need to be functional and explored in conjunction with supporting activities.

3.2. Gender global strategy and P4P's targets on gender

In its original proposal and design¹³, two main targets on gender in P4P were set:

- Smallholder groups benefiting under the project have at least 50 per cent female membership.
- Half of the smallholder groups with developed capacity to participate in competitive tender processes with WFP will be female-led.

WFP recognises that to succeed in these targets it is necessary to build a greater understanding of factors within the programme that may constrain the full achievement of the set targets. The four general objectives in this strategy respond to the identified main constraints to women's access to markets in an economically and socially sustainable way. The pursuit of these objectives will therefore enable country programmes to address these constraints within a gender aware or a gender transformative approach, or both. Finally, it will allow countries to increase women's participation.

However, the targets set may still be too ambitious, given that they are not in accordance with contextual realities of women's roles in agriculture. If the aim remains to target women farmers, it is unlikely that the targets will be achieved within the lifetime of the pilot. Its achievement would require a more developmental and longer-term approach to gender (i.e. a transformational approach to gender over the longer-term). It is feasible that targets may be reached if the participation of group 2 (unpaid family workers) becomes a focus, but the participation of these women in FOs would require a very different approach.¹⁴

4. Strategy implementation

This strategy is an approach to the future, a long-term action plan to achieve a particular goal that involves the examination of current and anticipated internal and external factors. A vision of what success looks like, and the alignment of policies, practices and resources needed to deliver upon this vision¹⁵. It is not intended to be prescriptive, but a guide.

Since this strategy will be applied across 21 countries, it is designed to allow COs' the flexibility to prioritise the strategic objectives that respond to countries' identified contextual needs. Yet **all countries should follow the same roadmap** for a successful achievement of the four general objectives, and ultimately of P4P's set gender targets.

¹³ WFP's grant proposal to Bill & Melinda Gates Foundation 'Purchase for Progress. Innovations to Connect African Low-Income Farmers to Markets', submitted in 2008.

¹⁴ For more detailed information on these issues please consult 'P4P and Gender: Literature Review and Fieldwork Report', ALIne, 2011.

¹⁵ Please see Casadesu-Masanell and Ricart, Joan Enric (2009), 'From Strategy to Business Models and to Tactics', *Working Paper* 10-036, Harvard Business School.

Crucial to the successful implementation of this strategy are the:

- Clear definition of the role and responsibilities of those involved in its implementation, roll-out and mainstreaming (see Annex 5).
- Initial country gender assessment (see Annex 4).
- In-country gender action plan.

Many country programmes are already following this road map. For instance, Burkina Faso, Guatemala, El Salvador, Ethiopia, Malawi, Mozambique and Rwanda have all conducted or are in the process of conducting a gender assessment. Guatemala, El Salvador and Ethiopia have also designed their own gender action plans, and El Salvador has conceptualised a gender strategy for the country programme.

The latter should clearly identify the specific objectives that apply to the country and should be pursued, and the related activities that must be put in place to achieve these objectives.

The menu of activities, suggested (see Annex 2), would form a living repository of organisational learning on gender: countries must add to it other activities that they are implementing, and comment on its potential and limitations. This menu of activities must be constantly available to P4P staff. There are five recommended steps in the implementation of the global strategy at country level, as described in the roadmap (see Figure 1 below).



Photo 5: Men-only focus group discussion in Dodoma, Tanzania.

Figure 1: Gender Roadmap for P4P



5. Monitoring, evaluation and learning

All programmes should have in place a Monitoring, Evaluation and Learning (MEL) system that allow programmes to measure progress and contribute towards institutional learning. The P4P's Global log frame already incorporates gender disaggregated indicators that can be used to:

- Monitor country programmes' progress towards the achievement of the strategy's four main general objectives.
- Build institutional knowledge on gender, and particularly in relation to good practice.

Other indicators that focus on partners, particularly FOs, are also suggested in this strategy. P4P is targeting women in FOs. Hence FOs are effectively the direct target of P4P's support. The suggested indicators (Annex 1) are only to be monitored after consultation with the P4P M&E unit.

Countries should also consider the use of perception-based indicators¹⁶. Perception-based indicators use data that summarises the perceptions of different stakeholders (rather than attempting to measure objective attributes of change). This data is obtained through collecting beneficiaries' direct feedback.

It is advisable to collect women's feedback on the progress in each general and strategic objective on an annual basis. This can be done through:

- Using similar methods to the ones used in initial GAs (e.g. FGDs).
- Using GAs' findings as baseline data.
- Compare progress/ development over time.

This annual update will:

- Contribute towards monitoring progress in the general and specific objectives.
- Increase programme's accountability to beneficiaries.
- Contribute towards institutional learning on gender.
- Allow detection of emergent trends (e.g. getting skills training may not be an on-going priority and women may feel that greater emphasis should be placed on women's workloads).

A **core of impact indicators** on gender must be agreed amongst programme stakeholders, and be coherent with the P4P's overall gender mission and four general objectives. Two impact indicators suggested are:

- **Well-being.** This would need further definition, but would be a composite of a number of measures of well-being (e.g. food security, nutrition, health and income).
- **Empowerment.** This would need further definition, but would be a composite indicator of different measures of empowerment (e.g. changes in gender division of labour, decision-making within the FOs and the household).

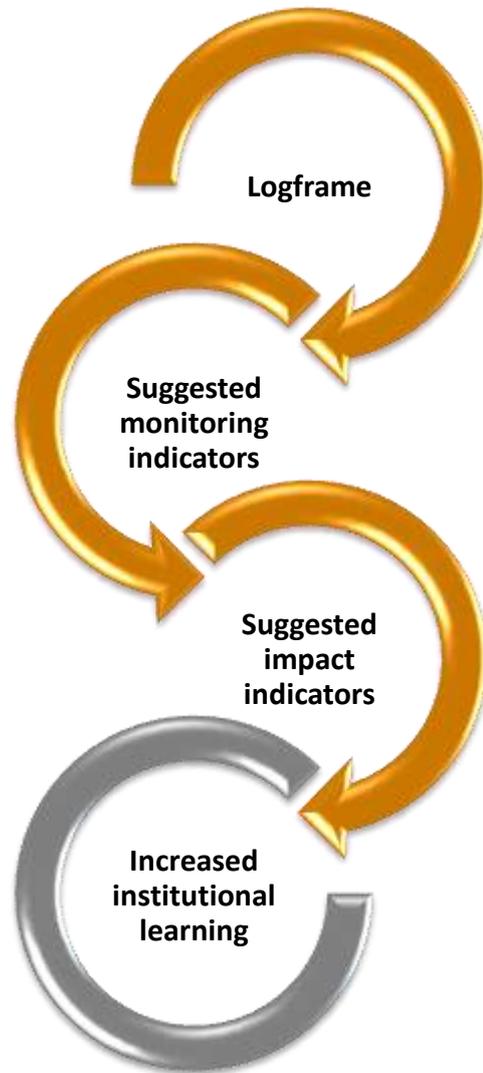
Hence, the monitoring and evaluation of progress concerning the implementation of this strategy can be supported through (see Figure 2):

- Gender disaggregated indicators in existing log frame.
- Suggested indicators (see Annex 1), which are optional and its use should be discussed with the P4P M&E unit.

¹⁶For further details see 'P4P and Gender: Literature Review and Fieldwork Report', ALiNe, 2011.

- Gender impact indicators, which should be designed by the P4P M&E unit, in collaboration with the WFP gender unit, and mainstreamed in the existing log frame.

Figure 2: Monitoring, evaluation and learning



Annex 1. Table of monitoring indicators*

	Strategic objectives	What to monitor?
Objective 1	Promote gender sensitisation activities and approaches	<ul style="list-style-type: none"> - No. of FOs implementing gender sensitisation approaches. - No. staff in FOs with gender awareness skills. - Women's and men's feedback (GA follow-up).
Objective 2	Facilitate women's participation, through maximising partnerships	<ul style="list-style-type: none"> - No. of FOs that have in place/ organise outreach recruitment actions to bring women into the FO. - No. of FOs that address women's practical constraints to participation (childcare facilities, mobile training sessions, etc.). - No. of FOs that collect feedback from women on decisions that affect their participation in markets. - Women's and men's feedback (GA follow-up).
Objective 3	Facilitate women's access to, and control over, resources, through maximising partnerships.	<ul style="list-style-type: none"> - No. of FOs with strategies in place to facilitate women's access to certain inputs (e.g. fertilisers). - No. of FOs connected to wider advocacy networks on gender issues. - Women's and men's feedback (GA follow-up).
	Maximising partnerships in order to promote gender-friendly and ethical approaches to financial services delivery.	<ul style="list-style-type: none"> - No. of FOs offering gender-tailored financial services, directly or through partnership with specialised organisations - Women's and men's feedback (GA follow-up).
General Objective 4	Promote and encourage the procurement crops and food products whose production women control.	<ul style="list-style-type: none"> - No. of FOs committed to promoting women's crops in other markets. - No. of FOs that provide/ facilitate training that addresses more efficient production methods that can be specifically applied to crops that women are already producing. - Women's and men's feedback (GA follow-up).
	Facilitate better use of women's time, particularly through time-saving technologies.	<ul style="list-style-type: none"> - No. of FOs that facilitate women with cost-effective time-saving technologies, either by providing the technology or the information / signposting. - No. of FOs that facilitate time-saving solutions, such as childcare, or facilitate information/ signposting on this. - No. of FOs that provide/ facilitate time-saving technologies and monitor effectiveness and results. - Women's and men's feedback (GA follow-up).
	Promote women's rural employment in other income-generating agro-activities.	<ul style="list-style-type: none"> - No. of in-country supply partners liaising with FOs that have the expertise and are able to invest in the development of rural employment for women, in the areas that have shown potential. - Women's and men's feedback (GA follow-up).

	Strategic objectives	What to <u>monitor</u> ?
	Promote the delivery of gender-tailored and gender-friendly training on the appropriate skills-set.	<ul style="list-style-type: none"> - No. of FOs that provide/ facilitate training adapted to women’s needs and skills and literacy levels. - Women’s and men’s feedback (GA follow-up).

*** PLEASE NOTE: This is not an exhaustive list. These are suggestions and should only be taken up after being revised by the P4P M&E unit. The table above does not include indicators already in use. Suggested indicators are based on the assumption that FOs, rather than WFP, should directly monitor the work they do on women. This is part of building capacity in partners and sustainability.**

Annex 2. Menu of activities*

	Strategic Objectives	Proposed Activities
Objective 1	Promote gender sensitisation activities and approaches	<ul style="list-style-type: none"> - Provide FOs with organisational strengthening capacity building, with a strong component on gender equity, in order to move the organisation towards a more gender-friendly level. - Build FOs' capacity to promote team work between men and women, e.g. in community gardens (which also serves the purpose of sensitising men about their role in household nutrition). - Promote gender sensitisation/ capacity building specifically targeting FOs' boards/ leadership structures. - Promote and support FOs in the implementation of peer-to-peer sensitisation actions amongst its members. - Incorporate nutrition/ food security in capacity building, focusing specifically on the role of men.
Objective 2	Facilitate women's participation, through maximising partnerships	<ul style="list-style-type: none"> - Capacity building for women on management and marketing skills, with emphasis on leadership skills/ confidence building. - Build capacity in partners to conceptualise their own gender strategies. - Capacity building in partners in monitoring women's quality of participation. - Capacity building in partners in setting up/ offering activities targeting women, e.g. specific training, childcare during training/ meetings, and so forth. - Promote and support FOs to work with a network of women leaders that provide a closer link to communities and specifically other women, and that are responsible for outreach/ grassroots recruitment. - Capacity building in FOs in incorporating feedback mechanisms that collect members', and particularly female members', feedback on the FO's performance. - Capacity building in FOs in setting up a transparent leadership/ governance system.
Objective 3	Facilitate women's access to, and control over, resources, through maximising partnerships	<ul style="list-style-type: none"> - Promote women's committees in FOs, and their links to in-country organisations that work to ease structural constraints to women's access to, and control over, certain resources (e.g. advocacy on female land titling, land leasing arrangements for women's groups). - Support partners to facilitate women's access to certain inputs (e.g. fertilisers) through setting up flexible ways of paying for these (e.g. revolving funds basis: the FO funds, and gets paid by women after selling production). - Support partners to facilitate women's access to labour (specifically FHHs) through setting up flexible ways of paying for labour (e.g. revolving funds basis: the FO funds, and gets paid by women after selling production). - Within FOs promote women producers' informal association to create an economy of scale, and that will facilitate access to inputs (from labour to fertilisers), rationalisation of resources, and increase production.
	Maximising partnerships in order to promote gender-friendly and ethical approaches to financial services delivery.	<ul style="list-style-type: none"> - Work with regional/ national financial institutions, in their process of coming up with gender-tailored products that are clearly based on an assessment of women's credit needs and capacity to repay. - Support partners in setting up specialised training for both male and female farmers on credit/ loans/ debt, which is independent from and not delivered by the financial institutions that provide the credit. - Support partners to skill either staff/ focal members on providing follow up for women and men that have requested a loan.

	Strategic Objectives	Proposed Activities
	Maximising partnerships in order to promote gender-friendly approaches to extension services.	<ul style="list-style-type: none"> - Work with partners to ensure that extension services are accessible to women and adapted to their practical and social constraints. - Support partners in building capacity to incorporate innovative methods used for extension, training and information dissemination. - Promote the training of male extension workers on gender, particularly in policy fora. - Work in direct partnership, or facilitate partners' partnerships with in-country organisations that work to reorient extension policies and priorities to include the needs of female food producers. - Promote and support FOs to work with a network of women that can provide peer-to-peer technical support to other women. - Assess the potential of partnering with initiatives that use technology to disseminate knowledge, and which these women can use (e.g. mobile phones, radio programmes). - Promote and support a two-way communication between women's needs and R&D activities, and programmes in diverse in-country fora.
Objective 4	Promote and encourage the procurement of crops and food products whose production women control	<ul style="list-style-type: none"> - Evaluate the potential of women's crops/ food products for procurement. - Evaluate the feasibility of processing units that process foods produced by women (e.g. sunflower oil). - Build capacity in partners to promote women's crops in markets other than very local ones. - Support partners in the design of training that addresses more efficient production methods that can be specifically applied to crops that women are already producing.
	Facilitate better use of women's time, particularly through time-saving technologies	<ul style="list-style-type: none"> - Identify and partner with in-country organisations / initiatives that focus on developing cost-effective time-saving technologies tailored for women. - Build partners' capacity to mainstream cost-effective time-saving technologies that allow women engage in production without overburdening them. - Provide support to partners in the provision of childcare facilities whenever meetings and training are organized. - Build partners' capacity in monitoring the effectiveness and results of the use of these time-saving solutions and technologies.
	Promote women's rural employment in other income-generating agro-activities	<ul style="list-style-type: none"> - Build partners' capacity in conducting participatory value chain analysis in order to assess the areas, other than direct production, that create rural employment for women. - Identify partners with expertise that are able to invest in the development of rural employment for women, in the areas with clear potential (e.g. packaging, food processing).
	Promote the delivery of gender-tailored and gender-friendly training on the appropriate skills-set (including literacy)	<ul style="list-style-type: none"> - Partner with organisations that have the capacity to design gender-friendly training tailored to women's capacity needs (e.g. on business, marketing and quality assessment skills for female traders) as well as to other constraints (e.g. time). - Build partners' capacity in innovative training methods, adapted to women's needs and skills, and literacy levels.

*** PLEASE NOTE: these are suggestions and should only be taken up after a country's own gender assessment.**

Annex 3. WFP food basket and women's crops and food products¹⁷

Category	Crops and food products
WFP basket of procured foods¹⁸	Wheat, maize, blended foods ¹⁹ , rice, pulses, wheat flour, vegetable oil, maize meal, sugar, other ²⁰ , sorghum
Crops and food products currently procured through P4P²¹	Wheat, maize, rice, pulses, sorghum, blended foods (primarily corn soya blend), (cassava, oil, milk) ²²
Women's crops and food products currently within P4P CIPs	Pulses, rice (primarily in West Africa)
Women's crops and food products within WFP basket of procured foods	Vegetables and nuts (for vegetable oil), nuts (for blended and ready to use supplementary foods), milk (for milk powder), cassava (for flour)
Other opportunities (currently in-kind contributions or possible extension of food basket)	Vegetables (e.g. tomato puree), fruit (e.g. fruit puree, dried fruit), smoked/dried fish

¹⁷ For information by country, see Table 7 in 'P4P and Gender: Literature Review and Fieldwork Report', ALINe, 2011.

¹⁸ WFP Food Procurement Annual Report 2010, available <http://www.wfp.org/content/food-procurement-annual-report-2010>.

¹⁹ Blended foods include: Corn Soya Blend (CSB), Corn Soya Blend Plus Plus (CSB++), High Energy Biscuits (HEB), Rice Soya Blend (RSB), Ready to Use Supplementary Foods (RUSF), Wheat Soya Blend (WSB) and High Energy Protein Supplement (HEPS).

²⁰ It is not clear what is included in the 'other' category, but the list of food tender awards includes salt. We also make the assumption that this 'other' includes milk powder, but this may be incorrect. See <http://www.wfp.org/procurement/food-tender-awards>.

²¹ WFP P4P Country Fact Sheets, available <http://www.wfp.org/content/p4p-country-fact-sheets>. For further details, see Table 6 in 'P4P and Gender: Literature Review and Fieldwork Report', ALINe, 2011.

²² These crops and products are mentioned in very few CIPs or only considered unofficially.

Annex 4. Gender assessment framework

What are the main goals of a gender assessment?

- To better understand the women targeted: inequalities in access to productive assets (especially land), inputs and services, the division of labour and control of the product/income, barriers to their participation/ empowerment, and their own ideas regarding possible solutions on how to tackle these, taking account of variations among women in different countries/regions, ethnic groups, socio-economic and age groups, marital status, including if they are in female or male headed households.
- To gain greater understanding of gender (power) relations within the communities where the programme will be/ is being implemented.
- To promote, inform, and evidence-base programme decisions that objectively set the stage for gender equality.
- To monitor progress on gender participation and empowerment, and to use in impact evaluations.

How can the findings of the gender assessment impact on the work of P4P?

- Programme activities targeting women will be more strategic and efficient.
- Potential to increase women's participation will be enhanced.
- Potential to increase households' well-being will be enhanced.
- Further gaps in knowledge will be identified.
- Gender will be more efficiently monitored.

When should a gender assessment be conducted?

- At the start of a programme, to inform programme activities and to be used as baseline.
- Mid-programme, as a mid-term review tool.
- End of programme, to provide comparison with baseline and assess impact.



Photo 6: Women-only focus group discussion in Alta Verapaz, Guatemala.

Steps in gender assessment	Description
Main focus/ objectives	<p>The gender assessment should focus on:</p> <ul style="list-style-type: none"> ● Perception of welfare: main problems affecting the household, with emphasis on nutrition and food security, and household’s resilience to shocks. ● Activity profile: what do women and men do? ● Access and control profile: who has access to, and control of, resources, services and decision-making? ● Factor and trends: what is blocking positive change, what is showing potential to propel change?
Methods of data collection	<p>The methods recommended are:</p> <ul style="list-style-type: none"> ● Document review: examine the variables that will guide the purposive sampling (see below). ● Focus group discussions (FGDs), which use participatory methods. The FGDs should be organised around 4 different exercises that collect data on the four main themes in focus (welfare; activity; access and control; factor and trends). ● Across countries, the exercises used to collect data should be similar (albeit adapted to the contextual cultural references) in order to facilitate comparison.
Sampling	<p>The type of sampling recommended is purposive sampling. Purposive sampling selects a number of individuals on the basis of a set of characteristics (or variables) that meet and are coherent with the purpose of the study/ assessment. In the case of gender assessments in P4P, the main characteristics should be to participants for FGDs in:</p> <ul style="list-style-type: none"> ● FOs in poorer regions/ areas and in better-off regions/ areas, and this on the basis of the following variables: <ul style="list-style-type: none"> - Average income per household. - Average land size per smallholder farmer. - Agricultural surplus. - Type of crop(s). - Nutrition profile. ● There should be at least two FGDs per region (of men- and women-only). ● Women should be wives of FOs’ members and/ or members of FOs. ● Men should be members of FOs. ● Comparison group (counterfactual) for women only, who have no connection with P4P but live in the same communities where P4P is implementing its approach. ● Comparison group (counterfactual) of a women-only group, either of producers or traders, who have no connection with P4P but live in the same communities where P4P is implementing its approach.

Annex 5. Roles and responsibilities

The successful implementation of the strategy depends on the clear identification of roles and responsibilities **within WFP and between WFP and all partners**. This is even more crucial for a strategy that aims to strike the balance between global and contextual approaches. P4P stakeholders directly involved in the implementation should be:

- Gender coordinator at P4P unit, working closely with the gender unit at WFP HQ level.
- P4P country coordinators (CCs).
- Gender officers (GOs) in-countries, or gender consultants.
- Partners / supply side partners

WFP should consider the hiring of staff, whenever staff is not available, in order to ensure an adequate and effective implementation of the strategy.

The responsibilities of the different teams are:

> **Gender coordinator in P4P Unit:**

- Consulting with CCs, all the other key stakeholders, and partners on the strategy proposed.
- Incorporate feedback from consultation, if and where appropriate.
- Review key processes and assess needs at the level of resource and performance management that may hamper the effective implementation of this strategy.
- In collaboration with CCs, complement the strategy with an operational plan that will translate general and strategic objectives into focused work plans on gender for the organisation over the next two years.
- Provide technical support to GOs on matters related to gender assessments, data collection, analysis and interpretation, and guidance on TORs engaging external consultancy on gender.

> **P4P country coordinators (CCs):**

- Participate in the consultation on the global gender strategy.
- Collaborate with P4P Unit at HQ by providing them with information on what support CCs may need to implement the strategy more effectively.
- Collaborate with P4P unit at HQ in the conceptualisation of an operational plan that will translate general and strategic objectives into focused work plans on gender for the organisation over the next two years.
- Enable GOs in-country to conduct gender assessments.
- Give guidance and support to GOs on the implementation of the priorities for action agreed. These activities will be supervised by the CC.
- Enable GOs in-country to collect data on monitoring progress.
- Provide support to GOs in the process of engaging gender consultants, if and when necessary.

> **In-country gender officers or gender consultants:**

- Participate in the consultation on the global gender strategy.
- Collaborate with respective CCs in thinking through and identifying the specific needs required at country office level, to implement the strategy more effectively.
- Collaborate with the P4P unit at HQ in the conceptualisation of gender assessments.
- Collaborate with the P4P team at HQ and CO coordinator in the drafting of TORs in case other gender specific-research/ assessment need to be commissioned to external consultants.

- Implement gender assessments, analyse and interpret the data with the support of the P4P unit at HQ.
- Collaborate with CC on implementing the priorities for action agreed.
- Collect the data on the monitoring indicators with the support of the M&E team at HQ.
- Map the potential and actual partners engaged in women/ gender focused activities to see where these can be leveraged to support the implementation of the country action plan.

> Partners/ supply side partners

- Collaborate with respective COs in thinking through and identifying the specific needs that in the organisation are required, to implement the priorities for action more effectively.
- Collaborate with the P4P unit at HQ in the conceptualisation of gender assessments.
- Be involved in the implementation of gender assessments, and provide support to GOs/ consultant conducting them.
- Collaborate with CC and GOs on implementing the priorities for action agreed.
- Support the GOs in the collection of data for monitoring purposes.