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RECOMMENDED ADVOCACY INITIATIVES

IN RELATION TO THE IMPACT OF POLICIES AND PROGRAMMES
ON NON-STATE ACTORS IN THE AGRICULTURE SECTOR



ADVOCACY NOTES

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1. Improve non-state actor participation in national policy and SAP development and implementation

The lack of participation in the design and implementation of SAPs and national policies, by the people most affected by them, was an issue of concern right from the outset as policy design has always been the preserve of technical experts in the Ministries of Planning, Finance and Agriculture, Fisheries, Small Business and the World Bank and International Monetary Fund (IMF).

Reviews of the process of policy design with stakeholders in the countries revealed that there had been limited consultations with farmers' groups representing either large-scale producers or smallholders, fisher-folks and small business entrepreneurs. Consistent with the criticism of all adjustment programmes, agricultural policies were seen as "coming from above" from the powerful donors, with inadequate consultation and limited effort to take into consideration the concerns of the people most affected. In fact, although the affected population can articulate the impacts of economic policies that they experience in their daily lives, they were given little information about the specific policies negotiated with the IMF and World Bank. Civil-society representatives have stressed that the government did not consult local producers in the process of policy formulation and instead imposed policies that did not take into account micro-level dynamics.

The Government of Barbados established a Social Partners Mechanism to facilitate the process of consultation with key actors in the economic development agenda of the country; this model could be improved with the inclusion of some more relevant stakeholder's representatives and adopted by other countries.

In all countries, the Food and Nutrition Security Policies and where applicable, their Action Plans, benefited from broad participation of relevant stakeholders in their design processes. However, formulation of other relevant sector policies lacked the required levels of participation of the affected population, although there were some consultations, and the accompanying Action Plans were either lacking or where present, lacked qualitative and quantitative targets and timelines.

Possible initiatives and strategies to address this:

a. Establish an inclusive National Public Policy Council to Enhance Participation

Each country should ensure transparency with regard to government information, and the inclusion of groups whose concerns are being addressed (farmers, fisher-folks and small business entrepreneurs and/or their organizations) in both policy planning and decision-making processes as well as in policy implementation processes and programmes.

Excluding marginalised groups from decision-making can exacerbate their vulnerabilities as it denies them a say in decisions that impact their livelihoods, their rights and creates unequal power relationships. This can be addressed by establishing national public policy councils as mechanisms to enhance participation, ensuring that these adopt explicit commitments to promoting widespread inclusion and adopt pro-active measures to facilitate active participation (as opposed to passive participation) of all groups represented.

b. Build Awareness and Empower Vulnerable Groups through Communication and Technology

The aim of this initiative is to increase awareness of relevant state-sponsored policy and programme efforts at community and individual levels by increasing access to technology and in particular social media and the availability of relevant information thereon.

Increased awareness can empower farmers, fisher-folks and small business entrepreneurs – and particularly, the women and other marginalised groups within these - and/or their organizations, to have an informed voice when they participate in relevant dialogue and fora. Ensuring interested groups have regular access to clear and simple information can create opportunities for debate

and dialogue and contribute to improving transparency by hindering the hidden social structures that generate corruption.

Where possible, the establishment of a technology-enabled information and services interactive platform to provide stakeholders with key information would be critical, as bringing together the various actors involved in agriculture, fisheries and small business, should empower them to demand accountability from elected leaders.

Information must also be made accessible and easy to understand, so that all people can understand how *what* is being communicated is relevant to them and their livelihoods e.g., this can be done through simplification of complex policy instruments, programme regulations and eligibility criteria, translation into local languages and dialects, creation of graphic representations and guidance for less literate groups and utilisation of diverse communication platforms to facilitate widespread uptake. Furthermore, noting that not all marginalised and/or vulnerable groups have access to and/or capacity to leverage modern communication technologies, a range of effective non-technology-based communication approaches should also be considered e.g., print, radio, television etc.

This may require targeted capacity development efforts in **communications, information dissemination and advocacy** within and across relevant line ministries to ensure the above are properly planned and researched for maximum benefit.

c. Build Capacity of Vulnerable Groups to Effectively Participate in National Policy Dialogue

Education and training are crucial in empowering farmers, fisher-folks and small business entrepreneurs and/or their organizations to effectively participate in the development and implementation of SAPS and national policies; this is particularly relevant for women and other vulnerable or disadvantaged individuals in these groups. This is vital, especially as these vulnerable groups are limited in knowledge and experience in the thematic areas and government development planning processes and calendars, and so they must quickly learn how the system operates, when and how to participate, and how to find and understand relevant technical information on a timely basis.

The education and training initiative should also be aimed at promoting leadership, stronger knowledge about gender equity and relevant knowledge platforms for women and men advocates to promote gender equity.

d. Establish a Special Programme for Women Participating in Public Life (WPIPL)

The aim of this initiative is to strengthen women's capacities and broad-based support to increase their active involvement in public life, including national and local policy development and implementation processes. The initiative could be implemented through three main strategies: developing community leaders, especially women in agriculture, fisheries and small business sectors; supporting capacity development of women farmers', fisher-folks' and small businesses' organizations as well as relevant NGOs to conduct action research and to influence policy and practice; and learning, networking and coalition-building. The latter strategy is aimed at providing platforms for experience sharing and learning between the vulnerable groups through joint learning events.

It is anticipated that the initiative will result in stronger leadership spaces and participation to build awareness and agency; stronger collective action to raise women's (and men's) voices in public spheres to promote gender equity; and, importantly, will contribute to a more conducive enabling environment for women and girls by establishing more supportive institutions.

e. Implement Special Programmes to Enhance Participation

Other recommended initiatives and strategies to ensure farmers, fisher-folks, and small business entrepreneurs and/or their organizations effective participation in the development and implementation of SAPS and national policies include direct outreach to the vulnerable groups; public meetings; information campaigns; workshops within the community; advocacy of independent action groups; and locally led social action projects.



2. Improve the generation and dissemination of sex- and age-disaggregated data (SADD)

The lack of sex and age disaggregated data (SADD) was identified as a significant challenge to the conduct of gender responsive impact analyses of structural adjustment policies and programmes as well as national policies on small holder farmers, fisher-folks and small business entrepreneurs in the countries. This will no doubt impact the development of robust gender-sensitive policies, plans, programmes and projects within the sectors.

The countries should, therefore, improve their framework for the generation and dissemination of sex- and age-disaggregated data (SADD) as it is key to achieving development goals from a gender perspective in agriculture, fisheries and small business sectors. **This is discussed and presented in detail in the regional Advisory Note on SADD.**

Possible initiatives and strategies to address this:

a. Establish accountability for SADD

- **Create policy level anchors and commitments to SADD:** review sectoral policies and overarching policy and planning instruments to explicitly define and integrate sex-and-age disaggregated objectives and targets and explicit commitment to the collection of SADD and the utilisation of relevant gender analyses and approaches to inform policy formulation, policy implementation monitoring and evaluation. Among other things, this will ensure there are grounds to hold sectoral actors accountable for SADD collection and utilisation over time.
- **Create census level anchors and commitments to SADD:** review the national population and housing census modules to ensure census questionnaires and guidance modules are designed to capture SADD consistently across the board. Integration of additional gender indicators or the creation of a Gender Supplement to the Population and Housing Census is advisable.
- **Ensure programme monitoring mechanisms are designed to capture SADD:** in line with the revised policy recommendations and commitments to gender indicators and SADD, review all sectoral programme monitoring plans to consistently accommodate SADD in all data collection monitoring modules and evaluation exercises.

b. Strengthen the Existing Database System

- **Prioritize closing gender data gaps:** Strengthen the quality of existing gender data and prioritize new production and reporting to close gaps through enhanced collaboration of national statistical offices, international custodian agencies, and technical experts who support statistical development. To achieve this, establishing a formal or informal multi-stakeholder Gender Data Working Group should be considered to ensure consistency and coherence across data collection exercises, particularly in terms of establishing and circulating agreed definitions and classifications e.g., age group cut-offs, sub-classifications (adolescent girls, pregnant and lactating, child-bearing age, non-childbearing – by age or condition, etc.), and creating guidance to outline the minimum indispensable SADD requirements for all sectors.
- **Collect and report data disaggregated by multiple dimensions.** Strengthen the system and process for the prioritization, collection, and reporting of disaggregated data beyond gender that are most appropriate for the national context. Disaggregating data by sex, as well as other relevant factors, creates a more nuanced assessment of the breadth of experiences and outcomes of women and girls. The knowledge obtained from this level

of disaggregation should increase the understanding of social welfare and economic development.

- **Invest in creating a robust SADD foundation.** Through the Gender Data Working Group, agree on a calendarized roadmap to upgrade the level of SADD available across all sectors, prioritising areas as relevant. While data collection can be resource intensive, databases at the national level could be improved by including data published in international databases. International databases could be expanded by including proxy measures — as many national databases do — to provide a more complete picture in the short-term. With this, trends over time and the impact of policy changes could be better assessed.

c. **Strengthen capacities in gender assessment and analysis approaches and methodologies.**

The aim of this initiative is to strengthen national capacities in comprehensive approaches to gender assessment and analysis to enable sectoral players to better identify and capture inequalities within the household as relevant to their respective interventions and sectoral objectives. This initiative could build on the current efforts directed at household survey capacity development and multidimensional poverty measure.

d. **Establish a Database System to collect data on Financial Inclusion**

Establish a database system to conduct data collection on three dimensions of financial inclusion: accounts, savings, and borrowing, as part of *the Global Findex database*. The Findex database currently provides indicators on the “demand” side, that is, measures of individual’s usage of financial products. Information is available by sex, age group and income for 143 countries.

The collection of detailed indicators about how adults manage their day-to-day finances, allows policy makers, researchers, businesses, and development practitioners to track how the use of financial services has changed over time. The database can also be used to identify gaps in access to the formal financial system and design policies to expand financial inclusion.

3. **Introduce gender budgeting to support efforts addressing inequality**

“Gender budgeting is a way for governments to promote equality through the budget process. Since every ministry and level of government has a budget, planning the budget with the promotion of gender equality in mind has the potential to help policy-makers address a range of inequalities that have become embedded in public policies and the allocation of resources.” (OECD, 2016)

In practical terms, following a gender budgeting approach helps policy and programme decision-makers support and operationalise their strategic commitments by ensuring they are matched with appropriate financial backing and prioritisation. If the implementation of gender-responsive programming is not accurately costed and finances are not allocated accordingly, even the best policy or programme is likely to fail.

A review of the national budgets of the 5 countries clearly reveals that with the exception of St. Lucia, the practice of gender budgeting is limited. Allocations to the Department/Division/Bureau of Gender Affairs mainly cover functional staff salaries, leaving very little for operational work. Furthermore, zero-budgeting practices are generally adopted, as the amounts allocated each year remain the same (inflationary pressures are not even taken into consideration).

The countries should instead view gender budgeting as a strategy to supporting efforts to enhance equality between women and men as it helps ensure resources are appropriately collected, allocated and spent. Countries can use gender budgeting for three main purposes:

- To promote accountability and transparency in fiscal planning;
- To promote accurate costing of gender-responsive programmes and increase demand for SADD in relation to programme progress reporting; and
- To enable effective operationalisation of gender-responsive programmes to advance gender equality and women's rights.

However, gender budgeting requires enabling factors. Effective implementation of gender budgeting requires political commitment matched with technical capacity for gender mainstreaming. Engaged leadership is of particular importance to ensure that gender equality is integrated into the planning and budgetary processes and that public budget revenues and expenditures benefit women and men equally. Key enabling factors for gender budgeting, therefore, include:

- Political will and political leadership;
- High level commitment of public administrative institutions;
- Improved technical capacity of civil servants;
- Civil society involvement; and sex-and-age disaggregated data.

In order to put in place an effective implementation of gender budgeting, some common elements should be in place at the country level:

- Analysis of budgets and policies from a gender perspective;
- Linking gender budgeting to overall gender equality objectives;
- Restructuring budgets and amending policies;
- Integrating gender perspectives throughout the budget cycle;
- Monitoring and evaluation of achievements;
- Transparency of the budget process; and
- Participation in the budget process.

There are several effective tools that the countries could utilize to successfully implement gender budgeting. The countries should select an approach that builds on existing elements of their budgeting system. A more advanced approach to gender budgeting benefits from the incorporation of gender perspectives at all of the different stages of the budget process (many of which will also be critical in supporting SADD and gender indicator commitments). Tools that could be employed across the countries include:

- Gender impact assessments: Analysis of the gender impact of existing and/or new budget measures (both ex-ante and ex-post).
- Gender dimension in performance setting: Identifying gender equality indicators and objectives as part of the performance budgeting framework.
- Gender budget statement: A summary of how budget measures are intended to support gender equality priorities.
- Gender budget tagging: Tracking how programmes and activities support gender equality objectives, helping to quantify financial flows.
- Gender perspective in evaluation and performance audit: Identifying whether gender goals relating to different policies and programmes were achieved.
- Gender perspective in spending review: Ensuring spending reprioritisation has a positive impact on gender equality goals.

The introduction of these tools is not an end in itself. Information gathered through their implementation can support analysis and more informed budget decisions, helping governments ensure the coherence of budget decisions with strategic priorities.

In St. Lucia, gender-responsive planning and budgeting are being introduced at the national level (i.e., through the mid-term national development plan and annual national budget) and sector ministries. Unless it is understood that the integration of gender issues into planning and budgeting at the national/sectoral levels is as important as all other aspects of national development and prioritized in budgetary allocations, gender equality will not be achieved.

Possible initiatives and strategies to address this:

a. Develop and Establish the Legal Foundation for Gender Budgeting

High level political commitment is important for gender budgeting, particularly at the outset to help drive the change in culture within government. Political commitment adds weight to gender budgeting reforms, which might otherwise be difficult for government staff to mobilise, particularly if they are already stretched in their jobs. Thus, significant advocacy, spearheaded by the Department/Bureau of Gender Affairs is likely to be required within and across the Ministry of Finance and all other line ministries. Once high-level agreement to promote gender budgeting is assured, such buy-in must be transformed into legally binding commitments.

The aim of this initiative is thus to support advocacy to ensure that gender budgeting is legally binding in the Act on Public Finances. In this context, legislation should be fully tested and debated in parliament in order to help embed gender budgeting as a valued and enduring feature of public policy making and insulate it, as far as possible, from fluctuations arising from the economic or political environment.

b. Strengthen the Institutional Framework for Gender Budgeting

The strategic objective of this initiative is to strengthen the institutional framework for gender budgeting with clear roles and responsibilities and strong coordination mechanisms.

While it is recognized that the Ministry responsible for Finance has a central leadership role in relation to budgeting in general, to embed gender budgeting throughout the budget cycle requires the collective effort of a number of government and non-government stakeholders.

Specifically, the Department/Bureau of Gender Affairs is a critical player as it must work hand-in-hand with all line ministries to integrate gender budgeting within their respective domains and also with the Finance Ministry to ensure gender budgeting is applied coherently across the board. As part of the leadership role of these two institutions, clear responsibilities for the different actors involved (including departments, the national statistical office and relevant stakeholders) should be set out. Additionally, strong co-ordination mechanisms (for example, an inter-agency working group) should be a valuable element of any approach to gender budgeting that involves different stakeholders. This facilitates a comprehensive approach, as well as exchange of good practices among different stakeholders.

c. Develop Capacity for Designing and Implementing Gender Budgets

This initiative will focus on capacity development in the design and implementation of gender budgets. It should broadly cover strategic frameworks, tools for implementation and the enabling environment. The specific topics to be covered should include the following:

- Strategic dimensions of gender budgeting
- Building evidence to inform policy development
- Taking action in the budget to close gender gap
- Tracking progress towards gender goals
- Making actions and progress open to scrutiny
- Engagement of accountability institutions
- Public and social accountability

- Engagement with Civil Society

This capacity development initiative should be spearheaded by the Department/Bureau of Gender Affairs, with Ministry of Finance endorsement, and gradually offered to all line ministries to create a critical mass of knowledgeable staff. It should be noted that the Department/Bureau of Gender itself may need to be in the forefront of receiving such capacity development if its own gender budgeting skills are low.

d. Review and adjust relevant database systems to accommodate SADD

An important development along the path of gender-responsive policy making and budgeting is the collection of gender-disaggregated data (see Advocacy Note on SADD). Gender-disaggregated data supports gender assessments and audits and is pivotal in enabling governments to develop effective gender-sensitive and evidence-based policies. Departmental data collection should be augmented by other data collecting institutions, such as the national statistics bureau, also collecting gender-disaggregated data.

4. Halt the rise in obesity

All five of the countries reviewed are experiencing an alarming rise in obesity, now the most prevalent non-communicable disease (NCD) in each, particularly among adult women. There is therefore, an urgent need for these countries to adopt prudent priorities policy options and interventions to halt the rise in overweight/obesity.

A more detailed background and rationale for this is outlined in the corresponding Advisory Note on Obesity, Nutrition-Sensitive and Climate Smart Agriculture; what is clear however, is that the consistent increase in obesity among men, women and children over the last two decades is alarming to say the least. With incidence of diabetes, hypertension and ischemic heart disease also rising as a result, the health costs attributed to obesity are also a heavy burden for public health systems to bear.

Possible initiatives and strategies to address this:

In the wake of the obesity epidemic, government and local organizations are mobilizing to reverse the trend. While the onus is on every individual to regulate their weight, there are also initiatives that can be championed at national and community levels.

a. Promote physical activity and healthy meals in schools

A most critical initiative in the battle against obesity is aimed at combatting obesity in children and teens, with a view to cut obesity rates among school children through the following initiatives:

- **Protecting and facilitating sports, playtime and physical education:** Despite the growing obesity crisis, many schools are unable to provide children with the exercise they need, often because of limited budgets. Designing and resourcing important initiatives like the *Let's Move* initiative, which says children should have 60 minutes of physical activity a day can be a means of empowering schools to support the battle against obesity. At the same time, protecting playtime and breaks which allow children to play naturally even when schools are under pressure to deliver better academic results, is vital. Finally, finding ways to subsidise after-school sports activities, which often come with additional costs that make it harder for lower-income kids, already disproportionately affected by obesity, to participate, should be explored for widest possible inclusion.
- **Improving school meals and nutrition:** A major pillar of the countries' national FNS agenda is to provide healthy food in schools; national school meals programmes should increasingly focus on ensuring the nutritional quality of the meals provided, and where

appropriate and feasible, hot lunches and school breakfasts should be offered as well. Schools should also enforce regulations prohibiting junk foods and sugary sodas.

b. Promote Healthy Food and Exercise in the Countries

National governments can develop and implement national health campaigns, supported by the requisite policy instruments and legislative agenda to incentivise the population to adopt healthy lifestyles and to develop healthy food consumption behaviours. To the extent possible, governments can consider revising import, export and manufacturing regulations to limit the commercialisation of low-quality, non-nutritious foods high in salt, fats and incentivise the commercialisation of healthy options.

Where possible, municipal authorities can explore environmental and health-friendly urban planning, to introduce green areas, pedestrian areas and occasionally introducing no-vehicle circulation days, to the benefit of both environment and local urban populations.

c. Promote nutrition-sensitive and climate-smart agricultural practices

Where possible, advocacy and capacity strengthening with and across all relevant stakeholders in nutrition-sensitive and climate-smart agriculture is advisable, with the latter also including modern approaches to natural resource management and conservation agriculture to help manage and mitigate the impact of climate variability on agricultural productivity.

Advocacy and capacity strengthening is recommended within key line ministries at central and regional levels (e.g., Ministry of Agriculture, Ministry of Education, Ministry of Commerce, etc) to integrate said practices into sector programmes and relevant institutional feeding programmes, financial institutions at all levels to explore facilitated access to credit, inputs and services, and farmer's conglomerates and associations at local levels to maximise proper implementation.



5. Make productive resources more accessible to small farmers, fisher-folks and small business entrepreneurs, particularly women

The lack of access to productive resources (land, capital and inputs) is a key constraint to the increased participation of small farmers, fisher-folks and small-scale entrepreneurs in the countries – particularly the women in these groups. Countries must therefore develop innovative solutions to ensure increased access for all people in these groups, but especially women. These solutions should include, among others:

- Land reform;
- Specialized and dedicated credit facilities; and
- Maintenance of subsidies for critical inputs, especially with the context of SAPs and National Policies

Possible initiatives and strategies to address this:

a. Develop a Land Reform Policy Framework

This initiative is aimed at addressing land tenure and distribution practices in the countries, where land is heavily concentrated in the hands of a few holders. In addition, the biased distribution of land ownership is an obstacle to economic, social and political development, as well as providing a constant reminder of historical injustice.

The land reform policy framework is intended to focus on the following critical issues:

- **Policy and legal frameworks:** Policy and legal reform should ensure security of land tenure for smallholder farmers and rural communities, clearly outlining how women's entitlements will be protected and enforced. This requires developing pro-poor land policies and laws that ensure land tenure security and empower smallholder farmers to make use of the law, and to make informed decisions about their land. In other words, improving land rights for the poor, rural women and men. Autochthonous (traditional) rules ought to be included within national legal systems, so that land policies are founded on detailed knowledge of land tenure systems and practices already accepted by the local people, ensuring however that any traditional practices that are inherently discriminatory towards marginalised groups are rectified in the interests of equality.
- **Conflict or dispute resolution:** The nature and scope of conflicts must be characterized before intervention occurs. Decisions must be enforceable, and adjudications must be provided. Resolution mechanisms must be viewed by citizens as legitimate, accessible, safe and secure. Means of accommodating the "losers" of the dispute or conflict must also be provided. All grievance mechanisms must provide safe and secure conditions and channels for under-represented and/or marginalised groups (e.g., women, elderly, disabled, etc.) to ensure their voices and concerns are given space and duly registered for consideration and resolution.
- **Redistribution:** Equitable access and allocation patterns must be identified. Sources of available land must be identified if distribution is an option. Rental markets should be unfettered to provide access to all and efforts must mainly consider indigenous peoples and women. Redistribution should accompany distribution with secure tenure. Land purchase and redistribution should be undertaken by government, directly by beneficiaries or by land trust funds or other intermediary bodies. Funds should be provided for compensation of landowners facing expropriation. The provision of rural infrastructure should be planned. Support to services and production should include the support to marginalized groups.

- **Land administration:** There is a need to improve the efficiency of land administration systems, specifically by:
 - Establishing systems for registration and titling of existing rights, providing cadastral services, improving land surveying, and capacity building in local communities to support identification and management (including registration) of customary rights;
 - Formalizing and securing land transactions, and regulating land markets;
 - Establishing simple and fair procedures for land transactions and their formal registration; developing mechanisms for regulation of land markets (giving priority to local communities, allowing local bodies to define rules regarding land sales outside the community, etc.); maintaining land information systems and undertaking regular land valuation exercises.
- **Land use management and conservation of natural resources:** There is a need to develop a new, integrated approach to planning the land use and conservation of natural resources. This requires making informed choices regarding the optimal future uses of land, and the conservation of natural resources. This can be achieved through interactions and negotiations among planners, stakeholders and decision-makers at national, provincial, and local levels. The planning should be based on efficient, comprehensive data gathering, and processing in an appropriate storage and retrieval system, through a network of nodal institutions. The planning should enable all stakeholders to decide jointly on the sustainable, equitable and economic use of land and natural resources, and follow their decision through to successful implementation.

b. Research and Develop Proposals for New Work Culture Policies

This initiative is a positive step aimed at improving and implementing new work culture policies. Despite reporting high levels of career interest and ambition in line with those reported by men, women in the countries reviewed report significantly more challenges in managing their work and personal life than men do.

This suggests companies might reconsider how current work cultures become barriers to labour force participation. To attract women into the labour force and prevent backsliding, the public and private sector should make a concerted effort to adopt innovative policies for women's integration and retention. However, these policies need to address financial arrangements to pay for the care of dependents, provisions around working hours and social norms around gender. This initiative will therefore conduct the necessary research and develop implementable proposals for considerations.

6. Integrate gender dimensions into value chain promotion and development

With a view to addressing some of the challenges faced by small farmers, fisher-folks and small-scale entrepreneurs in the countries reviewed, a major policy challenge to the countries is how to transform risk-averse and resource-deficient farmers into efficient and competitive entrepreneurs, particularly if agriculture, fisheries and small agro-processing facilities are to operate as the true engines of economic growth and social stability.

A first step can be to identify value chains that can ensure sustainable development of agriculture, fisheries and small business enterprises. Value chain analyses grounded in quantitative and qualitative performance dimensions should be conducted, including the following criteria for analysis:

- Competitiveness, as indicated by the relative market share in the domestic, regional or international market.
- Competitiveness of the value chain's product against its substitutes.
- Profitability of the chain actors.
- Technical and operational efficiency.
- Equity considerations by determining if the value that is added along a chain is distributed fairly among chain actors, or if there are indications of non-competitive behaviour by some actors.
- Consumer satisfaction.

The aim is to identify opportunities for systemic change in the sectors that promotes upgrading and competitiveness, which in turn can provide small producers with advantages through increased farm incomes but can also affect gender roles and relations. Change in gender relations can result from:

- New technologies that change labour patterns, time allocations, and income control;
- Shifts to high-value crops that alter patterns of control over resources and benefits; and
- Formalization of ownership and household financial management practices.

Possible initiatives and strategies to address this:¹

a. Map Gender Roles and Relations along the Value Chain

This initiative will focus on the (1) mapping of men's and women's participation and benefits along the chain and (2) identifying the factors that shape current gender roles and relations in value chain operations. The mapping process will include both quantitative and qualitative data collection. The quantitative-engendered mapping exercise is expected to help practitioners determine labour allocation, returns, and ownership along the chain.

The qualitative mapping exercise will complement the quantitative data by collecting data on the factors that shape particular outcomes for men and women along the chain. Interviews with key informants and focus group discussions will be utilized to provide needed detail to inform the gendered value chain analysis.

The initiative will follow a four-step process in its execution.

- Identification of key groups of actors in the value chain
- Measurement of sex segmentation along the value chain
- Identify gender roles and relationships in the value chain
- Organization and analysis of the data for policy making

¹ Most of the initiatives identified are based on USAID Handbook on: Promoting Gender Equitable Opportunities in Agricultural Value Chains

b. Identify and Assess the Consequences of Gender Based Constraints affecting Value Chain Development

This initiative is aimed at identification and assessment of Gender Based Constraints affecting value chain development. The actions proposed include:

- Identifying conditions of gender disparity
- Identifying the factors that cause conditions of gender disparity
- Formulating a cause-and-effect hypothesis: the gender-based constraint statement (GBC statement)
- Assessing the Consequences of gender-based constraints

c. Develop a Plan of Action to Address Gender Based Constraints

This initiative focuses on developing a plan of action to remove identified Gender Based Constraints and to take advantage of opportunities to support women's economic empowerment. The process will be an iterative and creative one that encourages professionals to think innovatively and to evaluate the different opportunities of action against the economic and social realities of the programme and its objectives. In addressing gender issues in value chains, the plan of action will seek to identify relationships and actions that enhance value chain efficiency and competitiveness while supporting gender equality goals. This makes it possible for the plan to meet the dual objectives of achieving programmatic targets, as well as supporting national policies on gender integration. In this way, it is possible to identify leverage points at which value chain interventions generate positive gender outcomes or gender interventions generate broader positive value chain outcomes.

In the development of the plan of action, the following steps will be followed:

- Take stock of gender-based constraints.
- Identify actions for mitigating or removing gender-based constraints. Because there is no single way of mitigating or removing gender-based constraints, it will be useful to work off of a continuum of different strategies, or approaches, to gender integration to include:
 - Exploitative status quo
 - Exploitative economic growth
 - Accommodating income generation
 - Mutually supportive and transformative

d. Measure the Success of the Integration of Gender Dimensions into Value Chain Value

The aim of this initiative is to develop indicators that measure the success of actions taken to remove gender-based constraints. In the context, the following steps are being proposed:

- Develop gender-sensitive indicators
- Set gender targets
- Plot plan/programme/project success.



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