



VALUE
FOR
WOMEN



Influencing and Advocacy for Gender-Inclusive Climate-Smart Agriculture

A guide for small and growing agribusinesses



**Adam Smith
International**

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The Value for Women lead author of this report was Sarah Mills, with support from Rebecca Fries and the Value for Women global team.

For more information please contact
Value for Women: valueforwomen@v4w.org

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Acronyms

CSA	Climate-Smart Agriculture
CSO	Civil Society Organisation
DFID	Department for International Development (UK aid)
ILO	International Labour Organization
NGO	Non-Governmental Organisation
QG	Quality Groundnut
SACCO	Savings and Credit Cooperative Organisation
SGAB	Small and Growing Agribusiness
SHF	Smallholder Farmer

Glossary

Small and growing business (SGB)

SGBs are defined by the Aspen Network of Development Entrepreneurs (ANDE) as commercially viable businesses with five to 250 employees that have significant potential, and ambition, for growth. SGBs are designed with growth in mind, but often lack access to the resources required to grow and so differ from enterprises that are designed to or intend to stay small.¹

For the purposes of this Series of papers, we will use the term ‘small and growing agribusiness’ (SGABs) to reflect the target audience.

¹ <http://www.andeglobal.org/default.asp?page=AboutANDESGBs>

1. Introduction

This is the second of a three-document Series that aims to build the motivation for small and growing agribusinesses (SGABs) to practice gender-inclusive climate-smart agriculture (CSA) and integrate it into their business models, as there is currently a lack of literature and research on the intersection between gender, CSA, and the business case for inclusion.²

This Series of documents is rooted in the theory that markets are fundamental to economic development, but that in order to function effectively, they must be supported by conducive legal, social/cultural, institutional, and political rules and services. This is known as 'Making Markets Work for the Poor', or 'market systems approaches'.³

Although climate change and gender inequality pose significant risks to SGABs, they compete with other (sometimes more obvious) business risks.⁴ It may feel overwhelming for SGABs to know how they can enhance gender inclusion or mitigate climate risks for their business, especially if they do not run their own farms and have limited resources and influence over smallholder farmers' (SHFs) production. It is therefore essential that SGABs work with other actors in the SGAB ecosystem to mitigate gender- and climate-related risks to their business.

This document complements Value for Women's introductory Guide for agribusinesses entitled *Gender Inclusion for Climate-Smart Agribusinesses: A practical framework for integrating gender in climate-smart agriculture for SGABs*⁵ (hereinafter referred to as "Paper #1") and is intended for SGABs keen on exploring how to engage with others to be more gender-inclusive and climate-smart. This document will help guide businesses on how to make connections with external organisations and stakeholders within their ecosystems in order to create an enabling environment for gender-inclusive CSA.

Agribusinesses of all types and sizes play a key role in value chains and maintain links with a wide range of other actors and stakeholders within their local and regional ecosystems. As such, they are well placed to practice, promote, and scale gender-inclusive CSA. For CSA practices to become impactful at a meaningful scale, action needs to shift from piecemeal, grant-funded projects to being mainstreamed at the enterprise level and implemented in collaboration with value chain actors within an enabling and sustainable environment. SGABs are well positioned for scaling CSA efforts, primarily because they are not constrained by development project cycles (i.e. 3-5 year funding cycles with set priorities and targets), and are therefore vital in facilitating the shift of gender-inclusive CSA from a *project* to a *practice*.

In order for private sector actors to be motivated to integrate gender-inclusive CSA into their business practices, it must be profitable and reduce risk. Engaging with others within the ecosystem who perform supporting functions can therefore be seen to de-risk activities that would otherwise be undertaken in isolation, and confer mutual benefits to the parties involved.

² Marquez, 2017

³ See for example DFID, Swiss Agency for Development and Cooperation, Donor Committee for Enterprise Development

⁴ Morris, 2016

⁵ Value for Women, 2018a

2. What are ‘Influencing’ and ‘Advocacy’?

Influencing and Advocacy Concepts

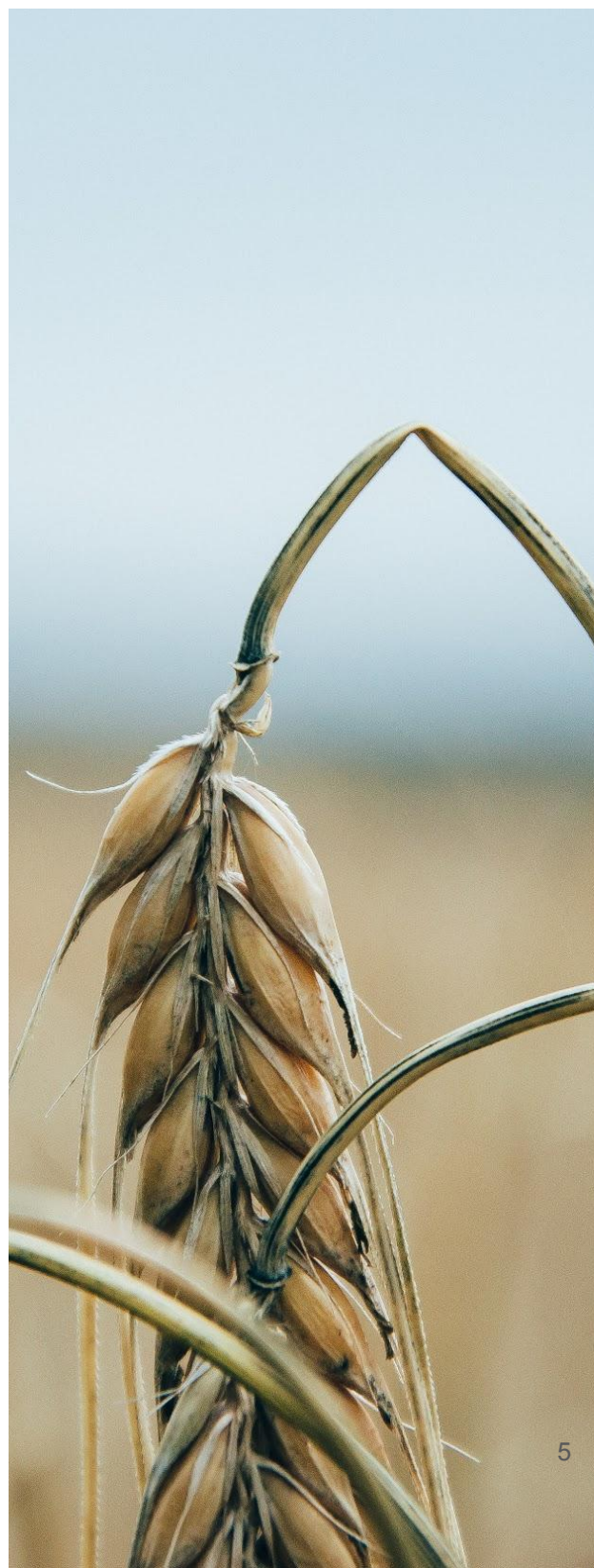
The International Labour Organization (ILO)⁶ defines advocacy as a process and set of actions intended to affect policy change “of any institution, including government”, and which includes the active participation of people making decisions that impact their lives.

Influencing can include “all types of negotiation, consultation, or simply the exchange of information between (or among) representatives of governments, employers, and workers on issues of common interest relating to economic and social policy”,⁷ as well as networking and all forms of communication for a common purpose.

Overview of Influencing and Advocacy in Gender and CSA

The available literature on advocacy within gender and CSA tends to focus on the roles of governments and civil society organisations (CSOs) in promoting CSA,⁸ on engaging SHFs in policy dialogues,⁹ or on removing resource barriers to redress the gender productivity gap at the SHF level.¹⁰ However, access to input and output markets, and to providers of agricultural services (such as spraying and ploughing), have also been shown to be key determinants of SHFs’ adoption of CSA practices.¹¹ Historically, engagement with SGABs and private sector service providers has been lacking from grant-funded CSA programmes, ultimately undermining their success.

It has been argued that “gender equity is a critical factor in the adoption of climate-smart agricultural practices. If gender is not explicitly considered in climate-related interventions, the adoption of climate-resilient practices is unlikely to reach scale”.¹² **Put another way, gender is integral to CSA practices from the outset; rather than be viewed as additional or separate, gender and CSA should be considered mutually reinforcing.** The Global Alliance for Climate-Smart Agriculture asserts that one of the challenges to adopting gender-inclusive CSA is a “weak enabling environment ... due to a lack of gender awareness or resistance to incorporating gender issues into the work”, exacerbated by low capacity on gender, funding, and participation and leadership of women in political and cultural spheres.¹³ Extrapolating from this, women also tend to be underrepresented in the leadership and management of businesses and representative bodies of the private sector.



6 ILO, 2011: 14-21.

7 *ibid*

8 https://www.fanrpan.org/archive/documents/d01238/Climate_Smart_Agriculture_20111018.pdf

9 Sibanda et al, 2017: 11

10 Nelson and Huyer, 2016: 4

11 Zulu-Mbata, Chapato, and Hichaambwa, 2016: vi

12 Twyman et al, 2017: 1

13 Nelson and Huyer, 2016

There is a particular dearth of literature and evidence on how SGABs respond to climate risks. The available literature focuses on SGABs that operate their own farms and thus adopt CSA as “part of normal risk management or production enhancement processes”,¹⁴ rather than on those that buy from SHFs and through outgrower schemes (which constitute the majority of SGABs). Research carried out under the Vuna Programme in Southern Africa has found that SGABs rarely invest in SHF resilience unless they have donor/grant funding to do so. It has also uncovered that businesses are “more likely to change their business strategies, such as diversifying products and making supply chain adjustments, in response to climate risks”,¹⁵ given the range of risks and challenges SGABs face in Sub-Saharan Africa.

In this context, it is important to consider the intersectionality between gender, climate change, and the role of private sector firms—SGABs in particular. Climate-smart agriculture, gender-inclusive or otherwise, is underfunded globally, and so greater collaboration with the private sector is required.¹⁶ There is therefore a need to make the link between smallholder resilience and business resilience, and for SGABs to conceptualise gender and climate change as *business* challenges and to understand the role they can play in overcoming these challenges, thus ultimately improving productivity and profitability. Westermann et al (2015) argue that “for CSA to be effective, coordinated actions by farmers, researchers, private sector, civil society, and policymakers are needed in four major areas: (1) building evidence; (2) increasing local institutional effectiveness; (3) fostering coherence between climate and agricultural policies; and (4) linking climate and agricultural financing”.¹⁷ As outlined in Section 2 of this Guide, advocacy is a key element of the scaling process,¹⁸ cutting across different aspects and actors of the ecosystem.


There is a link between smallholder resilience and business resilience, and a need for SGABs to conceptualise gender and climate change as *business* challenges.

Key challenges in recent approaches to advocacy and scaling CSA are summarised in the table below:

Approaches based on value chains and private sector	Approaches using ICTs and agro-advisory services	Approaches revolving around policy engagement
<p>Climate change information is too general from a private sector perspective</p> <p>Benefits, timing, and incentives for multiple actors need to be aligned</p> <p>Information and financial support need to be coordinated</p>	<p>Gap in long time series of climate data for all sub-national administrative zones</p> <p>Insufficient coverage of countrywide, local, multidisciplinary working groups that can translate climate information into agro-advisories and disseminate it</p> <p>Lack of financial resources to operationalise training plans, capacity building, and communication, among others</p>	<p>Linking the analytical phase with the political process of policy formulation</p> <p>Need for leaders or champions who can help to foster policy change</p> <p>Gap and delays between plan implementation and reaching individual farmers</p>

Westermann et al, 2015: 12

14 Morris, 2016: iv
 15 ibid
 16 Sibanda et al, 2017: 21
 17 Westermann et al, 2015: 12
 18 Anandajayasekeram, 2016



This second Paper equips SGABs to engage with other ecosystem actors and effect broader change that they cannot achieve alone, in order to support the success of gender-inclusive CSA within their own business.

3. How to Use This Guide

Purpose

Continuing with the approach outlined in Paper #1, this Advocacy and Influencing Guide provides guidance for SGABs to situate themselves within the broader agricultural ecosystem. It enables agribusinesses to identify linkages with other actors and stakeholders that can influence the uptake and success of gender-inclusive CSA practices.

This Guide recognises the inadequacy of SGABs' efforts to address climate change through production responses alone, and thus takes a holistic and pragmatic approach to scaling gender-inclusive CSA through collaboration between value chain actors and other stakeholders.

Who Is This Guide for?

The target audience for this Guide is small and growing agribusinesses, such as input suppliers, processors, and aggregators that are already practicing climate-smart approaches or have an interest to do so, and require support in applying a gender lens to this work. Paper #1 intends to guide SGABs through practices and strategies they can adopt within their business to become more gender-inclusive and climate-smart. This second Paper equips SGABs to engage with other ecosystem actors and effect broader change that they cannot achieve alone, in order to support the success of gender-inclusive CSA within their own business. Readers should therefore be interested in collaboration and influencing, and motivated to build an enabling environment to support gender-inclusive CSA, which will ultimately further the agenda of agribusinesses.

How Should This Guide Be Used?

This Guide should be used by SGABs to a) understand their sphere of influence in the ecosystem within which they operate and b) undertake advocacy and influencing activities with other ecosystem actors to help achieve their business priorities as identified in Paper #1. The impacts of this should be threefold:

1. strengthen the enabling environment for gender-inclusive CSA;
2. build evidence for the role of the private sector, particularly actors engaged in agricultural value chains, in gender-inclusive CSA; and
3. promote discussion and learning on gender-inclusive CSA within market systems.

Limitations

This document is not intended to be a guide for how to practice a rights-based approach to advocacy, for example, SGABs advocating on behalf of marginalised smallholder women's and men's rights. Rather, this document takes a practical approach to support SGABs to advocate for themselves according to key business priorities, and influence stakeholders with whom they have relationships and interactions to create a supportive environment for businesses to practice gender-inclusive CSA. This Guide therefore offers a distinct approach to the conventional influencing and "advocacy" activities, and does not seek to outline ways for helping the voices of vulnerable people be heard. It is expected that readers of this Guide will be familiar with Paper #1 in this Series, and believe in the business benefits of gender-inclusive CSA strategies.

This Guide is intended as a *starting point* for SGABs that may be unfamiliar with advocacy and influencing activities, and as such is not a comprehensive planning tool; nor does it aim to specifically bring about policy change. However, by strengthening the enabling environment for SGABs to practice gender-inclusive CSA, it is anticipated that this Guide will have a positive impact on the productivity, climate resilience, and adaptation of those most vulnerable to the effects of climate change.

4. Five Strategies to Influence and Advocate Gender-Inclusive CSA

There are several practical things that businesses can do to strengthen the enabling environment for gender-inclusive CSA, which will support the successful implementation of strategies at the business level identified in Paper #1. These include the following:

1	2	3	4	5
Create evidence of the positive impacts of gender-inclusive CSA on your business.	Map actors in your ecosystem to understand relationships and identify opportunities for collaboration.	Build relationships with selected ecosystem actors to influence and advocate for change.	Participate in relevant networks to share with and learn from others in the sector.	Influence and advocate for policy change with ecosystem partners using evidence.

These strategies are not mutually exclusive, nor presented here in chronological order. Businesses should see these as suggestions and use them as appropriate, bearing in mind that (for example) it might be necessary to work in collaboration with others to create evidence or advocate for policy change.



1 – Build Evidence

Based on the priorities, strategies, and indicators identified in Paper #1, test, track, learn, and share lessons and evidence with others. Creating evidence of the positive impacts of gender-inclusive CSA (either business, social, or environmental impacts) will build credibility and leverage for your business to influence others and support the enabling environment for gender-inclusive CSA, and demonstrate the value of SGABs' role in scaling gender-inclusive CSA.

To build an evidence base, SGABs should:

- A.** Use the tool in Paper #1 (hereinafter referred to as “Tool #1”) to **select** gender inclusion strategies that align with business priorities and objectives. Identify and allocate resources (human, financial, time, etc.) required to implement the strategies; set time frames and goals.
- B.** **Set** indicators to measure change and implement tracking and monitoring systems (for example assigning responsibility to staff member(s) to track indicators on a regular basis; develop the necessary data collection or reporting processes).
- C.** **Test** the selected strategies over the agreed time frame.
- D.** **Track and monitor** progress and results as per indicators and monitoring mechanisms.
- E.** **Learn and iterate** based on data and results; make any necessary adjustments or changes to the strategies.
- F.** **Repeat** steps C-E.
- G.** **Use** this evidence to influence others—both internally to build support for gender inclusion, and externally with stakeholders.





Example

Quality Groundnut (QG) is a SGAB based in Kenya that processes raw groundnuts sourced from smallholders in the local area.¹⁹ Using the “Seven Steps” outlined in Tool #1, the management team reviewed their business model; consulted with staff and suppliers; and identified strategies relating to their Supply and Primary Operations as key business priorities to help them improve quality and quantity of farmer yields, develop reliable and sustainable relationships with suppliers, and improve efficiencies and productivity.

The strategies they decided to test were:

- Provide input loans for female smallholders.
- Offset impact of seasonal income and workload through establishing workplace Savings and Credit Cooperative Organisations (SACCOs) and providing training on alternative crop production.

Using guidance from Tool #1, QG decided to track the following indicators to measure the impacts of their strategies:

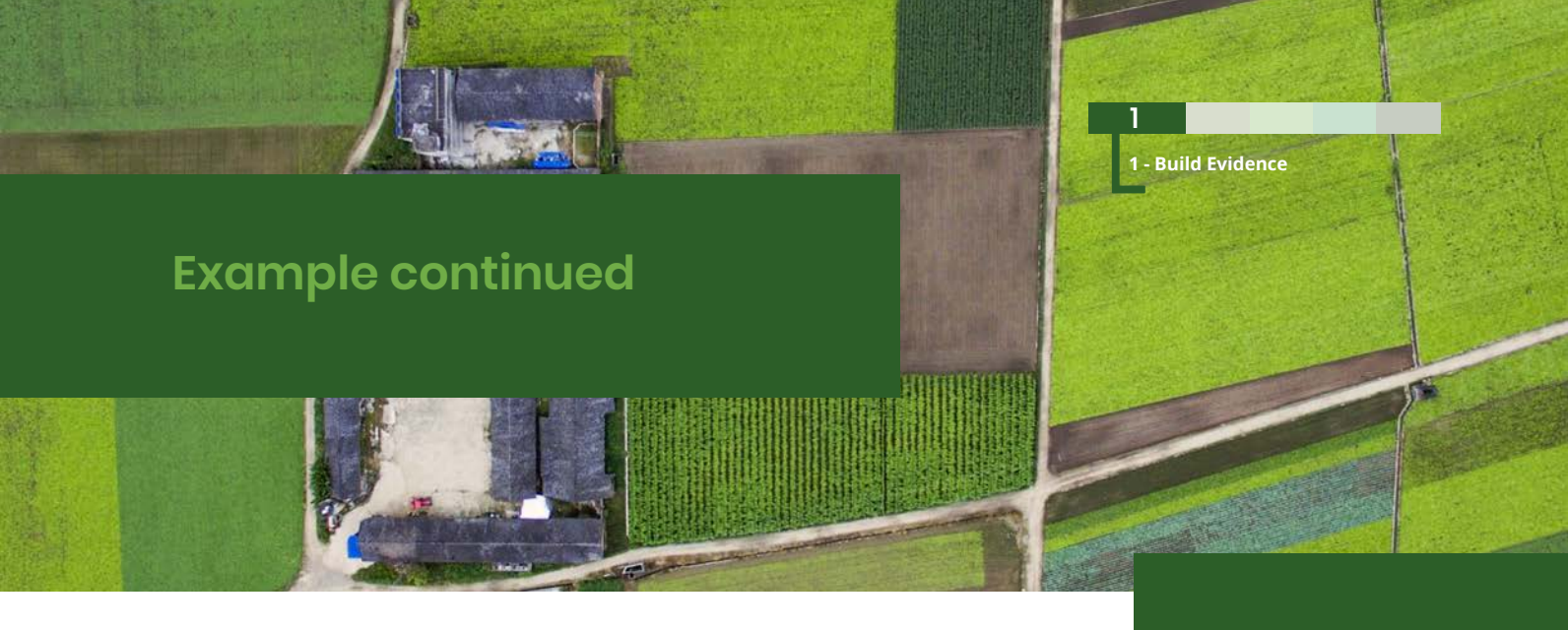
SUPPLY

- Number of suppliers; percentage of whom women
- Average yields for women and men, per hectare or input unit
- Volumes rejected from women and men
- Volumes purchased from women and men
- Prices paid to women and men, per kilogram or type of produce
- Unit cost of raw materials, including logistics and supply-related transportation costs incurred by SGAB (from distribution of inputs, extension services, collection of produce, etc.)
- Number of male and female participants in trainings provided by SGAB
- Loans distributed (number; amount; purpose; repayment rates)

PRIMARY OPERATIONS

- SACCO records
- Training participation (disaggregated by type of training and sex of participant)
- Unitary costs for processing
- Product output per day
- Product sales
- Number of women and men hired as casual, semi-permanent, and permanent staff
- Number of women and men leading departments
- Factory “down time” experienced by male and female employees in a week
- Employee performance indicators, disaggregated by sex

¹⁹ These examples are fictional



Example continued

1 - Build Evidence

Quality Groundnut made some revisions to their record keeping to ensure that quantities purchased and rejected from SHFs, and the amounts paid, were disaggregated by sex. They also set up a record-keeping system to manage and monitor the loans provided to suppliers and staff, and introduced new performance management indicators and processes to monitor staff retention and turnover, productivity, and absenteeism; in addition, they disaggregated all staff and supplier data by sex to enable them to track changes and business impacts, and attribute them to their strategies.

QG took baseline data before they started implementing their strategies, then collected data again six months later. They noticed that the input loans were popular with female suppliers but that male suppliers were unhappy and felt they were treated unfairly. They therefore decided to introduce loans for male suppliers, limited to 30% of total loans. While there was some positive impact on the quality and quantity of groundnuts produced, it was too soon to see a strong correlation after only one season. Likewise, although it was too early to see any impact of off-season production training, the company realised that they had selected traditionally “male” crops to train farmers on, limiting women’s ability to participate in production. QG therefore decided to consult with female farmers to identify the best crops that were a) complementary with groundnut production, b) required minimal resource investment (time, financial, etc.), and c) what women wanted to produce. This data was cross-referenced with market analysis for demand and marketability to ensure sustainability.

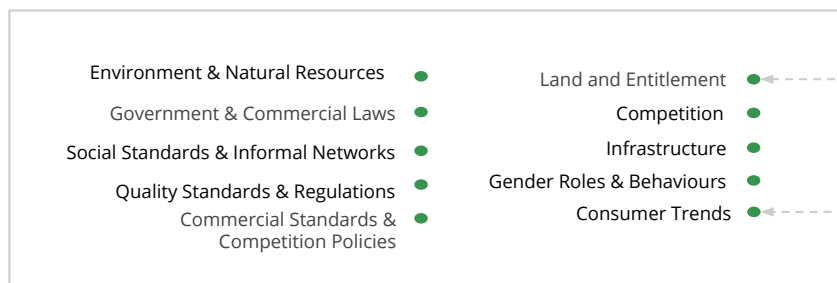
Data was collected and reviewed 12 months later, with positive results demonstrated. Quality Groundnut was able to build compelling evidence that these gender inclusion strategies, coupled with their existing CSA practices, improved business performance (measured by turnover, staff retention, absenteeism, and productivity), and had positive economic and social benefits for staff and farmers. They were therefore able to start scaling up the strategies and sharing lessons with others.

2 - Map Relationships

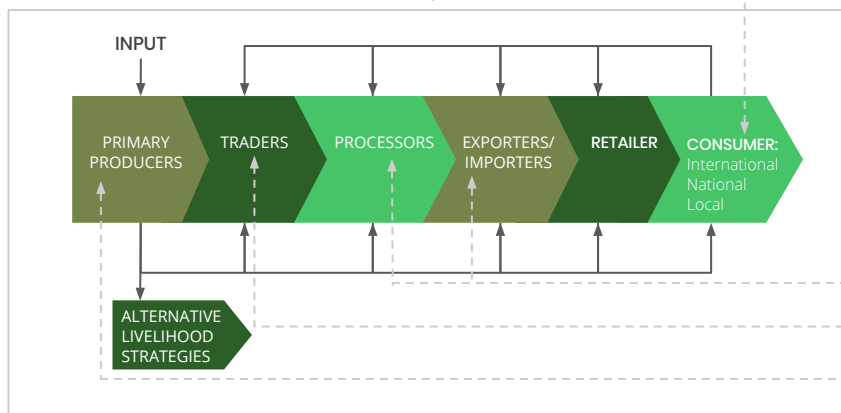
What is an 'ecosystem'?

An ecosystem in this context refers to a network of organisations—including suppliers, distributors, customers, competitors, government agencies, and so on—involved in the delivery of a specific product or service through both competition and cooperation.²⁰ An ecosystem also refers to the relationships and interactions between the actors and stakeholders within a specific environment, encompassing social and cultural elements and actors.²¹ Within the context of this Paper, an ecosystem refers to the actors, stakeholders, and component parts ("organisms") that constitute the business environment. As within a biological ecosystem, actors exist in symbiotic relationships with each other, influenced by external forces (represented in the figure below as the enabling environment and market services).

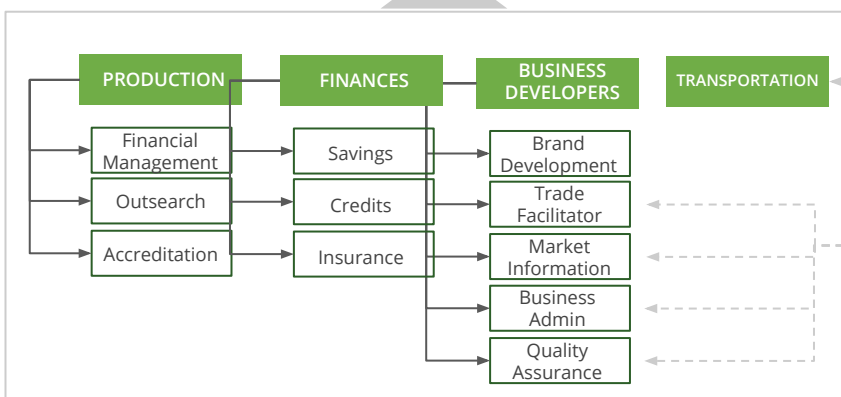
ENABLING (DISABLING) ENVIRONMENT



MARKET CHAIN



MARKET SERVICES



Adapted from: Oxfam and Value for Women, 2014

KEY GENDER QUESTIONS

Do women have properties they can use as collateral in loan?

Do consumers recognize women in the supply chain?

Do gender roles, attitudes, and beliefs affect the participation of women in different places in the chain?

How many men and women traders are there? Why?

What happens in the domestic economy to make this possible?

Do women have access to safe transportation at a good price when they need it?

Can women read and write or use a computer?

20 <https://www.investopedia.com/terms/b/business-ecosystem.asp>

21 <http://www.studymode.com/essays/Business-Ecosystems-608161.html>

Since SGABs operate at different points in the market/value chain, from input supply and production through to processing and retail, it is important for them to locate themselves in the ecosystem, so that they can then map their linkages and relationships with other ecosystem actors. While SGABs will have direct relationships with other actors in the value chain, linkages with those in the enabling environment and market services also play an important, though possibly less direct, role in business operations and success. Markets do not exist in vacuums, and “the way in which people, and the poor in particular, participate in markets ... conditioned by economic, political, social, and cultural factors” must be considered and addressed.²² As described in Paper #1, gender norms and roles can directly influence the productivity of a business, and while it may not necessarily be within the realm of influence for a business to engage in changing gender norms at a cultural or societal level, there may well be other actors (e.g. government programmes, CSOs, or non-governmental organisations [NGOs]) that are working to address harmful gender norms that *would* positively impact on a business, e.g. women’s unpaid care work burden and how this affects their time available for paid work.

Therefore, for CSA practices to be gender-inclusive, sustainable, and scalable, it is imperative for businesses to work in a holistic and collaborative manner with other ecosystem actors.

Broadly speaking, ecosystem actors can be broken down into three main categories: the state or government, the private sector, and civil society. The table below describes the different roles played by each of these main groups within the context of functioning markets. Influencing activities can cut across all actors and across all main market function elements.

Roles played by the state, the private sector, and civil society in relation to main market functions:

	Core Market or Coordination Function	Provision of Services and Infrastructure	Institutions and Rules
The State	<ul style="list-style-type: none"> Public action to reduce transaction risks and stimulate markets Direct intervention will sometimes be needed to (temporarily) address severe market failures 	<ul style="list-style-type: none"> Regulator Service provider but limited by government budget and donor resources 	<ul style="list-style-type: none"> Legislation Enforcement through the legal system Information provision: standards, public health, etc.
Private Sector	<ul style="list-style-type: none"> Buying and selling Hierarchies and embedded markets 	<ul style="list-style-type: none"> Service provider market-driven, fee-based, or embedded service 	<ul style="list-style-type: none"> Advocacy through business associations Self-enforcement, e.g. through codes of conduct
Civil Society	<ul style="list-style-type: none"> Collective action to reduce transaction risks 	<ul style="list-style-type: none"> Advocacy NGO service provider limited by NGO resources Service provider based on fees, e.g. producer associations 	<ul style="list-style-type: none"> Advocacy through consumer and producer associations Information provision via the media Enforcement through social capital

Source: DFID, 2005: 16

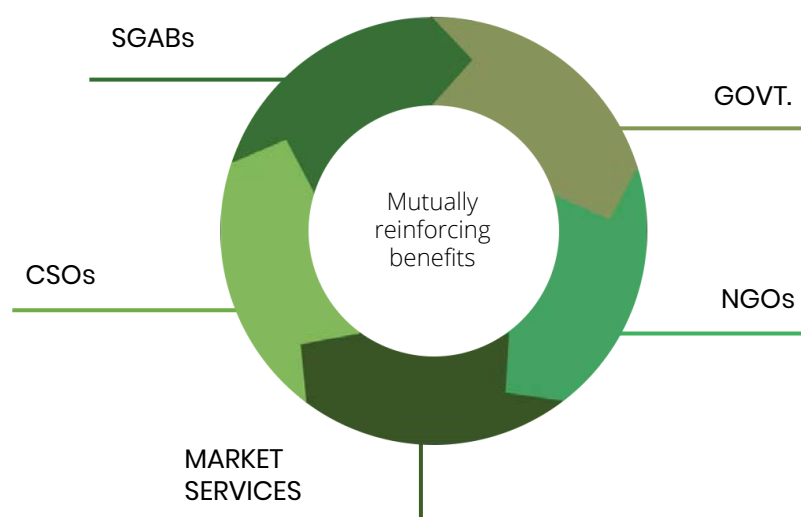
Why an ecosystem approach?

Businesses operate in relation with others, and within an ecosystem that shapes and limits the ways in which they operate, for example through regulation and policy (e.g. taxation and duty), infrastructure, financial services, and access to technologies, inputs, and resources. Agribusinesses can also perform beneficial roles for others in the value chain—for example, they can be a conduit or mechanism for distributing information and inputs; or providing output markets for NGO projects, etc. By taking a holistic approach that looks beyond the actions that any one stakeholder can take, an ecosystem approach has the potential to create efficiencies and enhance sustainability, for example of grant-funded CSA programmes. Collaboration across ecosystem actors is therefore a *strategic* approach that can help mitigate other business risks and challenges SGABs face.

Advocacy and influencing are key elements to building relationships and collaboration across the ecosystem, thus strengthening the enabling environment for businesses to practice gender-inclusive CSA successfully and profitably.²³ Strengthening the enabling environment is also an element of scaling, as it can help with “systemic changes in resource allocations; integration of climate change issues with other risk factors such as market risk; (and) integration with policy domains such as sustainable development”.²⁴

Agribusinesses vary tremendously across type, size, operations, and point(s) in value chains; all of these factors impact the nature and scale of the risks SGABs face, and their corresponding mitigation strategies. By identifying and engaging with the ecosystem actors most relevant to the SGAB, it is possible for SGABs to play a vital role in bringing about transformational, systemic change in the practice of gender-inclusive CSA.

Mutually reinforcing benefits for different actors of gender-inclusive CSA



²³ <https://www.bsr.org/our-insights/blog-view/three-ways-to-scale-climate-smart-agriculture-in-the-united-states>; Climate Technology Centre and Network, 2017: 15

²⁴ Morris, 2016: 6

Map your ecosystem

To identify drivers of change and entry points to influence gender-inclusive CSA adoption and practice, SGABs should begin by analysing their circumstances at a local level and examining the “relative roles of change agents, institutions, and structural issues”.²⁵

To help your business achieve gender-inclusive CSA strategies, it will help to understand and collaborate with the ecosystem actors that may influence the outcomes of your strategies. When mapping these actors, keep the following factors in mind:

The nature and types of relationships; what is the basis for your relationship with this actor (if you have one)?

Identify what the actor’s incentives are for engaging in your strategy (e.g. create efficiencies; increase profitability; improve reach/scale).

Determine what falls within your SGAB’s sphere of influence, in terms of advocacy.

Example

During the piloting of the strategies, Quality Groundnut realised it was not enough to provide loans for inputs, as access to quality inputs and information was lacking in the area. QG therefore decided it would be necessary to identify certified seed suppliers and extension service providers in the area, and work with them to supply their SHFs with the required inputs, knowledge, and skills.

Demand for input loans was greater than QG’s ability to provide them, and so QG decided to connect farmers to a local microfinance institution, brokering an agreement with the microfinance institutions to de-risk loans for their smallholders by assuring borrowers of a ready market for their produce. The anticipated impact of this was that more farmers would be able to purchase inputs, improving the quality of produce that a) improves productivity and reduces wastage, b) increases farmer incomes, and c) improves profits for QG.

The tool that follows is designed to guide your SGAB through this process.

MAP YOUR ECOSYSTEM

STRATEGY

Relevant ecosystem actors

List by name the ecosystem actor(s) that you would need to engage with to implement your strategy. Consider:

- Market services (e.g. microfinance providers)
- Government agencies or departments
- NGOs/CSOs
- Private sector actors (e.g. other agribusinesses)
- Membership organisations (e.g. unions, networks)
- Representative bodies (e.g. business associations)

Relationship/linkage

- Do you have an existing relationship or link with this actor? If so, what is the nature of the relationship? What is the entry point for advocacy and influencing?

Incentives

Identify incentives that will appeal to the ecosystem actors/stakeholders.

- Examples include creating efficiencies; increasing profitability; improving reach/scale.
- Why should the ecosystem actor/stakeholder work with you?

Influence

How can this actor help you achieve your gender-inclusive CSA strategy?

- Identify what falls within your SGAB's sphere of influence, in terms of advocacy.

EXAMPLE:

PROVIDE INPUT LOANS FOR FEMALE FARMERS

- Input suppliers (named)
- Government seed-certifying agency
- Extension service providers (named)
- Microfinance institutions (named)
- NGOs/CSOs providing loans for female farmers (named)
- Private banks with relevant finance products (named)

- No existing relationship, but XX supplier could provide inputs to QG farmers and others in the area. They could explore different modes of product delivery, including door-to-door sales or through social forums; or at the QG processing factory.

- Increased customer base for XX supplier will lead to greater profits and improved reputation amongst target farmers.

- XX input supplier could increase access to quality inputs for QG farmers, improving quality and quantity of yields. QG can demonstrate a market for XX supplier's products, and by establishing a relationship with an established groundnut company, XX supplier will be assured of customers on a long-term basis.

3 – Build Relationships

Once ecosystem actors have been mapped, you need to identify the entry or starting point for engaging with the ecosystem actor(s) to implement your chosen strategies. Fully fleshing out how you and the ecosystem actor will work together to achieve the strategies will require negotiation and cooperation. Take the following steps:

- a) **Shortlist** who can help you achieve your goal.
- b) **List** key actions your SGAB can take to influence identified ecosystem actors/stakeholders to achieve your goal.
- c) **Set** indicators and measurements of change.

BUILD RELATIONSHIPS

ECOSYSTEM ACTOR



Actions

- What can your SGAB do to engage with this actor?
- How could you collaborate to strengthen the ecosystem to implement your desired strategy?
- What can this partner do to help achieve your strategy? What is the entry point?



Measure of change/indicators

- How will you know if this strategy is having the intended impact?
- How will you capture this information? Who will be responsible for this?

EXAMPLE:

XX INPUT SUPPLIER

- QG can demonstrate how the investments they are making (i.e. the input loans) ensure farmers are able to afford inputs. To reduce the risk of overstocking for XX input supplier, QG can consult with farmers to ascertain exactly what inputs are required and in what quantities. QG and XX input supplier can work together to identify bottlenecks and inefficiencies in the input supply chain, and advocate to other suppliers and government.
- QG will monitor the quantity and quality of groundnuts produced from smallholder women and men. This will be captured through the updated business records by the inventory manager on a monthly basis.
- XX input supplier will monitor volumes and types of inputs sold to QG farmers (disaggregated by sex). This will be captured through sales records by the sales manager on a monthly basis.

4 – Participate in Relevant Networks

Identify and participate in relevant networks and forums on gender, CSA, and agribusiness near your location (local, national, regional, and/or international). Participation may be virtual (i.e. online) or in person, but networks and associated events present good opportunities for networking, learning what others are doing in the sector, and building profile and visibility through sharing evidence, experiences, and knowledge. Take the following two steps:

- a) **Identify** relevant networks, forums, and working groups.
- b) **Participate** actively on a regular basis, for example by giving presentations (based on evidence, learning, and collaboration), moderating panel discussions, hosting networking events for other SGABs, and attending conferences to hear what others are doing and engage with others in the sector. Consider how you can help others and how others can help you.

Networks provide excellent opportunities for members to align priorities; keep abreast of global, regional, and national trends; learn and share from each other; create business development prospects; and solve common problems.

Example

Quality Groundnut joined the Association of Agribusinesses in Kenya, which convenes annual meetings, and the East Africa Climate Change Network (EACCN),²⁶ which hosts quarterly webinars and online events. As a result of the evidence that they have been able to build, and the successful collaboration with XX input supplier, QG was given an opportunity to present its findings at an EACCN webinar. This led to connections with other SGABs that shared their experiences and learnings, collectively building a business case for greater collaboration across the SGAB ecosystem. It also attracted the attention of a prominent impact investor who was interested in funding gender-inclusive innovations in agribusinesses.

²⁶ These networks are fictional.

5 – Influence and Advocate for Change

You've tested strategies, built evidence, worked collaboratively with ecosystem actors, and engaged in networks. Now it's time to identify the strategic priorities of your SGAB and your business partners. How can these priorities be used to facilitate social dialogue for making policies, regulations, and social conditions more gender-inclusive and climate-smart? Take the following steps:

- a) **Identify** key challenges impacting the ecosystem for gender-inclusive CSA.
- b) **Link** challenges to corresponding policy, regulations, or conditions at the institutional, cultural, or societal level.
- c) **Engage** with relevant ecosystem actors to influence and advocate for change.

Example

After 18 months, Quality Groundnut had compelling evidence that their gender-inclusive CSA strategies worked at the business and farmer level, increasing smallholder productivity and incomes, and improving the company's profits and reputation within the sector. This data and information were used to illustrate to investors that these practices led to a stronger, more resilient, and competitive business model, giving QG an edge in their sector. Investors then used this information to appeal to the Kenyan government to support greater collaboration between government agencies and private companies that provide extension services to smallholders, and to change the seed certification process—two issues that had been identified as key bottlenecks in groundnut production for women.

Additionally, cultural norms relating to women's unpaid care work responsibilities and mobility were found to negatively impact their ability to improve agricultural production, and so QG joined forces with a local women's organisation to deliver gender awareness training to staff and farmers, and to raise awareness of women's rights.

5. Conclusion

This Paper has demonstrated the role that SGABs can play in influencing and advocating for greater gender inclusion in the ecosystems within which they operate. SGABs are uniquely positioned to test and scale gender-inclusive strategies that have the potential to make a real impact in the CSA space, in addition to reaping business benefits, such as increased profitability and resilience due to improvements in supply and production; enhanced reputation, access to premium markets, and competitive advantage; and the opportunity to both learn from and influence others within the ecosystem to bring about broader change to support gender-inclusive CSA.

The guidance in Papers #1 and #2 (i.e. select business priorities, test gender inclusion strategies, build evidence, map potential collaborators, build relationships, and participate in networks) outline practical steps that SGABs can take to build best practices, strengthen the enabling environment, and promote dialogue and influencing. To date, the role of SGABs in promoting and scaling gender-inclusive CSA has been sorely lacking, and this Series of documents hopes to inspire and enable businesses to see that gender inclusion is accessible and enhances the triple bottom line.



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