Rikolto’s

Global Strategy For Gender Equality

Inclusion for the future

Approved by Rikolto, January 2021
Signed by Chris Claes, Executive Director.
Rikolto’s global gender inclusion strategy
“Global strategy for gender equality”

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1. Purpose

Rikolto has over 40 years’ experience working with farmer organisations and other organisations in the agri-food system, opting for a transversal approach when it comes to gender equality and equity. In all of its programmes, Rikolto works towards providing equal opportunities to women and men. Most of our interventions directly target members of farmers’ organisations. However, there is still a big gender gap when we look at the farmers we directly support via their organisations.

In 2019, for instance, about 65,000 men and 33,000 women received Rikolto’s support. This means that almost two thirds of the members of the farmers’ organisations we partner with, are men.

While we define gender as a “transversal topic”, we struggle to mainstream gender equality and equity in our programmes. How do we move beyond punctual initiatives geared at opening up more opportunities for women in the agri-food-sector? While they are relevant and valuable, they are not enough.

Within our core business, we need to be aware of the importance of gender inclusion in professionalisation of organisations, promotion of inclusive business models and sustainable value chains. Gender lenses will allow us to enrich this competitive advantage and to honour the inclusiveness of business.

The purpose of this global strategy of gender equality is to serve as the backbone for the development of our programmes worldwide, as well as to ensure our internal readiness to have the skills and resources to actively contribute to the elimination of gender-based inequalities in our sphere of influence.

For this process, in August 2020 a working group was formed in which Ninoska Hurtado, Heleen Verlinden, Aäron De Fruyt, Kiki Purbosari, Djalou Franco, Hildagard Okoth, Johanna Renckens, Jorge Flores and Mariela Wismann participate.

2. The situation of women in agribusiness

Women represent half or more of the agricultural workforce in many African, Asian and Latin America countries, and 43% globally. However, their plots often have lower yields than those of men, even when they come from the same household and cultivate the same crops. Much of this gap can be explained by inequitable access to and control over inputs such as seeds and fertiliser, property, technical assistance, market information, and limited financing as result of misunderstandings of the particularities of female entrepreneurship. Other barriers include lower levels of education, more time spent on housework and child-rearing activities, mobility constraints, and less command over labour.

Achieving greater gender equality is necessary for reasons of equity, but it is also necessary for reasons of efficiency: bringing the labour performance of men and women closer together can lead to a better allocation of the region’s human resources and thus boost productivity growth. Rigorously quantifying this loss of efficiency is difficult, but everything points to it being significant. In an attempt to put a figure on these costs, a UN, UNDP-UNEP and Worldbank study estimates that closing the labour
participation gaps between men and women in agriculture in Malawi, Tanzania and Uganda would be respectively equivalent to a 2.1%, 0.46% and 0.42% gain in total GDP.\(^1\)

The first step in addressing gender gaps in the productive sphere is to identify, characterise and quantify persistent gender disparities in the region. This requires focusing on the labour sphere, where these gaps are manifested, but also on the areas of education, because of its importance for the formation of the human capital of individuals, and the family, because of its relationship with decisions regarding fertility and labour participation.

The growing world population and the urgency of eradicating hunger and malnutrition require strong policies and effective action. Sustainable agricultural and rural development and food security cannot be achieved if efforts ignore or exclude more than half of the rural population. This statement should be self-evident, especially in light of the fact that women constitute more than half of the agricultural labour force and are responsible for most of the food production of households in low-income, food-deficit countries. On the other hand, in developing countries, agriculture remains the main source of employment for women. There, about 40% of the female workforce and more than 60 percent in many Sub-Saharan African countries is in agriculture.\(^2\)

3. **Key Concepts**

**The economic empowerment of rural women and the achievement of gender equality** is central to ensuring economic growth and sustainable development. This is clearly recognised in the Sustainable Development Goals which emphasise the relevance of promoting gender equality across all dimensions of development, in addition to the standalone goal on gender equality and women’s empowerment. It is also recognised as a major thread in the rural transformation agenda.\(^3\)

The term ‘gender equity’ is often used interchangeably with ‘gender equality’. Here, a distinction is drawn between these two concepts, reflecting divergent understandings of gender differences and of the appropriate strategies to address these. Also, we present other definitions that we are going to use in this global strategy.

3.1. **Gender Equality**

Whereas there are a lot of concepts on Gender Equality, we decide to use the concept of “Gender Equality” as the United Nations define it in their concepts and definitions.

**Equality between women and men (gender equality):** 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

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male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing 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-centered development.4

Also, the Food and Agriculture Organisation define Gender equality as equality between men and women in rights, responsibilities and entitlements. Equal voice in civil and political life.

3.2. Gender Equity
Gender equity denotes the equivalence in life outcomes for women and men, recognising their different needs and interests, and requiring a redistribution of power and resources.

The goal of gender equity, sometimes called substantive equality, moves beyond equality of opportunity by requiring transformative change. It recognises that women and men have different needs, preferences, and interests and that equality of outcomes may necessitate different treatment of men and women.5 Nevertheless we consider that the definition of gender equality of the UN (see above), which we will use as organisation, is an umbrella concept that gives us the possibility to include this concept of equity.

3.3. Genders or Gender Identity | the gender by which any person identifies
It is a person’s internal and individual determination of their gender, based on their feeling of being a man, a woman, both, neither, or somewhere else along the gender spectrum in a cultural context. A person’s gender may not match their assigned sex at birth. A person’s gender identity should not be confused with their sexual orientation; these concepts are fundamentally different and independent from one another.6

3.4. Women’s empowerment
Empowerment is the process of enabling people to increase control over their lives, to gain control over the factors and decisions that shape their lives, to increase their resources and qualities and to build capacities to gain access, partners, networks, a voice, in order to gain control.7

7 http/social.un.org/empowerment
3.4.1. Dimensions of women’s empowerment

While numerous definitions of women’s economic empowerment exist, in agri-business development these tend to cluster around two interrelated dimensions: access to productive resources (which represents the opportunity for economic advancement for women working in agrifood systems) and power and agency. To define our gender mainstreaming strategies, we will develop these dimensions within the three main pillars (see above) of gender mainstreaming in agri-business:

1) Production and organisational development considering access, control, roles and interests of women
2) Agri-business development with equal opportunities for women and men
3) Structural changes in gender relations

a. Access to productive resources

The concept of access to productive resources is central to understanding rural women and men’s opportunities for economic advancement. Necessary resources can be grouped into three main categories of relevance along all nodes of the core and extended value chain: 1) assets, 2) agricultural services and 3) financial services. Access to these resources is greatly determined by the national and global enabling environment, including sociocultural norms, policy frameworks and household dynamics.

b. Power and agency

Power and agency are essential dimensions of women’s economic empowerment. Agency refers to the ability to make autonomous choices and transform those choices into desired outcomes. Control over resources and profits, or power, goes hand in hand with the ability to exercise agency. The extent to which any individual is able and willing to exercise power and agency is shaped in large part by the sociocultural and institutional context. This largely defines gender roles, which often combine with other aspects of socio-economic status (such as age, wealth status or ethnicity) to shape women’s place in society.

Individual and household dynamics constitute an additional sphere of influence that affects women’s ability to exercise power and agency. All of these factors combine to form the root causes for women’s inability to benefit equally from value chains in any given area of intervention.

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4. Rikolto’s gender approach

To contribute to “Gender Equality” as Rikolto, we will implement the approach of “Gender Mainstreaming”, including specific Women-targeted programmes or projects in the case there is an assessed need:


A. Gender mainstreaming programmes explicitly integrate women’s economic empowerment into all aspects of the programme cycle. Examples include: conducting gender-responsive market research; gender-responsive sector and intervention selection; identifying key entry points for women in targeted value chains; strategies for enhancing women’s participation and leadership; and gender-responsive results measurement systems. Interventions aim to facilitate change for female and male beneficiaries. Women Economic Empowerment is one of the key objectives of the programme.

B. Women-targeted programmes are designed to empower women economically and socially. Specific interventions/programs aim at strengthening the capacity of women to bridge the gap and obtain equal opportunities in household, community and society. These specific interventions can be, at the field level with partners but also on policy making level. To transform gendered power dynamics, change of social norms and structural barriers to women’s empowerment have to be included in actions towards an enabling environment.

The global strategy framework of Rikolto points out that our contribution to more inclusive and sustainable food systems is the following:

*Mainstream consumers have access to affordable healthy and nutritious food that is produced sustainably by smallholder farmers, who earn an income that enables them to live a decent life, be resilient and regenerate their farms and natural resources they rely on. The socio-economic relations within the food system enhance gender equity and inclusion of youth.*

We are aware that these socioeconomic relations won’t change if we don’t include a gender mainstreaming approach, considering women’s empowerment as a key objective of our programme. Only if we succeed in changing power relations and bridging the gap of inequality of access to resources and training opportunities, we will be able to comply gender equity within our contribution.

To be able to operationalise this approach we will need to include gender awareness in Rikolto and its partners. Gender awareness parts from the recognition of diversity of genders within a set of power relations.

Gender Mainstreaming is not always enough to create equal opportunities for women and men. After assessed need of specific actions to strengthen capacities and access to resources, we will aim to include women targeted programs or projects.
Our three global pillars and gender

We make sure the three pillars of our global framework are reflected in the three pillars of gender mainstreaming in agri-business. On every level we look for the right strategy.

1. The global pillar of Sustainable crop production has as a primary focus the professionalisation of farmer organisations, diversification of production and farm resilience (e.g. against climate change) and balancing international and local markets. On this level we will focus on production and organisational development, making sure that access, control, interests and roles of women are considered, through differentiated training and women targeted projects.

2. The second pillar, Market inclusion, aims to include smallholder farmer as supplier to national and international markets, cities etc. It works towards an inclusive food environment (e.g. youth and women). At the other side of the food chain it emphasises the importance of access, affordability, acceptability for the consumer. At this level we work on an agro-business development with equal opportunities for women and men. Key is the creation of specific opportunities and access for women (through food incubators, specific funds and credits) and differentiated training.

3. The third level is the creation of an enabling environment. How to create change at the Policy level - e.g. seat at the table of key MSIs for policy influencing? How to broaden the access to finance - e.g. access to loans with adequate interest rates? How to create partnerships - e.g. with local governments for FSC? At this level we have to contribute to policies that enable equal opportunities for women within food policies, promote equity in participation and representation of women in multi-actor platforms and contribute to policies and practices that promote improved access to and control over productive resources and services for women.
5. Strategies according to three pillars; Rikolto’s domains of change

Worldwide, gender-based inequalities remain prevalent and persistent, especially in rural areas. Rural women in particular tend to be at a disadvantage in relation to men in their ability to access productive resources and accumulate human capital in order to advance economically. They often lack the power and agency (see section 3. Key concepts above) necessary to benefit from and have control over economic activities, as well as participate and be represented in rural institutions, organisations and public life.

For this reason, it is important that Rikolto within the global goal of contributing to sustainable and inclusive food systems adopts gender mainstreaming as approach (see above) and women’s economic empowerment (WEE) as a key strategy for achieving gender equality.  

5.2 Strategies

Gender Strategy Pillar 1: Production and Organisational Development taking into account access, control, roles and interests of women and men

As Rikolto, in our first pillar we emphasise professionalisation of farmer organisations, diversification of production and farm resilience. Looking at the above stated dimensions, and complementary guidelines of gender mainstreaming in agri-business, we consider the following strategies as essential to reach our goals within this pillar:

A. Access to and control over assets, agricultural and financial services
   - Improve access to and control over resources and services: Focus on enabling women to become more productive in their on-farm or off-farm agri-business activities through accessing: inputs, land tenure arrangements, asset ownership.
   - Promote rules and regulations within the farmer organisations to improve access to membership for women, which gives equal opportunities of access to inputs, services and other benefits
   - Adapt non-financial services and financial products to the possibilities of women, defined by property laws and traditions and roles in production, household and community.

B. Agency: Capabilities and self-confidence
   - Improve the ability of women to make autonomous choices and transform those choices into desired outcomes
   - Develop and strengthen women’s technical and soft skills through training, events, access to extension services and information

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10 Global donor platform for rural development - a tool for assessing the gender responsiveness of agribusiness initiatives
• Organise training, events and extension services, taking into account roles, interests, time spending and responsibilities of women.
• Training/events on soft skills, contributing to improving women’s quality of life by working on norms and practices, engaging with men and boys, developing positive behaviours and developing life skills.
• Awareness training of young women and men to promote innovation in gender relations and equal opportunities for young women and men.

C. Decision making power

• Strengthen voice and decision-making of women, improving access and control over benefits:
  • Through specific actions and training, strengthen women’s voice in their home and ensure they share in the benefits of their work, particularly at the household level;
  • Improve rules and regulations within farmer organisations to create active voice, participation, and representation of women in all decision-making bodies.

Gender Strategy Pillar 2: Agri-business development with equal opportunities for women and men

As Rikolto, in our second pillar we promote market inclusion for family farmers, youth and women. We strive for access and affordability of healthy food for everyone. To reach this goal, in gender mainstreaming we consider the following strategies:

A. Access to and control over assets, non-financial and financial services

• Improve access and control over resources and services to strengthen of start agri-businesses in the value chain
  Focus on enabling women to be agri-entrepreneurs through accessing adapted non-financial and financial services
  • Create mechanisms of affirmative actions in farmer organisations and SMEs to improve access to services for women
  • Promote financial products with adjusted conditions to improve access for women

B. Agency: Capabilities and Self Confidence

• Access to active participation and employment opportunities:
  Focus on creating opportunities for women to deepen or broaden their engagement with the value chain and develop new livelihood opportunities.
  • Promote specific interventions for women to improve the income they obtain from their activities within the value chain, promote contracting women as technical staff in the organisations and/or promote new agri-business opportunities for them.
  • Promote technologies and practices that reduce women’s workload or change the traditional division of labour between women and men in various contexts: home, farm, off-farm and the community
  • Differentiate actions between women and men within our youth strategy to create equal business opportunities for young women and men
Rikolto’s global gender inclusion strategy

- **Improve the ability to make autonomous choices and transform those choices into desired outcomes**
  Develop and strengthen women’s entrepreneurial and soft skills through training, events, access to extension services and information
  - Organise training and events, taking into account roles, interests and responsibilities of women
  - Training of business and soft skills, contributing to self-esteem and entrepreneurial competences of women and men
  - **Specific actions for women (with emphasis on young women)**, as start-ups, business competitions, etc.

C. **Decision making power**
- **Strengthen voice and decision-making of women, improving access and control over benefits**
  Creation of enabling conditions for women to be equal participant in a business initiative and have equal control over benefits
  - Through awareness training of men and women, **strengthen women’s voice, participation and representation in decision-making** in income-generating groups and businesses.

Gender Strategy Pillar 3: Structural changes in gender relations

In our third and last pillar, as Rikolto we strive at an enabling environment for inclusive and sustainable food systems, through policy making through Multi Stakeholder Platforms, promoting innovative policies and practices in financial services and the co-creation of private-public proposals. To integrate our aim of structural changes in gender relations in this pillar, we propose the following strategies.

A. **Access to and control over assets, non-financial and financial services**
- **Focus on developing policy proposals for public and private actors to improve access of women to assets, non-financial and financial services**
  - Promote agenda setting of multi-actor platforms on improving women’s access to and control over assets and services
  - Support of **innovative actions and services** which strive at bridging the gap for women in access to assets and services

B. **Agency: Capabilities and Self Confidence**
- **Develop and strengthen women’s networking and policy making skills through training, events and access to information**
  - Specific training in hard-and soft skills related to policy making and networking
  - Promote leadership of women in multi-actor platforms and other networks
Rikolto’s global gender inclusion strategy

C. Decision making power

- Promote dialogue with governments and private decision makers to create an enabling policy and institutional environment for gender mainstreaming and women’s empowerment.
- Promote agenda setting in multi-actor platforms on integrating structural changes in gender relations in the global agenda

5.3. Good practices for the programme

Global

- Consider men & women’s different starting points and take affirmative action to build equity. Inequalities are deep-rooted: women & men do not start from the same level of skills. This could include basic numeracy, business, leadership trainings specifically aimed at women and self-development actions.
- Start your programme and projects with a thorough participatory gender analysis (see toolkit)
- Strengthen the understanding of gender (gaps and approaches) from the design of the intervention
- Build the capacity of programme staff to identify and address gender issues in their area of responsibility and support them with tools to operationalise the gender approach
- Include activities with men, especially from the board or group leaders, to raise their awareness and make them supportive agents of change
- Include in your stakeholder mapping, organisations that address issues related to women’s well-being (sexual and reproductive health education, nutrition, and, domestic violence for example). Rikolto may not address this directly but its partners may.

Production and Organisational Development

Production:

- Work with partners and with the leadership of local organisations to raise their awareness so they can promote the approach
- Ensure participation of women producers in training cycles and engage women as lead/contact farmers
- Propose a gender quota in the participants of the intervention, some projects advance between 30 and 50% of women’s participation. For the workshops but also for the reception of tangible resources (seeds, inputs, equipment for example)
- Access to mechanisation services to reduce the workload and drudgery for women
- Gender-inclusive diversification projects, where applicable, providing income to women
- Increasing access to finance through VSLA-programmes for instance

Governance:

- Involve women in decision-making and carefully assess potential additional strain that could be put on them when implementing a new innovation or selecting new crops for diversification.
- Promote participation and representation of women in governance bodies of farmer organisations and sector bodies
Rikolto’s global gender inclusion strategy

- Female and male champions
- Promote the development of programmes for the strengthening of leadership, including women
- Develop sessions only with women to reinforce their personal development, leadership and management skills (the better the skills, the better the interaction in mixed groups)
- Promote constructive communication between women and men

**Agri-business development**

**Processing:**
- Supporting the establishment of women-led businesses in the sector
- Encourage partners to employ women in their business processes
- Analyse gendered differences in access to Business Development Services (BDS) and strengthen BDS as leverage to empower female entrepreneurs.

**Commercialisation:**
- Participation of women owned retail shops and women market vendors in programme activities for improved food environment
- Keep in mind sessions that empower women in the use of technologies, this will motivate them and allow their continuity in the business (now that everything is digitalised)
- Develop business literacy sessions, essential information for women to account for their ventures.

**Structural Changes**

**Platforms:**
- Engage gender-oriented institutions such as city departments in charge of gender equality and women’s rights organisations to participate in multi-stakeholder discussions.
- Make evident in each topic the gender differences, this will help to contemplate the needs of women and the design of proposals for them.
6. Indicators

The gender inclusion working group identifies a set of indicators to measure interventions outcomes. Project outcomes can be observed in the short, medium and long term. As such, the process for monitoring project results at these different levels should follow the same process. The most likely difference between levels of results is related to the frequency for monitoring.\(^\text{11}\)

**Core indicators** are those indicators that have been identified to measure directly, or the best proxy indicator to track changes in the preconditions established by the gender inclusion working group. To support the understanding of each core indicator, the working group has generated a Reference Sheet for each one, where you can find the definition, the data points, data collection, data calculation and reporting. See Annexe 1-Core Indicator Reference Sheet.

Supplementary indicators which are in a indicator’s library (see Annexe 2- Indicator library), are those indicators that can be chosen according the context (regional, national o local level) and interventions.

<table>
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<tr>
<th>Rikolto’s Pillar</th>
<th>Core indicators</th>
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| Production and Organisational Development taking into account access, control, roles and interests of women and men | • Percentage of women who improved access and control over assets, services and training  \(^\text{12}\)  
• Percentages of women actively participating in producers’ organisations, cooperatives and associations (disaggregated by age) |
| Agri-business development with equal opportunities for women and men | • Percentage of women who increase their income due to their active participation in agri-business  
• Percentages of women benefiting from adequate employment opportunities derived from value addition and/ or Agri-business development (disaggregated by age).  
• Percentage of women with access to financial products adjusted to women needs (disaggregated by age). |
| Structural changes in gender relations                 | • Number of women holding leadership positions at subnational and national level.  
• Number of policies and regulations approved to improve access and control on assets and services for women in the framework of inclusive food systems |

\(^{11}\) Ideally, activities and outputs (lower level in the results hierarchy) should be monitored more frequently and long-term results should be monitoring over longer periods of time.  
\(^{12}\) We understand active participation as assistance, argumentation, proposal and decision making capacity.
7. Guidelines for gender implementation

This section seeks to guide the team with the most useful methodologies and tools we can use for the promotion of gender in the generation of inclusive businesses and the development of sustainable food systems, as well as in all phases of the life cycle of our intervention.

7.1. Recommended Methodologies and Tools

Some methodologies that this team encourage to use:

- Link methodology with gender approach.
- Toolkit Gender in Value Chains (https://agriprofocus.com/toolkit)
- Gender Action Learning System (GALS).

A. Link methodology with gender approach.

The LINK Methodology focuses on the inclusion of women and men small producers within business models, and pays special attention to women's economic empowerment.

There is a tendency in several countries and societies for women to be excluded from the most profitable and lucrative markets, compared to men. Therefore, analysis and concrete interventions are needed to include women in lucrative markets. It is also important to emphasise that projects and programs that seek to increase women's economic empowerment must work with both women and men and include them as partners.

B. Toolkit Gender in Value Chains (Agriprofocus)

This toolkit\textsuperscript{13} intends to motivate and help practitioners in integrating a gender perspective in agricultural value chain development, by providing practical tools for all stages of the value chain intervention. This toolkit is adjusted based on experiences in validating the methodologies in AgriProFocus gender in value chain coaching tracks in Eastern Africa.

The toolkit provides an overview of material available on gender and value chains. The tools are selected from manuals produced by USAID, SNV, GIZ, ILO, CARE and other organisations in the AgriProFocus ‘Gender in Value Chains’ network. Most resources can be found on the World Wide Web; links can be found on the resources page of the online version of the toolkit.

This toolkit is not a blueprint guideline, but it is a range of tools to choose from and to customise your intervention, within a concept of 'open knowledge'.

C. Gender Action Learning System (GALS).

GALS is a community-led empowerment methodology that uses principles of inclusion to improve income, food and nutrition security of vulnerable people in a gender-equitable way. It positions poor women and men as drivers of their own development rather than victims, identifying and dismantling obstacles in their environment.

\textsuperscript{13}https://agriprofocus.com/upload/ToolkitENGender_in_Value_ChainsJan2014compressed14152032301426607515.pdf
challenging service providers and private actors. It has proven to be effective for changing gender inequalities that have existed for generations, strengthening negotiation power of marginalised stakeholders and promoting collaboration, equity and respect between value chain actors. Rather than an alternative VCD methodology [value chain development], GALS can be used complementary to other VCD approaches.¹⁴

The added value of using GALS complementary to generic value chain development methodologies are:

- Transforming gender relations and social inequalities as prerequisites for value chain development;
- Combining behaviour change at the household level and peer-to-peer scaling up with value chain development;
- Enabling vulnerable value chain stakeholders to control their own development process, organise themselves and negotiate with powerful stakeholders.

7.2. Including Gender in the project life cycle

It is very important to apply the gender approach in our programmes, from the moment we start analysing the context, through the design process, to the actual implementation and evaluation. In annex 3 we guide you through this process on base of our experiences in Indonesia and West Africa.
8. Gender awareness within Rikolto

“Rikolto is its people; we are the power of change. We are an organisation that lives its values, belief in people, inclusivity, sustainability and constant open dialogue, to achieve transformation in food systems.”

This means that gender equality should always be at our core: Within our organisation, within our programme activities, in the way our staff relate to and behave towards partners.

In this sense, successful implementation of this gender approach will require changes in Rikolto’s board and procedures, as well as changes to the organisation culture and practices. This section outlines requirements for fulfilling the engagement and spirit of the policy.

8.1. Staff

Rikolto commits to implementing practices that create equal opportunities for people across all offices and provide staff with the awareness, knowledge and tools necessary to implement this policy. This means that all Rikolto staff should live and breathe this principle, within the organisation. After all, if we don’t live it internally, how can we spread it externally? These are some good practices:

- Internally, the gender balance of our teams is okay. We should analyse about the gender balance in leadership positions.

  Current gender balance IMT: 9 men / 4 women  
  Current gender balance international board: 5 men / 5 women

- In staff recruitments, specific questions could be taken up related to the aspect of gender, for instance “how have you integrated gender in your work at the moment?”

- Basic training on gender equality is required for all Rikolto staff who design, evaluate or manage strategies and projects. Rikolto will incorporate specific guidelines, functions and responsibilities to carry out the implementation of the gender approach, starting from the analysis and incorporating the results of this analysis in the Project Life Cycle.

- In our communications, we should be as gender inclusive as possible. Certain languages, such as French and Spanish, ‘hide’ women, as the default option is masculine. It’s a simple effort to make our language more inclusive: young women and men, un.e chargé.e de programme, productores y productoras, ...

- We strongly feel that each region should have a designated responsible whose role it is to promote and monitor the gender approach and encourage colleagues to adopt it, e.g. a programme manager. This does not mean that the implementation of the approach is his/ her responsibility, because this is the team's (part of the mainstreaming). It does mean that there is a person with experience and knowledge who can guide the intervention strategies with this approach.
8.2. Gender-responsive budgeting

Making commitments and developing gender-sensitive activities is important, but it is essential to have the budget to match. This is called gender-responsive budgeting. Adding a few indicators and some gender awareness training is not enough to make your organisation more gender-sensitive in depth, you also need to commit financial means to achieve the desired changes. This step is part of the planning process and it is an opportunity to implement the defined strategy. Without budgeting, there is no planning! We recommend at least 5% of a budget being committed to gender-specific activities.

8.3. M&E

Gender equality must be seen in the timeline (as part of the organisation's evolution), supported in the identification of actors (as well as in the design of engagement strategies) and, in the diary of scope, with each of the actors in whom we seek to provoke changes. It should demand from us a critical and systemic look at the conditions that generate gaps, as well as at the strategies to address them.

A. Reporting and evaluating

Gender indicators should be included in all cluster and regional strategies. In order to make this gender strategy sustainable, it is essential to monitor the actions implemented and evaluate our impact: a more precise evaluation will also make it possible to better capitalise and communicate on Rikolto's efforts and results related to gender. It is also a good way to make visible our contributions to the SDGs, particularly SDG 5 - Gender equality.

B. Replicating evidence for impact

Rikolto defines itself as a learning organisation. The organisation must therefore regularly learn from its field experiences in order to identify and understand good gender practices.

8.4. Partners

Rikolto is an organisation that works very closely with its local partners in a "make-do" approach. The partners are directly responsible for the implemented activities. In this sense, it is essential to be able to ensure that the partners share a common sensitivity to gender issues with Rikolto, both existing partners and potential new partners selected at the start of a new programme. If necessary, we need to support improvement their knowledge and involvement. Likewise, the selection of technical and financial partners must meet the same requirements.

Partners are the pillars of Rikolto’s work. Their commitment in this sense is therefore a guarantee of quality gender mainstreaming work at Rikolto. It is essential to accompany them on this path.

Check this excerpt of the West-African gender strategy, with recommended questions to engage in a conversation with/ assess your partners on the topic of gender equality. Gender-Partner-Organisations.docx
9. Rikolto’s track record in providing equal opportunities to women and men in the agri-food sector

Rikolto has over 40 years’ experience working with farmer cooperatives and other organisations in the agri-food system, opting for a transversal approach when it comes to gender equality and equity. The track record below is not a full overview of all of Rikolto’s interventions targeting gender inclusion, but rather it outlines a few key initiatives directly geared at opening up more opportunities for women.

2020  **A different future for girls through sustainable rice growing in East Africa**

In Uganda and Tanzania, most women in the horticulture and grains/pulses programmes are working in the production area. In our programme we have ensured that our production training activities have reached these women. Moreover, we have focused on strengthening women-centred Village Savings and Loans Associations (VSLAs) to access credit due to higher levels of trustworthiness. Trainings in the grains programme focused on sustainable rice cultivation techniques on-farm, whereby Rikolto in Uganda intentionally targeted women for the rice growing activities and successfully reached about 40% of women of the designated sample (1,530) despite the commodity being male dominated. There is a significant rise in women holding positions in the board and management to more than 60% in most Farmer Business Organisations we support in Uganda. Also in Tanzania, Rikolto focuses on giving trainings to farmers and making efforts to equip them with knowledge, a crucial backbone for empowerment.


doesn't show in the image)

2019  **Bridging the gap for women in Honduras’ coffee sector**

At the request of the Platform for Sustainable Coffee in Honduras (PCSH) and the National Coffee Board (CONACAFE), which includes a wide range of actors from the Honduran coffee industry, Rikolto and Solidaridad signed a collaboration agreement to update Honduras’ national coffee policy with a gender focus. The goal is triple:

1. Institutionalising the gender focus in the coffee sector, by creating an action plan to put the policy into practice;
2. Establishing a Gender Committee within the PCSH to push the action plan forward;
3. Disseminating good gender equity practices.

The gender policy and action plan will impact about 19,000 female coffee farmers active in Honduras.
2018  **Being a woman, a farmer, a leader in Indonesia**

In Indonesia, the challenge is that many women still lack the confidence to actively participate in groups dominated by men as there is social conditioning on gender roles (gender stereotyping or traditional views). Therefore, in addition to organising capacity-building for women and supporting the female farmer groups, Rikolto also promotes “champions” by involving women in special training such as coffee quality grading, internal control system, group facilitation, product processing and digitalisation and encouraging them to become speakers at meetings. The existence of strong female role models creates confidence and security for other women to speak up and take strategic positions, and a sense of trust for men. We have learnt that role models are important in transforming gender roles and relations as they can be a valuable psychological tool in breaking down barriers. In 2018, 108 women were already involved in daily activities, becoming staff and governing the boards of farmers’ organisations. This accounts for 43.2% of total farmers involved in leading farmer organisations.

2017  **A new generation of cocoa producers in Central America**

Rikolto joined forces with the Nicaraguan cooperative La Campesina and the Belgian supermarket chain Colruyt Group (through its Collibri Foundation) to promote a training programme for cocoa producing women and men. Starting from 2017, 75 young cocoa farmers of Honduras and Nicaragua per year participate in various trainings to innovate in cocoa production and complete experiences they have accumulated in the management of their family farms. In turn, they will train their 300 peers in their communities of origin. Every year again, it is a real challenge to get an equal number of young women participating, and positive discrimination in the initial phases of the selection process is needed to achieve gender equality by the end. In 2019, 40% of the participants were women. For the last year of the training course (2021), we aim at 50% participation of women.
I am excited to be recognized by others in my village. I now have these new ideas and learnings, and I am motivated and ready to apply new knowledge for the handling of my cacao plot.

**Maria Nereida Paz**
25 years, Rio Blanco, Nicaragua
## ANNEX 1: CORE INDICATOR REFERENCE SHEET

<table>
<thead>
<tr>
<th>Indicator reference sheet</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Indicator name:</strong> Percentage of women who improved access and control over assets, services and training</td>
</tr>
<tr>
<td><strong>Gender Strategy pillar I.</strong> Production and Organisational Development taking into account access, control, roles and interests of women and men</td>
</tr>
<tr>
<td><strong>Indicator type:</strong> Core indicator</td>
</tr>
<tr>
<td><strong>Indicator Hierarchy:</strong> Intermediate outcome</td>
</tr>
</tbody>
</table>

### Definition
Women who are able to have resources (particularly assets, services and training related to agriculture and agro-business) and decide on the use of these resources.

For the purpose of this indicator, women will be considered having access to services only when they have access to all of the following:
- Finance Education
- Financial services
- Technical assistance
- Information and communication technologies (ICT)

### Data points
The data points needed for this indicator are the following:
- Binary question (y/n): to capture respondent’s agreement to women having access over assets, services and training
- Binary question (y/n): to capture respondent’s agreement to women having control over those resources

### Calculation

1. **Number of women with control over assets, services and training**

\[
\text{No. women with control over assets, services and training} = \text{Count if} \ 'yes' \ 'control over assets'; \ AND 'yes' \ 'control over services'; \ AND 'yes' \ 'control over training')
\]

2. **% women with control over assets, services and training**

\[
\frac{\text{No. women with control over assets, services and training}}{n} \times 100
\]

\(n=\text{valid responses}\)

Valid responses are the number of responses that were considered to estimate the value of this indicator. Generally, it is the number of surveys conducted minus the number of incomplete, unacceptable responses and/or no answered questions.

### Unit of Measure
- Percent

### Disaggregated by

### Plan for Data Acquisition
- **Data Collection Methodology**
Data collection should be through family questionnaire. The respondents for this section of the survey must be women so that the responses collected reflect women’s perspective. Additionally, the enumerators selection must be carefully handled to ensure that the respondents feel comfortable sharing. The respondents will be asked to answer questions based on a traditional family in their community so that they won’t feel pressured to reveal their own family situation. The questions will be dichotomous regarding women’s access and control over assets, services and training.

<table>
<thead>
<tr>
<th>Data Source(s)</th>
<th>Frequency/Timing of Data Acquisition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Families surveys, who are Project participants</td>
<td>Annual</td>
</tr>
</tbody>
</table>

**Plan for Data Analysis, Review and Reporting**

**Sub-indicators/Related indicators**

Other indicators that can/may be derived from the same data points that can complement the analysis are:
- % of women with access to assets, services and training
- % of women with control over assets, services and training

**Data Analysis**

The changes over time must be analysed. Changes over time of the sub-indicators over time may also enrich the analysis. It is recommended to analyse changes from previous to subsequent periods as well as changes from baseline to current period. Comparison against target and milestones should take place at every reporting period. To validate this information, triangulation is recommended through qualitative data collection involving focus group discussions (FGD) represented by all categories of families (from male headed and female headed households). Qualitative data should be analysed separately using qualitative analysis methods, results from that analysis must be used to complement the quantitative findings.

**Reporting of Data**

Information for reporting on this indicator should be presented in form of charts or graphs.

**Notes on Baselines & Target**

Baseline should be conducted in the first three months of the project.

**Data Quality Issues**

**Known data limitations and significance (if any)**

Misunderstanding of key words such as access and control

Actions taken or planned to address data limitations

Proper enumerators training emphasizing the definition of access and control herein included.

**References**
**Indicator name:**
Percentage of women actively participating in producers’ organisations, cooperatives and associations (disaggregated by age)

**Gender Strategy pillar I.**
Production and Organisational Development taking into account access, control, roles and interests of women and men

<table>
<thead>
<tr>
<th>Indicator type:</th>
<th>Core indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indicator Hierarchy:</td>
<td>Intermediate outcome</td>
</tr>
</tbody>
</table>

**Definition**
Women who participate in organisations, cooperatives and associations. Active participation refers to attending meetings and activities arranged by the organisation, where the necessary questions for clarification are asked, questions are raised, and actions are proposed. Active participation implies understanding and being part of the discussions and decisions of the organisation.

**Data points**
The data points needed for this indicator are the following:
- Binary question (y/n): to capture respondent’s agreement about women participation in their organisations: attending meetings.
- Binary question (y/n): to capture respondent’s agreement about women participation in their organisations: questions for clarification are asked
- Binary question (y/n): to capture respondent’s agreement about women participation in their organisations: ideas and activities are proposed.

**Calculation**
1. **Number of women who participate actively in their organisation.**

\[
\text{No. women with control over assets, services and training} = \text{Count if (‘yes’ attend meetings; AND ‘yes’ ask question for clarification; AND ‘yes’ present ideas or new proposal to follow)}
\]

2. **% women who participate actively in their organisation.**

\[
\% \text{ women who participate actively in their organisation} = \frac{\text{No. women who participate actively in their organisation}}{n} \times 100
\]

\(n=\)valid responses

Valid responses are the number of responses that were considered to estimate the value of this indicator. Generally, it is the number of surveys conducted minus the number of incomplete, unacceptable responses and/or no answered questions

<table>
<thead>
<tr>
<th>Unit of Measure</th>
<th>Percent.</th>
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<tbody>
<tr>
<td>Disaggregated by</td>
<td></td>
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</table>

**Plan for Data Acquisition**

**Data Collection Methodology**
This should be through family questionnaire. The respondents for this section of the survey must be women so that the responses collected reflect women’s perspective. Additionally, the enumerators selection must be carefully handled to ensure that the respondents feel comfortable sharing.

The respondents will be asked to answer questions based on a traditional family in their community or organisation so that they won’t feel pressured to reveal their own family.
situation. The questions will be dichotomous regarding women’s participation on collective events.

<table>
<thead>
<tr>
<th>Data Source(s)</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Families surveys, who are Project participants</td>
<td>Annual/ semester</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Plan for Data Analysis, Review and Reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sub-indicators/Related indicators</strong></td>
</tr>
<tr>
<td>Other indicators that can/may be derived from the same data points that can complement the analysis are:</td>
</tr>
<tr>
<td>☐ % of women attending meetings</td>
</tr>
<tr>
<td>☐ % of women asking clarification questions (arguing)</td>
</tr>
<tr>
<td>☐ % of women proposing ideas and interventions proposals.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Data Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>The changes over time must be analysed. Changes over time of the sub-indicators over time may also enrich the analysis. It is recommended to analyse changes from previous to subsequent periods as well as changes from baseline to current period. Comparison against target and milestones should take place at every reporting period.</td>
</tr>
<tr>
<td>To validate this information, triangulation is recommended through qualitative data collection involving focus group discussions (FGD).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reporting of Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information for reporting on this indicator should be presented in form of charts or graphs.</td>
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</table>

<table>
<thead>
<tr>
<th>Notes on Baselines &amp; Target</th>
</tr>
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<table>
<thead>
<tr>
<th>Data Quality Issues</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Known data limitations and significance (if any)</strong></td>
</tr>
<tr>
<td>Misunderstanding of key word such as actively participation</td>
</tr>
<tr>
<td>Actions taken or planned to address data limitations</td>
</tr>
<tr>
<td>Proper enumerators training emphasizing the definition of actively participation.</td>
</tr>
</tbody>
</table>

References
## Indicator reference sheet

**Indicator name:** Percentage of women who increase their income due to their active participation in agri-business

<table>
<thead>
<tr>
<th>Gender Strategy pillar II.</th>
<th>Indicator type: Core indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agri-business development with equal opportunities for women and men</td>
<td>Indicator Hierarchy: Intermediate outcome</td>
</tr>
</tbody>
</table>

### Definition
Income is defined as the increase in economic benefits, produced over a period, in the form of entries or increases in the value of assets, or as decreases in liabilities, resulting in increases in equity. In this case, the income must come from the participation of women in agribusiness development.

### Data points
The data points needed to estimate monthly income are the following:

- Numeric fields to capture monthly income for each of the following subcategories:
  a. crop surplus sales disaggregated by sex of the person who provides (male and/or female)
  b. livestock sales disaggregated by sex of the person who provides (male and/or female)
  c. (coffee, rice, cocoa, vegetables) byproducts sales disaggregated by sex of the person who provides (male and/or female)
  d. dividends, profits or income realised as a result of belonging to a given cooperative society, disaggregated by sex of the person who provides (male and/or female)

### Calculation

1. **Agribusiness income**
   
   Agribusiness income = sum (crop surplus sales + livestock sales + byproduct sales + dividends)

   Dividends are usually distributed on an annual basis, in this case the monthly estimate will be linear by dividing the annual dividend by 12

2. **Average monthly agribusiness income**
   
   Average monthly income = \( \sum_{i=0}^{n} \frac{\text{Monthly income}_i}{n} \)  

   Valid responses are the number of responses that were considered to estimate the value of this indicator. Generally, it is the number of surveys conducted minus the number of incomplete, unacceptable responses and/or no answered questions.

3. **Number of women who increase their income because of participation in agribusiness**
   
   \( \text{No. women who increase income from their participation in agribusiness} = \text{Count if 'yes' increase their income by crop surplus sales, AND 'yes' increase their income by livestock sales, AND 'yes' increase their income by (coffee, rice, cocoa, vegetables) byproducts sales, AND 'yes' increase their income by dividends, profits or income realised as a result of belonging to a given cooperative society.} \)
4. **Percent of women who increase their income because of participation in agribusiness**

\[ \text{No. women who increase their income because of participation in agribusiness} \times \frac{100}{n} \]

**Unit of Measure**

Percent

**Disaggregated by**

**Plan for Data Acquisition**

**Data Collection Methodology**

The data to support this indicator is collected through structured surveys with families, conducting annual surveys. The respondents will be asked to provide the amount of income received by their participation on agribusiness. The recall period will be 30 days, in other words, the respondents will be asked to provide the income generated over the past month.

**Data Source(s)**

Families surveys, who are Project participants

**Frequency/Timing of Data Acquisition**

Annual

**Plan for Data Analysis, Review and Reporting**

**Sub-indicators/Related indicators**

Other indicators that can/may be derived from the same data points that can complement the analysis are:

- Average monthly income from agribusiness
- Percentage of income derived from agribusinesses

**Data Analysis**

The changes over time in the average monthly income must be analysed. Changes over time of the sub-indicators overtime may also enrich and complement the analysis, especially in the case that a project intends to increase certain income category.

It is recommended to analyse indicators’ changes from previous to subsequent periods as well as changes from baseline to current period. Comparison against targets and milestones should take place at every reporting period.

To further enrich the analysis, it is important to compare the income against national poverty lines. It is important to understand where the participants stand against the poverty lines and how the move over the life of the project.

**Report of Data**

This indicator may be best reported by showing trends in graphical format. Percent changes over time may add value for comparison purposes.

**Notes on Baselines & Target**

N/A

**Data Quality Issues**

**Known data limitations and significance (if any)**

The limitation of this indicator is the poor record keeping practice at family level may interfere with the data quality for this indicator.

**Actions taken or planned to address data limitations**

Training farmers in records management and production of farmer record books.

**References**

N/A
Rikolto’s global gender inclusion strategy
## Indicator reference sheet

<table>
<thead>
<tr>
<th>Indicator name:</th>
<th>Percentages of women benefiting from adequate employment opportunities derived from value addition and/or Agri-business development (disaggregated by age).</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender Strategy pillar II.</td>
<td>Agri-business development with equal opportunities for women and men</td>
</tr>
<tr>
<td>Indicator type:</td>
<td>Core indicator</td>
</tr>
<tr>
<td>Indicator Hierarchy:</td>
<td>Intermediate outcome</td>
</tr>
</tbody>
</table>

### Definition

Employment is widely recognised as a source of economic empowerment and a critical pathway out of poverty for women and young people. Nevertheless, gender and age stereotypes and discrimination continue to limit their labour market access and have pushed them into low-productive, poorly-paid and inadequately-protected jobs, primarily in the informal economy. In developed and developing countries alike, there is an enduring trend of horizontal and vertical sex segregation in the labour market due, inter alia, to socio-cultural attitudes and gender inequality in education, training and recruitment, restricting girls and women from maximizing their human potential. Women are still less likely than men to hold paid and regular jobs and more often work in the informal economy; fewer women than men own businesses; and worldwide over 60 per cent of unpaid workers in family enterprises are women (15)

Being female and young can be a double disadvantage. Young women often have most difficulty entering the labour market and retaining decent jobs.

With this indicator we want to measure the percent of women who access to employment derived from agriculture and Agri-business, employment must consider the following characteristics: adequate income (enough to overcome poverty), employment benefits (or compensation provided by employers in addition to regular wages), security and prospect for advancement.

### Data points

The data points needed are the following:

- Open ended question to identify business developed and/or employment opportunities created as a result of the value chain intervention
- Number of jobs created generated from each of the business or employment opportunities identified, which are in women hands.

### Calculation

1. Number of jobs created by investment in value chain, in hands of women

\[
\text{Number of jobs created by investment in value chain} = \sum_{i=1}^{n} \text{jobs created}
\]

2. Percentage of women benefiting from adequate employment opportunities derived from value addition and/or Agri-business development

\[
\text{Percentage} = \frac{\text{No. women in charge of jobs created by investment in value chain and agribusiness}}{n} \times 100
\]

---

n= total number of people who work in value chain and agribusiness created.

<table>
<thead>
<tr>
<th>Unit of Measure</th>
<th>Disaggregated by</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent</td>
<td>Age</td>
</tr>
</tbody>
</table>

### Plan for Data Acquisition

#### Data Collection Methodology
The data for this indicator is collected in two stages. The first stage is to identify all the businesses and employment opportunities generated as a result of the value chain development intervention. They can be identified via interviews to key informants, some key informants may be the cooperative leaders and community facilitator. Once the business opportunities are identified, the number of jobs will be obtained from direct interviews with actors from those business opportunities generated. The informants will be ask to provide the number of jobs generated which are in women hands.

#### Data Source(s)
Key informants. May be internal to the project operations and other actors such as organisations/enterprises representatives, among others.

#### Frequency/Timing of Data Acquisition
Annual

### Plan for Data Analysis, Review and Reporting

#### Sub-indicators/Related indicators
N/A

### Data Analysis
The changes over time must be analysed. It is recommended to analyse changes from previous to subsequent periods as well as changes from baseline to current period.

### Reporting of Data
Information for reporting on this indicator should be presented in form of charts or graphs to visualise trends over time.

### Notes on Baselines & Target
N/A

### Data Quality Issues

#### Known data limitations and significance (if any)
N/A

#### Actions taken or planned to address data limitations
N/A

### References

### Indicator name
Percentage of women with access to financial products adjusted to women needs (disaggregated by age).

### Gender Strategy pillar II
Agri-business development with equal opportunities for women and men

### Indicator type
Core indicator

### Indicator Hierarchy
Intermediate outcome

### Definition
Most developing countries are still lagging behind in terms of financial education and access to credit for women, which means that they have less capacity to save, less access to loans, and ultimately fewer possibilities for productive development (Report on Financial Inclusion of Women in Latin America, prepared by CAF - Latin American development bank).

It is gender stereotypes, certain socio-cultural patterns related to ownership and division of labor, and the absence of recurrent information disaggregated by gender from financial institutions and governments, that have caused women to have limited access to financing and not use financial products massively.

To reverse this situation, on the one hand, Latin American financial entities must design products that take into account the gender perspective, enhance women's capabilities and grow their businesses or enterprises. As for governments and central banks, the recommendation revolves around establishing mechanisms for analyzing and collecting data that will allow for the design of public policies aimed at reducing financial gaps between men and women.

This indicator seeks to measure the number of women who are able to do so:
- (new) financial products for women, allowing them to expand their availability of resources;
- participation in financial education programs with a gender perspective that enhance women's capabilities;
- meet their financing needs and those of their businesses or enterprises.

This is not all we can or should do regarding the issue of finance with women, surely we can work in certain territories and with a little more time, on decision making or control over financial resources achieved.

### Data points
The data points needed for this indicator are the following:
- A dichotomous question to identify if the financial service is provided, by whom.
- A dichotomous question to identify if the financial service is being accessed by women.

### Calculation
1. Number of financial opportunities for women needs, identified

\[
\text{Number of financial opportunities identified} = \sum_{i} \text{count (opportunities accessed)}
\]

2. Number of women who accessed to any of those financial opportunities

\[
\text{Number of women with access to any of those opportunities identified} = \sum_{i} \text{count (women who accessed those opportunities)}
\]
3. percentage of women with access to financial products adjusted to their needs (disaggregated by age).

\[ \text{Percentage} = \frac{\text{Number of women with access to any of those opportunities identified}}{n} \times 100 \]

\[ n = \text{total number of people with access to financial services} \]

<table>
<thead>
<tr>
<th>Unit of Measure</th>
<th>Disaggregated by Age</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent.</td>
<td>Age</td>
</tr>
</tbody>
</table>

**Plan for Data Acquisition**

**Data Collection Methodology**
The data for this indicator must be collected through structured interviews. The respondents will be presented with a list of financial services or opportunities from which they will have to identify all the opportunities that women access.

**Data Source(s)**
- Family, particularly women

**Frequency/Timing of Data Acquisition**
- Baseline, mid-term and final

**Plan for Data Analysis, Review and Reporting**

**Sub-indicators/Related indicators**
- Number of financial services for women (or sensible to gender) offered
- Percentage of women accessing financial services by type

**Data Analysis**
It is recommended to conduct analysis of the changes over time in the types of financial services accessed. The sub-indicators and their changes over time would enrich the analysis of this indicator.

**Reporting of Data**
Line graphs to observe changes over time

**Notes on Baselines & Target**
N/A

**Data Quality Issues**

<table>
<thead>
<tr>
<th>Known data limitations and significance (if any)</th>
<th>Actions taken or planned to address data limitations</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**References**
### Indicator reference sheet

**Indicator name:** Number of women holding leadership positions at subnational and national level.

<table>
<thead>
<tr>
<th>Gender Strategy pillar III.</th>
<th><strong>Indicator type:</strong> Core indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Structural changes in gender relations</td>
<td><strong>Indicator Hierarchy:</strong> Intermediate outcome</td>
</tr>
</tbody>
</table>

**Definition**

Policy makers are coming to realise that women participation in every aspect of the decision-making process is important. However, the ongoing underrepresentation of women in leadership positions suggest that this recognition does not always translate into action. Therefore, some organisations have incorporated women participation as an important element for development. For example, The United Nations (UN) has publically recognised the importance of attracting, retaining and advancing women in leadership position.

Leadership is defined as follows:
- Ability to influence others to accomplish an objective and direct the organisation in a way that makes it more cohesive and coherent (Northouse, 2007).
- A process whereby an individual influences a group of individuals to achieve a common goal. Leaders carry out this process by applying their leadership knowledge and skills.

A leadership position means holding position where leadership is exercised. Leadership can be exercised at different levels in the society. For this indicator, each project must identify the most relevant level of leadership, for example at sub national or national level. In the case that more than one level is relevant for the project, each level will be track as separate indicator.

**Data points**

The data points needed are the following:
- Binary question (Y/N): to identify if women hold leadership positions at the sub national or national level
- Open ended question: to identify the positions at sub national or national level held by women
- Numeric field: to capture the number of positions identified as held by women at sub national or national level

**Calculation**

N/A

**Unit of Measure**

Number

**Disaggregated by**

- Leadership positions type (formal/informal)
- Leadership level (sub national or national)

**Plan for Data Acquisition**

**Data Collection Methodology**

The data for this indicator must be obtained through interviews with key informants. The respondents will be asked to answer questions related to women holding leadership positions based on their knowledge of the territory and/or society. Since leadership can be exercised at different levels, it must be specified if the indicator is capturing leadership at sub national or national level. Different levels of leadership must be captured as different indicators.

If available, secondary sources can be used to complement this indicator by obtaining the number of leadership positions held by women at different levels.
Data Source(s)
Interviews with key informants, is better to contact with experts who know about Rikolto intervention.

Frequency/Timing of Data Acquisition
Annual

Plan for Data Analysis, Review and Reporting

Sub-indicators/Related indicators
N/A

Data Analysis
The changes over time must be analysed. It is recommended to analyse changes from previous to subsequent periods as well as changes from baseline to current period. Comparison against target and milestones should take place at every reporting period.

Reporting of Data
Information for reporting on this indicator could be presented in tabular format or graph

Notes on Baselines & Target
N/A

Data Quality Issues

Known data limitations and significance (if any)
Misunderstanding of key words such as leadership and levels of leadership

Actions taken or planned to address data limitations
Proper enumerators training including examples that will support the understanding.

References
www.undp.org/women: (Women’s leadership and the UN in the global women’s movement. (International Centre for women research)

Indicator reference sheet

Indicator name: Number of policies and regulations approved to improve access and control on assets and services for women in the framework of inclusive food systems

Gender Strategy pillar III.
Structural changes in gender relations

Indicator type: Core indicator
Indicator Hierarchy: Intermediate outcome

Definition
Along with the progress we can make in women’s development, empowerment, and fairer relationships, it is important to pay attention to the conditions in which women are born and develop. Usually, the conditions we find for girls and women in rural areas are not the best and rather act as constraints. Some examples of this are: schools that are distant from population centers, which do not help girls to continue studying (limited capacity for mobilisation and insecurity); the regulations of organisations that make women invisible and do not give them opportunities to become active members (only men inherit this role) and; land ownership, which usually lies with men blocking women from becoming such an important productive asset that it could mean a liberating element for them.

In this sense, Rikolto’s intervention seeks to generate proposals that, when presented by women’s groups, the organisations with which we work or the multi-stakeholder platforms that we work with, can improve the conditions and measures established by the Government, which guarantee the exercise of social, economic, political and cultural rights of all people, particularly women.
Please note that we will monitor those legal initiatives where Rikolto has participated directly or indirectly (through partners and women's groups participating in our interventions).

**Data points**
The data points needed are the following:
- Binary question (Y/N): to identify if the legal framework considers policies, strategies, programs, sectorial by-laws to encourage women to access and control on assets and services related to a sustainable food systems approach.
- Open ended question: to identify the legal initiative supporting women to access and control on assets and services.
- Numeric field: to capture the number of legal initiatives supporting women to access and control on assets and services.

**Calculation**
N/A

**Unit of Measure**
Number

**Disaggregated by**
- Legal initiatives by level: national, subnational, local.

**Plan for Data Acquisition**

**Data Collection Methodology**
The data for this indicator must be obtained through interviews with key informants. The respondents will be asked to answer questions related to policies and regulations related to access and control over assets and services, particularly for women and their contribution to a sustainable food system. Since legal framework has different levels to be operated, it must be specified if the indicator is capturing that (different levels of influence must be captured as different indicator).

If available, secondary sources can be used to complement this indicator by obtaining the number of legal initiatives at different levels.

**Data Source(s)**
Key informants

**Frequency/Timing of Data Acquisition**
Annual

**Plan for Data Analysis, Review and Reporting**

**Sub-indicators/Related indicators**
N/A

**Data Analysis**
The changes over time must be analysed. It is recommended to analyse changes from previous to subsequent periods as well as changes from baseline to current period.

**Reporting of Data**
Information for reporting on this indicator could be presented in tabular format.

**Notes on Baselines & Target**
N/A

**Data Quality Issues**

**Known data limitations and significance (if any)**
N/A

**Actions taken or planned to address data limitations**
N/A

**References**
N/A
Rikolto’s global gender inclusion strategy
## ANNEX 2: INDICATORS LIBRARY

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>KEY ISSUES / DIMENSION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of women owning and using energy-efficient technologies, using renewable energy, and involved in sustainable forest management (climate change mitigation)</td>
<td>Climate change gender sensitive indicators</td>
</tr>
<tr>
<td>Number of women and women-headed households receiving training and assistance related to disasters</td>
<td>Climate change gender sensitive indicators</td>
</tr>
<tr>
<td>Participation of women in climate change-planning institutions, processes, and research (including disaster preparedness and management) at the professional and lay-community levels.</td>
<td>Climate change gender sensitive indicators</td>
</tr>
<tr>
<td>Legislative and administrative measures for advancing substantive equality for rural women</td>
<td>Laws and national rules</td>
</tr>
<tr>
<td>Percentages of rural women actively participating in local-, regional- and national-level planning and policy-making processes, disaggregated by age, ethnicity and socio-economic status</td>
<td>To participate in the elaboration and implementation of development planning at all levels</td>
</tr>
<tr>
<td>Access to agricultural extension and training programmes, disaggregated by sex, ethnicity, age and socio-economic status</td>
<td>To obtain all types of training and education, formal and non-formal, including that relating to functional literacy, as well as, inter alia, the benefit of all community and extension services, in order to increase their technical proficiency</td>
</tr>
<tr>
<td>Percentages of rural women actively participating in rural producers’ organisations, cooperatives and associations, disaggregated by age, ethnicity and socio-economic status</td>
<td>To organise self-help groups and cooperatives in order to obtain equal access to economic opportunities through employment or self-employment</td>
</tr>
<tr>
<td>Percentages of rural women benefiting from productive and gainful employment opportunities derived from value addition and value chain development in the agriculture sector, disaggregated by age, ethnicity and socio-economic status</td>
<td>To organise self-help groups and cooperatives in order to obtain equal access to economic opportunities through employment or self-employment</td>
</tr>
<tr>
<td>Opportunities for and constraints to rural women’s engagement in livelihood diversification activities, disaggregated by age, ethnicity and socio-economic status</td>
<td>To organise self-help groups and cooperatives in order to obtain equal access to economic opportunities through employment or self-employment</td>
</tr>
<tr>
<td>Percentages of rural women actively participating in CSOs and community groups, disaggregated by age, ethnicity and socioeconomic status</td>
<td>To participate in all communities activities</td>
</tr>
<tr>
<td>Workloads and working hours of rural women (productive and reproductive, paid and unpaid), disaggregated by age, ethnicity and socio-economic status</td>
<td>To participate in all communities activities</td>
</tr>
<tr>
<td>Access to services and facilities (irrigation, electrification, water supplies, transport, housing and sanitation), disaggregated by sex, age, ethnicity and socio-economic status</td>
<td>To enjoy adequate living conditions, particularly in relation to housing, sanitation, electricity and water supply, transport and communications</td>
</tr>
<tr>
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</tr>
<tr>
<td>Uptake and use of information and communication technologies, disaggregated by sex, age, ethnicity and socio-economic status</td>
<td>To enjoy adequate living conditions, particularly in relation to housing, sanitation, electricity and water supply, transport and communications</td>
</tr>
<tr>
<td>Percentages of rural women receiving vocational education and training, disaggregated by age and socio-economic status</td>
<td>Appropriate measures to eliminate discrimination against women in the field of employment in order to ensure, on a basis of equality of men and women, the same rights, including the right to work as an inalienable right of all human beings</td>
</tr>
<tr>
<td>Percentage of women producers participating in extension activities</td>
<td>Appropriate measures to eliminate discrimination against women in the field of employment in order to ensure, on a basis of equality of men and women, the same rights, including the right to work as an inalienable right of all human beings</td>
</tr>
<tr>
<td>Percentage of registered rural enterprises managed by women</td>
<td>States Parties shall take all appropriate measures to eliminate discrimination against women in other areas of economic and social life in order to ensure, on a basis of equality of men and women, the same rights, in particular: the right to bank loans, mortgages and other forms of financial credit</td>
</tr>
<tr>
<td>Numbers of rural women with access to bank loans, mortgages and other forms of credit, disaggregated by age, ethnicity and socioeconomic status</td>
<td>Changing business practices: By changing business practices to address unequal working conditions disadvantaging women, companies increase market share and reduce costs.</td>
</tr>
<tr>
<td>Percentage increased coffee/ Cocoa/ other crop supply through female farmer training approach</td>
<td>Changing business practices: By changing business practices to address unequal working conditions disadvantaging women, companies increase market share and reduce costs.</td>
</tr>
<tr>
<td>USD/ Euro million higher revenue and (an amount) company savings through comprehensive gender package in CROP processing facility</td>
<td>---</td>
</tr>
<tr>
<td><strong>Rikolto’s global gender inclusion strategy</strong></td>
<td><strong>Improving sector governance:</strong> By accounting for gender in standards, policies, and public commitments, new markets, increased resilience of value chains, improved livelihoods and working conditions, including the reduction of (GBV), are achieved.</td>
</tr>
<tr>
<td>---</td>
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</tr>
<tr>
<td><strong>Gender based violence (GBV) reduction (in any sector) through gender committees due to compliance to standards and women in supervisory roles.</strong></td>
<td><strong>Percentage increase in worldwide (crop) exports through adopting gender requirements of standards</strong></td>
</tr>
<tr>
<td><strong>Securing (commodity) supply through a sector-wide women’s empowerment community approach</strong></td>
<td><strong>Increased income for (Commodity) smallholders when women take part in household decision-making</strong></td>
</tr>
<tr>
<td><strong>Increased field level sustainability:</strong> By addressing women’s unequal access to knowledge, resources and decision-making through targeted activities and services, farmers and workers achieve increased incomes and better working and living conditions.</td>
<td></td>
</tr>
<tr>
<td><strong>% increased yields for female (commodity/ crop) producers through access to finance</strong></td>
<td><strong>% increased household income through direct salary payment to women in (commodity or crop)</strong></td>
</tr>
<tr>
<td>Women have increased their agricultural production in terms of e.g. quality, volume, cost, efficiency and/ or productivity</td>
<td>Women add value to their produce through e.g. sorting and grading activities</td>
</tr>
<tr>
<td>Women add value to their produce by packaging, trading, and branding</td>
<td>the integration of activities in the value chains has led to higher income for women</td>
</tr>
</tbody>
</table>
### Rikolto’s global gender inclusion strategy

<table>
<thead>
<tr>
<th>Topic</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women involve in producer organisations as a member</td>
<td>Value chain governance</td>
</tr>
<tr>
<td>Women involve in management of producer organisation</td>
<td>Value chain governance</td>
</tr>
<tr>
<td>Women involve in information management of value chain</td>
<td>Value chain governance</td>
</tr>
<tr>
<td>Women involve in network development of value chain</td>
<td>Value chain governance</td>
</tr>
<tr>
<td>Value chain related skill development of women e.g. in agricultural production, processing, literacy/numeracy, etc.</td>
<td>Agency</td>
</tr>
<tr>
<td>Organizational skill development of women e.g. negotiation skills, leadership skills</td>
<td>Agency</td>
</tr>
<tr>
<td>Increased value chain realted knowledge of women e.g. technical knowledge, market and network information</td>
<td>Agency</td>
</tr>
<tr>
<td>Equal say of man and women in the household with regards to access to and control over resources</td>
<td>Structure</td>
</tr>
<tr>
<td>Equal say of man and women in the household on consumption decisions (if relevant with regards to spending of own income)</td>
<td>Structure</td>
</tr>
<tr>
<td>Norms and value at community level favor women as economic actors equal to men</td>
<td>Structure</td>
</tr>
<tr>
<td>Formal laws, rules and regulations are favorable for gender equality in value chain development</td>
<td>Structure</td>
</tr>
<tr>
<td>Women’s ability to visit friends, family, associates</td>
<td>Autonomy and mobility</td>
</tr>
<tr>
<td>Rates of abuse, assault, harassment against women in public spaces</td>
<td>Autonomy and mobility</td>
</tr>
<tr>
<td>Women’s ability to use public transportation/travel freely in public spaces</td>
<td>Autonomy and mobility</td>
</tr>
<tr>
<td>Women’s use of media, phone, technology</td>
<td>Autonomy and mobility</td>
</tr>
<tr>
<td>Developing gender-sensitive value chains</td>
<td>Autonomy and mobility</td>
</tr>
<tr>
<td>Psychological wellbeing</td>
<td>Self-confidence/self-efficacy</td>
</tr>
<tr>
<td>Community valuing of women’s entitlement and inclusion</td>
<td>Self-confidence/self-efficacy</td>
</tr>
<tr>
<td>Attitudes on own self-esteem</td>
<td>Self-confidence/self-efficacy</td>
</tr>
<tr>
<td>Articulateness and confidence in speaking with authorities</td>
<td>Self-confidence/self-efficacy</td>
</tr>
<tr>
<td>Ability to negotiate sexual and reproductive decisions</td>
<td>Gender norms</td>
</tr>
<tr>
<td>Shifts in marriage and kinship systems</td>
<td>Gender norms</td>
</tr>
<tr>
<td>Attitudes on women at work</td>
<td>Gender norms</td>
</tr>
<tr>
<td>Community acceptance of women working</td>
<td>Gender norms</td>
</tr>
<tr>
<td>Attitudes on women and mobility</td>
<td>Gender norms</td>
</tr>
<tr>
<td>Community attitudes on women’s sexual and reproductive roles and work</td>
<td>Gender norms</td>
</tr>
<tr>
<td>Attitudes on women and violence Community attitudes on women and violence</td>
<td>Gender norms</td>
</tr>
<tr>
<td>Number of hours spent in housework</td>
<td>Gender roles &amp; responsibilities</td>
</tr>
<tr>
<td>Sex-disaggregated employment rates by sector</td>
<td>Gender roles &amp; responsibilities</td>
</tr>
<tr>
<td>Gender segregation of male and female work, ability to enter profitable jobs</td>
<td>Gender roles &amp; responsibilities</td>
</tr>
<tr>
<td>Community attitudes on what work women should do</td>
<td>Gender roles &amp; responsibilities</td>
</tr>
<tr>
<td>Equity of domestic duty load</td>
<td>Gender roles &amp; responsibilities</td>
</tr>
<tr>
<td>% in governing boards of producer organisations (%women,%men)</td>
<td>Power &amp; agency</td>
</tr>
<tr>
<td>% in governing boards of multi-stakeholder platforms (%women,%men)</td>
<td>Power &amp; agency</td>
</tr>
<tr>
<td>% of women (beneficiaries in Rikolto intervention) having control over own resources</td>
<td>Power &amp; agency</td>
</tr>
<tr>
<td>% or nr of representation/participation of women in key decision-making spaces (like multi-stakeholder paltforms?); other than in governing boards</td>
<td>Power &amp; agency</td>
</tr>
</tbody>
</table>
### Rikolto’s global gender inclusion strategy

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Dimension</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership in communities, measured by membership in economic or social groups and comfort speaking in public</td>
<td>Power &amp; agency</td>
</tr>
<tr>
<td>Control over use of income</td>
<td>Power &amp; agency</td>
</tr>
<tr>
<td>Allocation of time to productive and domestic tasks and satisfaction with the time available for leisure activities</td>
<td>Power &amp; agency</td>
</tr>
<tr>
<td>Proportion of women’s income spent on herself and children</td>
<td>Power &amp; agency</td>
</tr>
<tr>
<td>Women’s participation in community groups/associations/networks</td>
<td>Power &amp; agency</td>
</tr>
<tr>
<td>Women’s involvement in major household decisions, i.e. large purchases (car, house, household appliance), agricultural decisions</td>
<td>Power &amp; agency</td>
</tr>
<tr>
<td>Women’s involvement in community decision-making</td>
<td>Power &amp; agency</td>
</tr>
<tr>
<td>Women’s access to information and technology</td>
<td>Power &amp; agency</td>
</tr>
<tr>
<td>Women have leadership roles</td>
<td>Power &amp; agency</td>
</tr>
<tr>
<td>Access to agricultural extension services (% men, % women)</td>
<td>Access to resources</td>
</tr>
<tr>
<td>Access to business development services (% men, % women)</td>
<td>Access to resources</td>
</tr>
<tr>
<td>Average area of land owned by (women, men)</td>
<td>Access to resources</td>
</tr>
<tr>
<td>Participation in training (% women, % men)</td>
<td>Access to resources</td>
</tr>
<tr>
<td>Percentage/number of women and men producers who have adopted environmentally sound technologies</td>
<td>Access to resources</td>
</tr>
<tr>
<td>Percentage/number of women and men producers satisfied with access to and quality of extension services</td>
<td>Access to resources</td>
</tr>
<tr>
<td>% of Rikolto funds allocated to priorities identified by women</td>
<td>Access to resources</td>
</tr>
<tr>
<td>Percentage/Number of people employed in production and processing of products (women, men)</td>
<td>Access to resources</td>
</tr>
<tr>
<td>Share of field labor performed by women vs men</td>
<td>Access to resources</td>
</tr>
<tr>
<td>Total labour time without income (men/ women) ie spent on non-economic activities/household activities</td>
<td>Access to resources</td>
</tr>
<tr>
<td>% of women-run enterprises (...set up?/active?)</td>
<td>Access to resources</td>
</tr>
<tr>
<td>Women’s ownership of productive assets (land, animals, machinery)</td>
<td>Access to resources</td>
</tr>
<tr>
<td>Laws that protect women’s property rights</td>
<td>Access to resources</td>
</tr>
<tr>
<td>Women have their own source of income</td>
<td>Access to resources</td>
</tr>
<tr>
<td>Existing laws are enforced at the community level</td>
<td>Access to resources</td>
</tr>
<tr>
<td>Share of household income provided by women</td>
<td>Access to resources</td>
</tr>
<tr>
<td>Women represented as owners of larger businesses and in business leadership</td>
<td>Access to resources</td>
</tr>
<tr>
<td>Women have control over how to spend some cash or savings</td>
<td>Access to resources</td>
</tr>
<tr>
<td>Use of community resources in ways that benefit women (pumps, clinics, schools, etc.)</td>
<td>Access to resources</td>
</tr>
</tbody>
</table>
Rikolto’s global gender inclusion strategy
ANNEX 3: GUIDELINES FOR INCLUDING GENDER IN THE PROJECT LIFE CYCLE

A. Identification

Participatory Gender Analysis
Rikolto works with women and men to build their visions for change, acknowledge and respect differences, and focus on actions for change. Participatory gender analysis will lead to the identification of priorities for change; subsequently developing concrete action commitments to change at various levels from individual to organisation. Participatory process ensures community ownership from the start and encourage local creativity to drive the change process.

What to do?
• Carry out a situational analysis to identify problems, actors, interests, views, constraints, expectations and potentials with respect to:
  o Geographical and demographic conditions
  o Target group, showing division of labour, access and control over productive resources, services, and socio-political position
  o Related institutions (e.g. Farmer Organisations):
    ▪ identification of management capacity regarding gender mainstreaming awareness and experiences
    ▪ recognition of the organisation by target groups (women and men)
    ▪ whether the concepts and methodologies are gender sensitive
• All aspects are analysed with respect to influencing factors, leading to the identification of practical and strategic needs for gender mainstreaming agenda.

How to do it?
A. Reviewing relevant secondary data and making assumptions
B. Collecting data and clarifying assumptions
   - Methodologies can be RRA (Rapid Rural Appraisal) or PRA (Participatory Rural Appraisal); Gender Action Learning System (GALS)
   - Consultation with the representatives of relevant institutions i.e. focal points from local communities; government and non-government organisations (including women’s organisations)
D. Analysing data and making recommendation for community action strategy.

It is crucial to take this step to heart: it allows you to explore the different gender roles and relations in the project area, among the partners, and to identify which specific needs, risks and inequalities persist and can be tackled in the projects.

Check an example: the questions the West-African team takes into account doing this analysis. Link: https://vredesellandeneveco.sharepoint.com/:w:/s/global/EerOVVR-fjJHr1UhCDmBVssBRdyxVa8jOogHwJV6LfI70A?e=1SChES

B. Design

• Project Strategy Formulation
In formulating the project strategies take into account the practical and strategic objectives of gender.
However, the risk with the notion of gender as a transversal topic is that the importance of gender reflection may be relegated to second place. Be careful not to make it a ghost topic, which appears as a line in the programme but without any reflection and measures taken. This transversality means that gender must be everywhere and not nowhere!

- **Project Planning Matrix**
  - Output: Output at the target group level.
  - Patterns of access and control over resources
  - Expected socio-political changes (gender specific)
    - Activities: Activity design takes into account the division of labor/ gender roles, including the desired changes
    - Indicators: quantity and quality specifications by gender (who, when, how many, etc)

C. **Implementation and Evaluation**

- A clear and complete implementation plan
- Project activities implementation
  - Participatory collaboration management
  - Networking
- Monitoring and evaluation
  - Update baseline data
  - Assess project impacts
  - Formulate recommendation for re-planning
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