

AGRICORD



VISION DOCUMENT FOR TRANSFORMATIVE GENDER AND INCLUSION APPROACHES IN AGRICULTURE AND FORESTRY

WORKING GROUP GENDER - AGRICORD
MAY 2025



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This document has been developed as a guiding document for agri-agencies (AA) in the search to promote gender equity and inclusion of also other vulnerable or marginalized groups within the different programs and projects of the alliance.

Based on the rich experiences present in the AAs, this vision text aims to guide AAs in becoming more aware of gender mainstreaming and transformative approaches and how to incorporate more ambitious approaches into the work they carry out with their farmer's organization (FO) partners.

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I. FOREWORD

At AgriCord Alliance, our strength lies in our diversity of people, organizations, regions, and realities. Yet, across all this diversity, we share a unifying commitment: to stand alongside farmer organizations in building a more just, inclusive, and sustainable rural future. This Gender Vision Text represents a critical step in that journey, a collective expression of the ambition, courage, and accountability needed to truly transform the way we approach development in agriculture and forestry.

Gender equality and social inclusion are not optional add-ons to our work; they are essential principles that define the success and impact of everything we do. As this document demonstrates, the road from gender mainstreaming to transformational change requires more than technical adjustments. It calls on us to confront the deeply rooted power imbalances, cultural norms, and structural barriers that continue to marginalize women, youth, indigenous communities, persons with disabilities, and other historically excluded groups.

The stories, strategies, and case studies in this vision document are powerful reminders that change is already happening, led by the dedication of our agri-agencies and FO partners. These efforts are not only about empowering women to participate more fully in agriculture. They are about reimagining systems so that equity, dignity, and justice are woven into the very fabric of our work.

“ I am proud to see our alliance embrace a Gender Transformative Approach. This is not an easy path. It demands that we reflect inwardly as much as we act outwardly. It invites us to recognize our own positionalities, challenge our assumptions, and commit to continuous learning. But it aligns with our values and allows us to co-create lasting impact with our partners farmer organization.

Let this vision serve not only as a framework, but as a call to action. A call to continue learning from each other, to remain bold in our advocacy, and to build a future where gender equality is not a goal we aspire to, but a reality we cultivate, together. ”



Katja Vuori,
CEO, AgriCord

II. ABSTRACT

This vision document by the AgriCord outlines a strategic, transformational roadmap to advance gender equality and social inclusion in agriculture and forestry. It serves as a guiding framework for AgriCord's agri-agencies (AAs) and their partner farmers' organizations (FOs), illustrating a shift from basic gender mainstreaming (GM) to a more Gender Transformative Approach (GTA) that aims to fundamentally alter power dynamics, norms, and structural inequalities.

The vision is built around five essential pillars of transformation.

First comes **training and capacity building**, where education becomes a tool for empowerment. Through examples like functional literacy programs for rural women in Chad and inclusive agricultural colleges in Madagascar, the document shows how access to knowledge allows women and girls to take up leadership roles and claim their space in community decision-making.

Second, the vision highlights **economic empowerment**. Projects from Nepal to Rwanda show how supporting women with tailored financial services, gender-responsive value chains, and inclusive cooperatives helps them break free from economic dependence and assert their agency. These aren't mere adjustments; they are bold shifts in how markets and institutions serve rural women.

Third, the document emphasizes the need to **strengthen farmers' organizations from within**. By fostering inclusive leadership, embedding gender into governance structures, and creating safe spaces for women and youth, FOs can become engines of equity. In places like Colombia and Honduras, gender committees and leadership pipelines have already begun reshaping institutional cultures.

Fourth, the narrative focuses on **access to rights**. Whether advocating for political participation in Benin, securing land tenure for displaced women in Uganda, or winning paid maternity leave for rural women in North Macedonia, these stories demonstrate that rights are not abstract. They are the ground on which women build safer, fairer lives and the means through which entire communities move forward.

Finally, the vision culminates in a **journey toward transformation**. It acknowledges that genuine equality will not be achieved without addressing the roots of inequality: patriarchy, harmful masculinities, and intersecting forms of discrimination. A standout example from the Democratic Republic of Congo shows how engaging men as allies, rethinking masculinity, and tackling gender-based violence can bring about not just behavioral change, but deep cultural shifts.

ABSTRACT

Throughout the document, AgriCord insists that transformation begins at home. AAs are not only expected to promote gender equality outwardly, but also to reflect it internally, in their values, structures, and daily practices. Each AA, composed of committed individuals, carries within it the seed of change. That change must be nurtured through honest reflection, courageous dialogue, and consistent action.

This vision is an invitation to reimagine what agriculture and forestry can be when equity is placed at the center, an inclusive, resilient, and just sector where all people, regardless of gender or background, can thrive. Through this collective journey, AgriCord aims not only to grow crops and communities, but also to nurture justice.



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IV. ACRONYMS AND ABBREVIATIONS

AA	agri-agencies
ACODEA	Agencia de Cooperación al Desarrollo de la Agricultura
Afdi	Agriculteurs français et développement international
ASFF	agricultural techniques and advisory services
AHA	Andreas Hermes Akademie
ANAF	national association of Beninese women farmers
APEFE	Agence de coopération internationale intégrée au sein des relations internationales de la Fédération Wallonie-Bruxelles et de la Wallonie
ARUDIFA	Arua District Farmers Association
ASEC	Amritpur Social Entrepreneurs Cooperative Ltd.
ASOPEP	Asociación de Productores Ecológicos de Planadas
BFDC	Bicol Federation of Dairy Cooperative
CAFESCOR	Cafés especiales Corquin
CNCPRT	Conseil National de Concertation des Producteurs Ruraux du Tchad,
CPF Ineza	Cooperative of Progress and Finance Ineza
DRC	Democratic Republic of Congo
DRRM	Disaster Risk Reduction and Management
EU	European Union
FFT	Farmer Focused Transformation
FQRTs	Farmer Quick Response Teams
FECOFUN	Federation of Community Forestry Users, Nepal
FFD	Food and Forest Development Finland
FFFA	Finnish Fish Farming Association
FO	farmer's organization
FUPRO	Fédération des Unions de Producteurs du Bénin
GE	Gender Equality
GM	Gender Mainstreaming
GTA	Gender Transformative Approach
GBV	Gender-based violence
ILO	International Labour Organization
LAPA	Local Adaptation Plan for Action
NFF	National Federation of Farmers
NTFP	non-timber forest products
PAFO	Pan-African Farmers' Organization
SACCO	Savings and Credit Cooperatives
SOFEPADI	Solidarité féminine pour la paix et le développement intégral
SSA	Shelter Settlement Alternatives
USSIA	the Union for Small-Scale Industries
USA	The United States of America
ZODFA	Zombo District Farmers Association

V. SOME DEFINITIONS

- **Gender transformative approach:** A gender transformative approach seeks to actively examine, challenge and transform the underlying causes of gender inequalities rooted in discriminatory social institutions. As such, this approach aims to address the unequal and gendered power relations and discriminatory gender norms, attitudes, behaviours and practices, as well as discriminatory or gender-blind policies and laws, that create and perpetuate gender inequalities. By doing so, it seeks to eradicate the systemic forms of gender-based discrimination by creating or strengthening equitable gender relations and social institutions that support gender equality¹.
- **Gender mainstreaming:** The 1997 agreed conclusions of ECOSOC² (cited by UN Women)³ defined gender mainstreaming as: “The process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women’s as well as men’s concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.”
- **Intersectionality:** Intersectionality provides an understanding that human beings are shaped by the interaction of different social locations such as ethnicity or race, gender, class, Indigeneity, sexuality, geography, age, disability/ability, migration status, religion and more. These interactions happen within the context of connected systems and structures of power such as law, policies, media state governments, religious institutions, and more. These processes contribute to interdependent systemic bases of privilege and oppression derived from colonialism, imperialism, racism, homophobia, ableism and patriarchy.⁴
- **Masculinity:** Masculinities refer to the various ways in which masculinity is expressed and understood across different cultures, contexts, and historical periods. The concept acknowledges that there isn't a single, universal form of masculinity, but rather multiple masculinities that can vary significantly. Key aspects of masculinities include attributes and behaviors, social construction, intersectionality, power dynamics⁵

¹ <https://openknowledge.fao.org/server/api/core/bitstreams/f1df225f-46bc-4fdf-9e62-47f113b607b9/content>

² GMS.doc

³ How We Work: UN System Coordination: Gender Mainstreaming | UN Women – Headquarters

⁴ Handbook-on-gender-mainstreaming-for-gender-equality-results-en.pdf (unwomen.org)

⁵ Masculinities | RW Connell | Taylor & Francis eBooks, Reference Works

VI. ABOUT AGRICORD

AgriCord was founded in 2002 as a global alliance of agri-agencies. Today, we have **13 agri-agency members**, mandated by farmers' organisations from countries in Africa, Asia, Canada, Europe, and Latin America. The mission of AgriCord is to promote and strengthen farmers' organisations and cooperatives of family farmers- through peer-to-peer approach, within a long-term partnership.



AgriCord mobilizes and manages financial support from governments, donors, and development organizations, and channels it to farmers' organizations in the Global South. AgriCord acts as a broker between financial and implementing partners with a role to manage complex programmes, coordinate knowledge co-creation, support FOs' advocacy efforts.

The agri-agencies are currently active in 53 countries with 65 country offices. Currently, AgriCord manages 6 programmes in the Caribbean, Latin America, Sub-Saharan Africa, South-East Asia and the Pacific Islands. All these programs are co-implemented by farmers' organisations at sub-national, national, regional and continental level and the agri-agencies and where pertinent, supported by research institutes, private sector actors and other technical partners.

Agri-agencies provide advisory services and technical support for FOs to:

- Develop organisational and managerial capacities
- Strengthen and scale up technical and economical services to farmer members
- Promote sustainable production systems – including ie. agroecology, agroforestry, regenerative agriculture
- Increase farmers' and FOs' climate adaptation and mitigation awareness and capacities
- Enhance staff, leaders' and members' competencies on lobby and advocacy
- Formulate and implement strategies on gender and youth inclusion
- Develop farmers' organisations competencies in leading research and innovation in collaboration with research and private sector

Overall, AgriCord's work contributes to food systems transformation, climate resilience, youth and gender inclusion, and the broader SDGs (especially SDG 1, 2, 5, 8, 13, and 17).



1. INTRODUCTION

The path towards gender equality in agricultural development is complex and multifaceted. It is influenced by a variety of starting points, approaches, and experiences across organizations. An ambitious guide for this journey is the Gender Transformative Approach (GTA). It goes beyond gender-sensitive interventions to challenge and transform the underlying structures, norms, and power relations that perpetuate inequality in the different spheres of life – starting from family context all the way to the political decision-making.



At the AgriCord alliance, our vision is to continue moving beyond basic gender awareness and integration and work toward a Gender Transformative Approach (GTA). This approach not only addresses gender disparities but actively seeks to shift the power relations that oppress women, youths, and marginalized farmers. For AgriCord, embracing GTA is a necessity as our work strives towards socially, economically and environmentally sustainable and inclusive growth, food security and improved well-being of farmers and their families.

We recognize that the starting points of the alliance's member AAs vary. Some have since long embedded gender considerations and Gender Transformative Approach into their work, while others are at the beginning of this journey.

The minimum standard that all members are expected to adopt, when implementing our joint programmes, is Gender Mainstreaming (GM). GM involves integrating gender as a transversal issue across all agricultural policies, programs, and interventions. However, this is only the foundation; the true goal is to create systemic change through gender-transformative actions.

This document serves as an inspiration for internal reflection both within one AA and at the alliance level. It provides also ideas and best practices for strategic and programmatic staff within AAs. This document is intended to stimulate meaningful dialogue within the Alliance, while also serving as a powerful tool for external communication to highlight the AgriCord alliance's commitment to gender equality and justice. The cases presented in this document are from various countries: the **Philippines, DRC, Tchad, Madagascar, Nepal, Ecuador, Uganda, Rwanda, Togo, Zambia, Honduras, Colombia, Benin, and Macedonia.**



INTRODUCTION

The objective to eventually reach Gender Transformative Approach at the alliance level can be summarized in four key areas:

1. **Encourage AAs to prioritize Gender Mainstreaming (GM) and Gender Equality (GE)** as integral parts of their strategies, recognizing that this is essential to achieving broader development goals.
2. **Acknowledge that each AA may be at different stages of incorporating gender into their work**, and that this diversity can be leveraged as a learning opportunity within the alliance.
3. Facilitate **peer learning** by sharing real-world examples and experiences, offering insights into what has worked, what challenges remain, and by suggesting how we can collectively move forward.
4. **Invest in internal processes for change**: systemic change starts with individuals. We can only take others as far as we have gone ourselves. Understanding our limits, boundaries, assumptions, privileges through ongoing self-reflection and honest conversation is critical to become change agents bringing forward a gender transformative framework.



At AgriCord, we are committed to creating a future where agriculture is a driver of inclusive, equitable, and sustainable development. To achieve this, we believe that a transformational gender and inclusion approach is not just beneficial, but essential. It calls for a reimagining of how agricultural development is approached, how structures, systems and mindsets can be transformed with a focus on addressing the diverse needs of women, men, and underprivileged groups such as the elderly, youth, persons with disabilities, and ethnic minorities.



Our vision is built on the understanding that neither agriculture nor forestry are neutral sectors. Social norms, gender roles, and systemic inequalities affect inter alia how resources are distributed, who participates in decision-making, and who benefits from agricultural or forestry interventions. A transformational gender and inclusion approach aims to correct these imbalances, ensuring that all individuals, regardless of gender or social status, have equal opportunities to thrive. In this vision, gender equality and social inclusion are no longer peripheral concerns, but central pillars of any development strategy.



COUNTRIES PRESENTED IN CASES

2. FROM GENDER MAINSTREAMING TOWARDS TRANSFORMATIVE CHANGES

Gender mainstreaming (GM) is a way to start working towards gender equality. It means making sure that gender is considered in all areas of agricultural development rather than being treated as an afterthought. This includes things like value chains, economic empowerment, and access to resources. Through GM, gender considerations are embedded in every aspect of program design, implementation, and evaluation.

GM calls for the use of a **gender-sensitive lens** in the analysis of agricultural and forestry value chains, recognizing the distinct roles, needs, and challenges of women, men, and other marginalized groups within the sector. Without this lens, the value chain perpetuates existing inequalities, allowing certain individuals to benefit disproportionately from the labour and resources of weaker, often invisible participants. In many value chains, we observe that power is concentrated in the hands of a few, often resulting in the exploitation of marginalized groups such as women, youth, and smallholder farmers.

When applying a gender-sensitive approach to value chains, it becomes clear how structural inequities within agricultural and forestry systems oppress vulnerable groups. However, gender-sensitive approaches alone are not enough. To make meaningful progress, AAs must not only identify how men and women are affected differently by agricultural policies and practices but also work to shift power relations in favour of more equitable outcomes.

Throughout the alliance work, we observe numerous examples of how addressing gender inequities leads to more inclusive and sustainable agricultural development. The case studies included in this document illustrate the importance of moving from basic gender mainstreaming to transformational approaches.

A **gender-transformative approach** in agricultural development goes beyond addressing immediate needs or ensuring inclusion. It aims to challenge and dismantle the deep-rooted systems of power and inequality that perpetuate gender disparities. Unlike women-centred approaches, which primarily focus on meeting the practical needs of women, or gender mainstreaming, which incorporates gender considerations into existing structures, a transformative approach seeks systemic change by addressing power imbalances, cultural norms, and structural barriers.



FROM GENDER MAINSTREAMING TOWARDS TRANSFORMATIVE CHANGES

In a gender-transformative approach, we apply an **intersectional lens** to understand that social identities such as being a woman, Black, or economically disadvantaged do not exist in isolation. These identities often intersect in ways that create unique experiences of marginalization and power. Recognizing these intersections is essential for designing strategies that address the root causes of inequality, rather than just the symptoms.

Positionality complements this perspective by highlighting that our identities are shaped by social and cultural contexts, they are not fixed, but fluid and relational. Positionality invites us to reflect on how our own backgrounds, privileges, and perspectives influence the way we understand the world and engage with others. By being aware of our own positionality, we can better appreciate the diversity of experiences within the rural communities we work with and remain mindful of how our viewpoints and actions affect the outcomes of our work.



This vision requires comprehensive action across interconnected domains: organizational development, women’s leadership, participation, and the full spectrum of political, economic, social, and cultural rights, while embedding climate justice as a fundamental component. In contrast to other approaches, a gender-transformative vision for inclusive and sustainable agricultural development seeks to shift the underlying systems of power that perpetuate inequality. It recognizes that true progress requires not only integrating gender considerations into existing frameworks but also reimagining these frameworks to prioritize equity and justice at every level. This approach ensures that agriculture becomes a driver of systemic change, fostering resilient, inclusive, and sustainable communities worldwide.



2.1. TRAINING AND CAPACITY BUILDING

Empowering women in agriculture and forestry requires targeted and transformative initiatives that address deep-rooted inequalities. When designed as stand-alone, gender-responsive actions, such efforts can directly confront the unique barriers women and girls face - particularly in rural contexts - while promoting inclusive development and sustainable change. The following chapters and cases illustrate how investing in women's literacy, education, and leadership capacity can strengthen their roles within farmers' organizations and reshape governance and decision-making structures.

2.1.1. ALPHABETISATION

Limited literacy remains a major barrier to women's participation in decision-making, particularly in rural areas. Weak literacy skills limit also women's possibilities to benefit from economic opportunities and to build their own businesses. The case of functional literacy for women members of farmers' organizations in Chad demonstrates how integrating literacy with technical and leadership training enhances women's empowerment, increases their engagement in farmers' organisations' governance, and shifts general societal perceptions.

CASE 1: FUNCTIONAL LITERACY FOR WOMEN MEMBERS OF FARMERS' ORGANIZATIONS IN CHAD (AFDI)

“ We men used to play down our wives and not involve them in managing our family assets. Now: with the training we no longer play them down. ”

Learner's husband

In Chad, the literacy rate is significantly lower for rural women than it is for men - 14% compared to 47% for men. To address gender inequalities and low literacy among women in Chad, Afdi partnered with three local farmers' organizations (FOs), member of the national FO CNCPRRT, to implement a functional literacy program aimed at empowering women to take on leadership roles. The program focused on co-creating an accessible literacy methodology while linking it to technical, economic, and leadership training.

The approach included raising awareness, developing tools, and creating post-literacy environments to support continued learning. Training in agricultural techniques and advisory services (ASFF) was provided alongside literacy classes, while FOs were strengthened in areas like advocacy, institutional development, and public policy engagement.

Over 2,245 women were trained and 1,002 of them received literacy certificates. In addition, 88 relay farmers were equipped to facilitate ASFF tools, supporting over 1,600 women.

“ Before, only the boys were enrolled in school, the girls did the housework, but with the arrival of the project they are at school with the boys and their level exceeds that of the boys. ”

Literacy inspector



The project also trained women leaders for advocacy and leadership roles. All these activities increased women’s participation in decision-making and education and lead to significant shifts in societal attitudes, including increased participation of women in decision-making and education. Lessons learned emphasized the importance of stronger support for facilitators and relay farmers to ensure long-term impact and sustainability.

“ After the project, I’m able to take something and turn it into a finished product, sell it and make money; for example, I used to be unaware of the value of shea seeds. Now it’s a source of money. ”

Learner

2.1.2. GIRLS IN AGRICULTURAL AND RURAL TRAINING

In many rural areas, girls face systemic barriers to accessing and completing education, particularly in agricultural and rural training programs. Deeply rooted gender norms, household responsibilities, and limited support structures push them to leave school prematurely.

Ensuring that girls not only enrol but also thrive in these programs is essential for fostering gender equality and empowering the next generation of women farmers and rural entrepreneurs. By creating inclusive learning environments, addressing specific challenges faced by female students, and engaging key stakeholders, agricultural training institutions can play a transformative role in breaking cycles of exclusion and paving the way for more equitable opportunities in rural communities.



CASE 2: IMPROVING GIRLS' ACCESS AND RETENTION IN AGRICULTURAL TRAINING: THE FEKAMA COLLEGE EXPERIENCE, MADAGASCAR (FERT)

At Fekama agricultural colleges, 30% of students recruited are girls but 40% of them drop out before completing their training. To address this issue, a study on "Girls' Well-Being in Training" was conducted.



That led to the development of an action plan supported by Fekama's elected representatives, Fekama's farmers' organisation partner Fifata, and technical teams of Fekama.

The plan focused on fostering a more inclusive learning environment by enhancing student support, improving boarding school conditions, and encouraging girls to pursue their professional projects. Awareness sessions and dialogues between students and staff created a climate of trust, reducing dropout rates and conflicts within the school. Extracurricular activities played a key role in strengthening social cohesion, while initiatives like the celebration of International Women's Day encouraged girls' active participation in school events.

“ Rural women leaders are the driving force behind agricultural development. ”

(Fert) Clarisse, President of CEFTEL



As a result, the dropout rate among girls declined, conflicts decreased, and school life became more inclusive. The experience highlights the importance of understanding adolescent psychology and fostering a supportive educational approach. Moving forward, greater involvement of parents will be essential to ensure long-term success. The societal norms that hinder girls' education need to be challenged. This initiative demonstrates that with targeted interventions and collective commitment, gender disparities in rural education can be effectively addressed.

2.2. ECONOMIC EMPOWERMENT

Economic rights are another crucial element, as women in agriculture often face systemic barriers to land ownership, credit access, and market participation. A transformative approach challenges these inequities by advocating for land tenure reforms, establishing inclusive financial services, and creating value chains that prioritize women’s empowerment. While women-centred approaches may focus on improving access to resources for women, transformative approaches address the structural factors—such as discriminatory laws and practices—that create these barriers in the first place.

CASE 3: WOMEN FOR ENTREPRENEURSHIP IN NEPAL (FFD)

In Chitwan and Dang districts in Nepal forest and fish farming are male dominated sectors where decision-power and access to direct benefits are held by men. Traditional roles, low education levels and lack of targeted services limit women’s opportunities in these sectors. Climate and non-climate hazards aggravate the livelihood insecurity and especially women in the marginalized groups are in risk to fall beyond safety nets. Women in Nepal face several inequalities and violence. The causes are diverse, but most of these results are due to socially assigned lower positioning of women.

Food and Forest Development Finland - FFD implement the project in Nepal in partnership with Federation of Community Forestry Users FECOFUN, Women’s Fish-Farming Cooperative Sundardeep, FinLit Nepal and Forestry cooperative ASEC. FECOFUN is FFD’s main partner responsible for local coordination, expertise and advocacy in Nepal. FinLit, Sundardeep and ASEC implement the project activities together with their members and networks. The twinning partner, Finnish Fish Farming Association (FFFA) and FFD support the project partners with peer-to-peer mentoring and technical advisory services.

The project was planned together with the FOs, with the gender and climate in focus throughout the process.

The results framework and indicators were built with special focus on enhancing women entrepreneurship and creating income generating activities for women.

Project partners had distinct gender roles: FFD and the twinning partner provided gender expertise and implemented gender-transformative approaches, while FECOFUN led local gender transformation efforts, including activities on preventing gender-based violence. The recruitment of project staff also prioritized hiring women.



In the fish-farming part of the project, FFD collaborated with three cooperatives and five groups in Chitwan and Nawalparasi, including women's and mixed groups. The project addressed gender roles and norms by helping women getting organized, encouraging their participation in meetings, and raising awareness about women's rights. As women gained independence and increased income, their contributions were seen as a strength to the household, not a threat.

Many women started fish farming for their own family's consumption and selling fresh fish and have now expanded their businesses to selling dried and pickled fish. The project also empowered women, giving them a stronger voice and greater awareness of their rights. Several women are now active in the Fisheries Association of Nepal, advocating for the rights of smallholder women in fish farming.

In the community forest component of the project, FFD partnered with the forest cooperative ASEC and its 10 community forest user groups. Given the long rotation of sal trees (*Shorea robusta*) before they can be harvested for timber, the project focused on non-timber forest products (NTFPs) and income-generating activities for women. A sal leaf plate enterprise was established, providing women with income by collecting and selling leaves to the enterprise. According to the enterprise's guidelines, at least half of the committee members and a specified percentage of employees must be women. Additionally, training on spice production was conducted, with plans to expand the enterprise into spice production. The project also created several revolving funds to support women's income-generating activities.

“The women have gained new skills such as fish drying techniques and marketing. The climate smart fish farming has not only provided nutritious food for our families, but is also providing income for the women.”

Ms Shanti Mahato, member of Sundardeep Women Fish Farmer's Cooperative



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“We are very happy about the new sal leaf plate enterprise, where women have the chance to gain their own income in various steps of the production. Own sources of income is an important step towards equality.”

Ms Bishnu Pandey, forest user group member, vice chair person of ASEC executive committee

CASE 4: INTEGRATED ORGANIZATIONAL DEVELOPMENT: THE HANDICRAFT PRODUCTION COOPERATIVE “TEJEMUJERES” IN AZUAY, ECUADOR (TRIAS)

The Tejemujeres cooperative in Azuay, Ecuador, faced a series of challenges that hindered its growth and the empowerment of its members. Predominantly composed of women over 50, the cooperative struggled with limited opportunities for younger generations, barriers to accessing national and international markets, and unrecognized leadership within its membership. Compounding these difficulties were economic pressures on families and the migration of young people in search of better opportunities. Despite these obstacles, Tejemujeres gained recognition for its commitment to preserving cultural identity and craftsmanship, offering a promising platform to foster women’s economic rights and organizational development.



Trias support aimed to address these challenges by empowering individuals and strengthening the cooperative’s capacity through a transformative approach. This included leadership development, fostering youth involvement, diversifying products and markets, and implementing environmentally sustainable practices. The changes targeted individual and collective levels, aiming to enhance personal empowerment and instigate organizational policies that promote gender equity and sustainability.

The intervention followed the South American socio-business management model, based on years of systematization of organisational development of the Trias team in the region. This model integrates governance and business strategies while prioritizing gender inclusion.

“ Tejemujeres illustrates the potential of integrated organizational development to promote economic rights, environmental sustainability, and gender equality while preserving cultural heritage. ”

Trias

From 2018 to 2021, the cooperative underwent significant organizational strengthening through a series of modular workshops and capacity-building initiatives. These workshops covered topics such as leadership, taxation, business planning, and ecological weaving techniques. They also included gender and inclusion awareness and promoted the rights of women and discussions on masculinities. This comprehensive approach ensured that members, artisans, and youth were equipped with the skills necessary to address operational challenges and capitalize on new opportunities.

The cooperative’s socio-business model implemented internal policies to ensure equitable surplus distribution and facilitated access for members and youth to leadership roles and production opportunities. Professional recruitment enhanced governance and operational efficiency, while partnerships with stakeholders, designers, and trainers expanded market connections. These efforts directly impacted 34 cooperative members, 209 artisans, and 12 young individuals, who collectively initiated two new production lines focused on identity and environmental sustainability.

The results of this initiative were transformative. The cooperative integrated 15 young members, ensuring their active participation in committees, leadership roles, and the development of innovative product lines. Sales increased significantly, from \$76,800 to \$145,000 annually, as the cooperative achieved its break-even point.



Financial Breakthrough

Sales surged from \$76,800 to \$145,000 annually, achieving break-even point.



Product Innovation

Launched two eco-friendly product collections, attracting international buyers.



Community Empowerment

Integrated 15 young members and partnered with 70 craftswomen.

Two new product collections featuring eco-friendly designs were successfully marketed, and partnerships were established with three international buyers in the USA and Germany. The cooperative also collaborated with 70 craftswomen from Azuay, boosting income for members and workers.

Key learnings included the importance of aligning traditional craftsmanship with contemporary market demands, engaging youth in leadership and innovation, and forming strategic alliances to enter new markets. Challenges arose, particularly in differentiating leadership roles from technical responsibilities and increasing membership. These were addressed through clear internal management tools and by demonstrating the benefits of incorporating new, often younger, members.



Looking ahead, the cooperative aims to establish legal mechanisms to facilitate craftswomen's membership and formally recognize the youth committee within its structure. The success of Tejemujeres illustrates the potential of integrated organizational development to promote economic rights, environmental sustainability, and gender equality while preserving cultural heritage.

CASE 5: GENDER APPROACH IN VALUE CHAINS - WEST NILE, UGANDA (TRIAS)

Between 2017 and 2021, Trias Uganda collaborated with ARUDIFA, ZODFA, and two Savings and Credit Cooperatives (SACCOs) in the West Nile subregion to address gender inequalities in agricultural value chains. Women, although playing a crucial role in agriculture, faced barriers including unequal access to resources, heavy domestic workloads, and limited decision-making power. Trias facilitated a process to gain insight in the inequalities faced by different gender groups. Through gender analysis, these organizations identified context-specific constraints and developed gender action plans integrated into their annual operational plans, with clear budgets and monitoring systems. These plans aimed to improve women's access to finance and services, leadership roles, and economic empowerment.



One significant intervention was the introduction of gender-sensitive financial products, such as the EVA loan (cash-flow based with solidary guarantee and group defined rules) for women and the Ama-ecora loan for youth. These loans were designed to overcome key constraints like lack of collateral and inappropriate terms, enabling women and youth to participate actively in value chains. By 2021, 42% of active borrowers were women, with over €29 million invested through the EVA loan. Furthermore, women's access to services increased from 37% to 44%, reflecting a substantial shift in organizational focus toward inclusivity.

Beyond financial services, the organizations made efforts to support sustainable agriculture and enterprise development for women. They received training in good agricultural practices, post-harvest handling, and value addition, such as potato crisp production and beekeeping.

Partnerships with organizations like the Union for Small-Scale Industries (USSIA) provided additional market access opportunities. The SACCOs also promoted environmental sustainability by distributing over 15,000 tree seedlings, incorporating ecological criteria into loan appraisals, and discouraging harmful practices like charcoal production.



Institutional changes further solidified these efforts. Women’s and youth desks were established in all four organizations to sustain the gender agenda and monitor progress. Regular harmonization meetings between farmers’ associations and SACCOs enhanced collaboration and knowledge sharing. Apex organizations, such as the Uganda National Farmers Federation, reinforced these initiatives by advocating for inclusive services and encouraging women’s leadership.

The impact of these interventions was significant. Membership in the four organizations grew from 33,665 in 2019 to 43,106 in 2021, with notable increases in women (from 16,051 to 21,041) and youth members (from 13,162 to 18,884). Additionally, 9% of members achieved profits exceeding 15% above the target. Women’s economic empowerment and ecological awareness have begun reshaping traditional gender roles, proving the value of sustained focus on inclusion.

Key recommendations from this experience emphasize the importance of raising awareness among stakeholders, supporting women’s group formations, maintaining a strong focus on inclusion, and collaborating with partners to enhance environmental sustainability. By combining financial, technical, and organizational support, Trias Uganda and its partners demonstrated that integrating a gender approach into value chains can create more inclusive, resilient, and sustainable farming communities.

“ By combining financial, technical, and organizational support, Trias Uganda and its partners demonstrated that integrating a gender approach into value chains can create more inclusive, resilient, and sustainable farming communities. ”

Trias

CASE 6: EMPOWERING WOMEN ENTREPRENEURS THROUGH SACCOS IN SOUTHERN PROVINCE OF RWANDA (AGRITERRA)

Women entrepreneurs in the Southern Province of Rwanda faced challenges due to limited access to financial services and a lack of business training, which hindered their ability to grow businesses and limit economic opportunities. The main issue was the need for financial support and business training to help women develop their businesses, improve financial literacy, and contribute to local economic growth.



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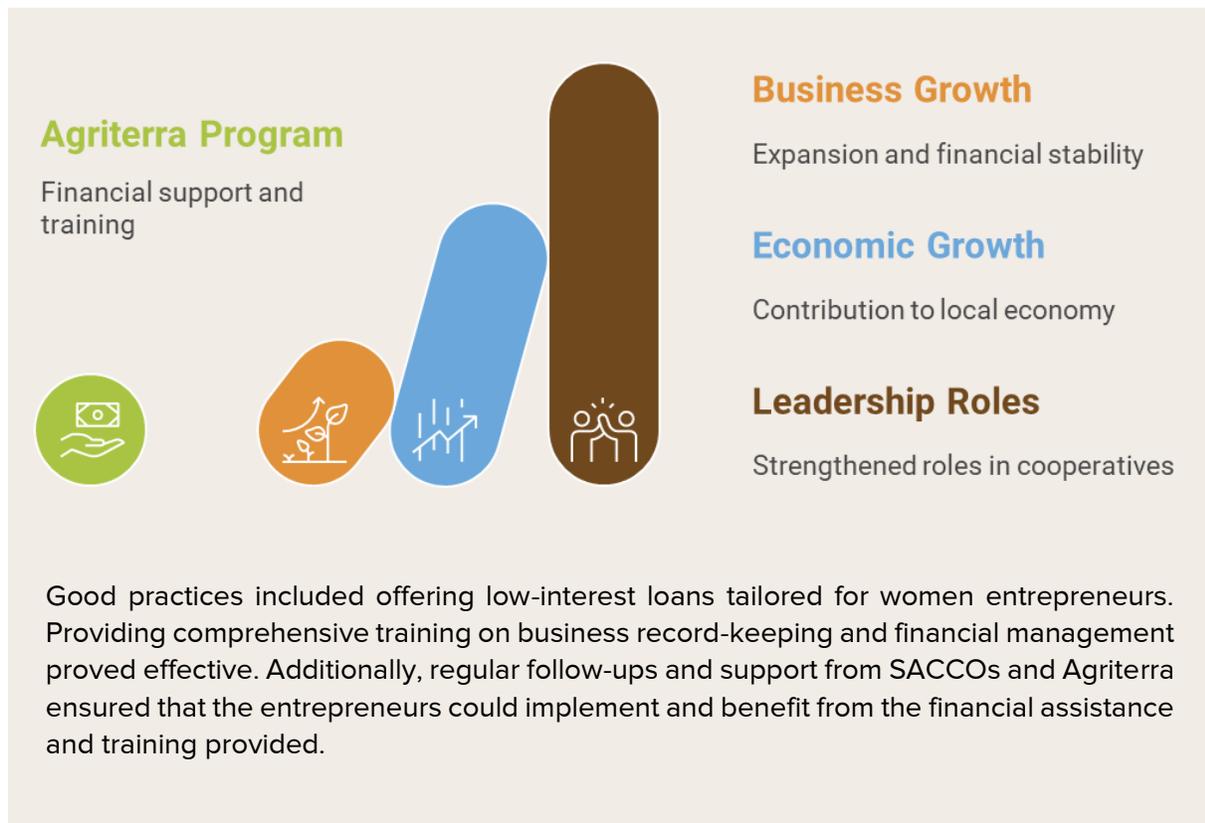
Agriterra's Farmer Focused Transformation (FFT) program, initiated in 2019, addressed these challenges by collaborating with SACCOs to provide financial support and training. The beneficiaries were women entrepreneurs managing small-scale agribusinesses. The objectives were to empower women with low-interest loans and tailored financial products, strengthen women's leadership in cooperatives, and promote entrepreneurship through training in business planning, financial management, and record-keeping.

Agriterra worked with SACCOs CPF Ineza and SACCO Impamba to provide low-interest loans and customized financial products. Training focused on sustainable business practices, financial management, and record-keeping, with continuous follow-up to ensure business growth. The goal was to enable women to expand businesses, improve financial stability, and contribute to local economic growth, creating a positive ripple effect in their communities. The desired change was aimed at both individual and collective levels, empowering women and strengthening their roles in cooperatives.

“ I supply a minimum of 20 kg of mushrooms daily, at a price of 2,300 RWF per kilogram. The demand is very high. ”

(AgriTerra) Evelyne Mukabaruta

Key learnings included the effectiveness of integrating financial support with targeted training. Women entrepreneurs who received tailored financial products and business training showed significant business growth. The integration of financial support and targeted training proved highly effective. Challenges, such as limited initial capital, were addressed by increasing loan amounts and providing continued financial advisory support. Further improvements could be made by offering larger loans and enhancing business management training.



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2.3. STRENGTHENING FARMER'S ORGANIZATIONS

Sustainable gender transformation requires shifts at multiple levels, from individual households to broader institutional and policy frameworks. By addressing power dynamics at these interconnected levels, we can create lasting change that not only empowers women but also redefines the structures that shape their opportunities and rights.

As an alliance, we work alongside local, subnational and national farmers' organizations and farmers led businesses to strengthen their organizational development and drive systemic changes in favor of gender equity and social justice. This allows us to analyze and address the root causes of inequalities and power imbalances. These inequalities reflect historical and structural power relations - such as patriarchy, capitalism, coloniality, classism, sexism, racism, and other forms of discrimination - that intertwine to create deeply embedded oppressive systems in our societies.



Within each farmers' organization, there exists a micro version of these systems - a small ecosystem with its own culture, strategy, and structure, where these power dynamics are also replicated. Our vision and commitment is to address not only the symptoms but to work towards eliminating inequalities and advancing justice. This challenge, particularly the pursuit of gender justice, is essential to dismantling one of the primary barriers to transform societies

2.3.1. ORGANIZATIONAL DEVELOPMENT

Organizational development is a cornerstone of transformative change. It demands the redesign of organizational structures to ensure equitable representation and decision-making power for women, while challenging existing norms and practices that reinforce inequality. While gender mainstreaming incorporates gender considerations into existing processes, a transformative approach goes further by redesigning these processes to actively prioritize equity and inclusion.

This involves embedding gender-responsive budgeting, fostering inclusive governance systems, and institutionalizing mechanisms for accountability and learning. A transformative approach ensures that organizations not only recognize gender disparities but also actively work to eliminate them through systemic change.

CASE 7: STRENGTHENING WOMEN ORGANIZATIONS, TOGO AND ZAMBIA (AHA)

AHA has set an ambition to address the issue of women in the GIZ's StäBo programme "Strengthening Farmer's Organizations". AHA has been working with two women-only organizations in Togo and Zambia. AHA has also co-implemented a Women's Leadership project with the Pan-African Farmers' Organization (PAFO). When implementing these initiatives, AHA has learned that there are also other social aspects that play an important role and need to be considered when working with women. For example, the aspect of family and other cultural aspects need to be taken more into account when working with women, and the cultural aspect plays a major role when working with women from Africa and other low-income countries.



Women should also be considered when collaborating with farmers' organizations that are not purely women's organizations. Therefore, during evaluations, questions about women are specifically asked from the partner organizations when they are not adequately represented. These discussions serve as sensitization of such farmers' organizations about gender issues.

CASE 8: INTEGRATED APPROACH TO SUSTAINABILITY IN COFFEE PRODUCTION: CAFESCOR, HONDURAS (TRIAS)

CAFESCOR, a business association of coffee producers in Honduras, was founded in 2012 to demonstrate that coffee production can be both strategic and profitable. Growing rapidly from 25 to 440 members in under a decade, the cooperative faced significant challenges in organizational development and long-term sustainability. Initially focused solely on business, it lacked clear internal processes, inclusive strategies, and adequate services for members—particularly women and youth. Leadership was concentrated in the hands of the two founders, and many members had limited access to information, training, or resources for diversifying income or adopting sustainable practices.



© Trias Central America and Caribbean

These gaps hindered the cooperative's ability to align with its cooperative vision and mission and threatened its long-term sustainability in the face of generational migration and climate challenges. To address these challenges, CAFESCOR partnered with Trias to integrate gender, generational, environmental, and economic perspectives into its strategy. Together, they implemented a participatory organizational development process, starting with strategic dialogues, diagnostics, and capacity assessments. These informed a jointly developed plan focusing on inclusive leadership, climate resilience, and sustainable service delivery, aligning with the strategic objectives of CAFESCOR. Actions included the creation of gender and generational strategies, leadership schools for women, organic farming training for youth, and adoption of sustainability measures such as carbon footprint tracking.

CAFESCOR also enhanced its governance, internal systems, and market access by developing inclusive and sustainable business models. Regular feedback loops—field visits, satisfaction surveys, and monitoring—enabled adaptive management and improved resilience, especially for women and youth.



The impact has been significant. Gender and climate committees were established, including four focal points (three women, one man), and two women joined the Board. A gender policy is being implemented. Ten women diversified their income through specialty coffee and climate-resilient practices, earning \$80–100 more per quintal. In 2023, members produced 5,235 quintals of parchment coffee, generating 15.7 million Lempiras—47% more than in 2022. A total of 183 women and youth received leadership training, and 134 members were trained in entrepreneurship and climate adaptation.

Trias played a catalytic role as facilitator, advisor, and financier. It supported CAFESCOR in aligning its development with inclusive leadership and environmental sustainability. Trias facilitated peer learning, supported awareness-raising and skills-building (e.g., carbon measurement, men’s schools), and helped secure investments like solar dryers for women-led businesses. By integrating inclusion into marketing and service strategies and financing partially key personnel and training, lasting impact within CAFESCOR was ensured.

“ Visualising intentional and structured changes that promote the inclusion of women requires working with the organisation: moving from a project-based culture to a culture of building sustainable processes. ”

Trias

CASE 9: ESTABLISHMENT OF GENDER COMMITTEES FOR THE TRANSVERSAL INTEGRATION OF GENDER IN AGRICULTURAL COOPERATIVES: GLOBAL CAFÉS AND ASOPEP, COLOMBIA (ACODEA)

Although women represent nearly half of Colombia's rural population, their work remains undervalued compared to men's, particularly regarding land ownership and participation in agricultural decision-making. Only 3 out of 10 farms are exclusively managed by women, and more than half of these farms are small.

Acodea supported the integration of gender issues within agricultural cooperatives by organizing workshops to institutionalize gender equality in a cross-cutting way, incorporating this dimension into all aspects of cooperative operations. This means not only considering gender equality as a separate issue but as a cross-cutting issue affecting all activities carried out.



Among the key results is the creation of women's committees within the Cooperativa Global Cafés and the Asociación ASOPEP. The committee allows women to exercise their decision-making rights, defend their interests, and promote their development within cooperative governance bodies. These committees are structured with normative frameworks, the election of representatives, and adapted work plans. Additionally, the Global Cafés' committee has implemented a gender policy to systematically anchor good practices regarding equality.

However, the challenge remains the sustainability of these committees and the allocation of specific budgets. Acodea plans to expand the innovation by measuring its impact, improving the follow-up on action plans, and supporting the development of coffee brands produced by women.



2.3.2. WOMEN LEADERSHIP

Women's leadership is critical for reshaping agricultural systems, as it ensures that women's voices are central to decision-making and designing solutions. Transformative approaches invest in building women's leadership skills, breaking down barriers like unpaid care work, and creating environments where women can lead without facing stigma or resistance. While a women-centred approach might focus on training women as leaders, a transformative vision challenges the structural barriers that prevent women from stepping into leadership roles, fostering a culture where their leadership is valued and normalized.

CASE 10: WOMEN TAKE CONTROL OF SPECIALTY COFFEE PROFITS AT GLOBAL CAFÉS COLOMBIA (ACODEA)

Ensuring the sustained presence of women in cooperative leadership requires multiple strategies. One approach is to establish gender quotas within governing bodies, while another is to assign key responsibilities to the women's committees.

At the Global Cafés cooperative, the chosen strategy was to give women full control over the specialty coffee line they produce. There is a strong international demand for coffee grown by women, and for every pound of this coffee sold, a premium is generated. A part of this premium goes directly to the producer, while another part is managed by the women's committee, which oversees this sales channel.



With these funds, the committee invests in initiatives that respond to the priorities identified by female members, such as training in small-scale livestock farming, home gardening, and educational scholarships. This model represents a profound and deeply rooted form of female empowerment. By maintaining control over the distribution of the premium, women gain greater autonomy to meet their own needs while supporting others within the cooperative. This makes their participation more impactful, motivating, and equitable.

This experience demonstrates that when women are entrusted with resources and decision-making power, the benefits extend beyond individual members to strengthen the entire cooperative. It offers a scalable model for fostering gender equality across rural organizations.

2.3.3. WOMEN'S PARTICIPATION

Women's participation must be active and meaningful, addressing both the barriers that limit women's engagement and the broader systems that marginalize their contributions. Gender mainstreaming focuses on increasing participation and integrating gender considerations across processes. Transformative approaches build on participation as a means to achieve deeper equity and systemic change - ensuring that women have genuine influence over agricultural policies, programs, and practices.

CASE 11: TWINNING APPROACH TO ENHANCE WOMEN PARTICIPATION - PROMOTING DIALOGUE AND ENSURING EFFECTIVE ADVOCACY (FFD)

Food and Forest Development Finland (FFD) employs a unique twinning methodology to foster mutual learning and capacity sharing between Finnish agricultural and forestry experts and their counterparts in Southern Farmer Organizations (FOs). This peer-to-peer approach is central to FFD's efforts in promoting gender equality and women's empowerment within its projects.



In 2023, women comprised 70% of FFD's Finnish twinning partners, highlighting a strong commitment to gender inclusivity. This representation not only provides role models for women in partner organizations but also reinforces the message that women can be highly qualified professionals in agriculture and forestry sectors.

A 2017 evaluation of FFD's twinning methodology noted its success in encouraging partners to strengthen gender equality measures within their organizations. The evaluation stated that "in many projects, the twinning projects are leading by example" and "they demonstrate in a very concrete manner that also women can be professional and be highly qualified experts."

FFD's approach aligns with its broader gender guidelines, which emphasize the importance of integrating gender perspectives into all aspects of project planning and implementation. By facilitating direct collaboration between Finnish experts and Southern FOs, the twinning model ensures that gender considerations are not only theoretical but are practically addressed through shared experiences and mutual support.



“The women are strengthening their position within the community and the forestry sector. Gaining confidence through trainings and collective action, you now find women in leadership position both in the community forest user groups, the cooperative and the enterprise committee as well as in the municipality and regional council.”

Kadel Biddya Raj, Project Coordinator, ASEC

This methodology has proven effective in various contexts, such as in Nepal, where FFD has supported women fish farmers since 2013. Through twinning, these women have gained technical knowledge, improved their livelihoods, and enhanced their roles within their communities. The success of such initiatives underscores the potential of the twinning approach to drive meaningful change in gender dynamics across different cultural and socio-economic settings.



2.4. ACCESS TO RIGHTS

Securing women's access to rights is fundamental to achieving gender equality and building inclusive, resilient agricultural and forestry systems. Rights are not just legal guarantees—they shape the everyday realities of women's lives, from participating in political decision-making to accessing education, healthcare, cultural expression, and climate justice. A transformative approach recognizes that true empowerment requires more than inclusion within existing systems; it demands a reimagining of those systems to address deep-rooted inequalities and power imbalances. The following sections explore how advancing political, social, cultural, and environmental rights enables women to not only claim space, but to lead change—in their communities, institutions, and beyond.

2.4.1. POLITICAL RIGHTS

Securing women's political rights is essential for fostering an enabling environment where women can influence the policies that affect their lives and livelihoods. Transformative approaches advocate for women's political empowerment through legal reforms, capacity-building, and grassroots mobilization. Gender mainstreaming works to integrate gender considerations into existing political frameworks, while transformative approaches seek to reimagine these frameworks to promote structural equity and expand opportunities for women to participate and lead.

CASE 12: STRENGTHENING THE ANALYTICAL AND ADVOCACY SKILLS OF ANAF'S (NATIONAL ASSOCIATION OF BENINESE WOMEN FARMERS) (AFDI)

The case of ANAF Benin illustrates concrete actions to strengthen the advocacy capacities of women farmers' groups. ANAF, a member of FUPRO and a partner of Afdi, sought to improve women's participation in decision-making bodies through a program launched in 2014 aimed at supporting advocacy activities to improve their living and working conditions.

In 2015, ANAF requested Afdi's assistance to organize a participatory workshop to develop an organizational strengthening plan and an advocacy strategy. In a context where agriculture accounts for 37.5% of GDP and 70% of jobs in Benin, women play a central role in the value chain, particularly in the artisanal and semi-artisanal processing of agricultural products.



The program's objectives included identifying gender-related advocacy priorities, integrating gender into ongoing policy development, and providing continued support for local service development. Key activities consisted of a participatory workshop led by a gender expert and an AFDI project manager, missions to France to exchange with similar organizations on training and the role of women in agriculture, methodological support for member consultations, and a workshop to identify advocacy priorities.

These efforts strengthened ANAF's advocacy leaders' skills, established a validated and concerted action plan, produced a position paper on the status of women farmers, and improved the inclusion of women farmers in Fupro's farmers' memorandum. Key lessons highlighted the importance of a shared diagnosis and an adapted methodological approach, providing a solid foundation for future initiatives.

CASE 13: LAND TENURE FOR DISPLACED WOMEN IN UGANDA (WE EFFECT)

Land tenure is vital for sustainable rural development, particularly for women who face systemic barriers to securing their rights. In northern Uganda's Gulu region, the efforts of We Effect and its local partner Shelter and Settlements Alternatives (SSA), a network of different social actors working together to advocate and share information and practices towards sustainable improvement of human settlements, have transformed women's lives by addressing the challenges of land insecurity. Women in Uganda play a central role in agriculture, ensuring household food security and earning income, yet many lack legal documentation of their land. This leaves them vulnerable to exploitation and displacement, especially in a region recovering from a 20-year conflict where land disputes are common.

We Effect and SSA worked to tackle these issues through a comprehensive approach. Together they raised awareness in communities about women's land rights, engaged local leaders, and educated women on legal processes. Access to legal aid was facilitated, and land office officials surveyed and documented land boundaries. As a result, 15 women secured legal documentation, providing them with long-term security and protecting their livelihoods. For example, a widowed woman in Gulu successfully defended her land against a nephew's claim, backed by her documents proving ownership.



The initiative faced challenges, such as entrenched cultural norms that limited women to only land user rights, disputes over post-conflict land ownership, and resistance from local officials. These were addressed through continuous dialogue, verification of claims using elders' accounts and official records, and leveraging agreements with central authorities to counter extra demands. This campaign highlights how securing land tenure for women not only safeguards livelihoods but also empowers them to challenge systemic inequities and create lasting change.

2.4.2. SOCIAL RIGHTS

Social rights, including access to education, healthcare, and protection from gender-based violence, are vital for women’s full participation in agricultural development. Transformative approaches tackle these issues by addressing systemic inequalities, such as the unequal distribution of unpaid care work, and by promoting policies that uphold the dignity and rights of women. A transformative vision integrates social issues as foundational elements of equitable agricultural systems, going beyond gender mainstreaming by placing them at the core rather than as secondary consideration.

CASE 14: PAID MATERNITY LEAVE FOR FEMALE FARMERS IN NORTH MACEDONIA (WE EFFECT)

“ Paid maternity leave provides financial stability to rural women, but it also ensures the continuation of often vital income which is necessary for the well-being of their entire families. Safeguarding the health of expectant and nursing mothers and protecting them from discrimination is a precondition for achieving genuine equality, enabling farmers to raise their families in conditions of safety and security...We are very proud of this achievement that rural women have the right to a well-being at each stage of their life and pregnancy and maternity are an especially vulnerable time for them and their families.

”

Regional Director Anneli Leina

Female farmers in North Macedonia have long been excluded from paid maternity leave, a right enjoyed by other working women in the country. This gap in the law was highlighted 13 years ago when a female farmer arrived late to a meeting with her baby, revealing that rural women lacked access to such benefits. While female farmers had some social protection, they were not entitled to sick leave or parental leave. Initially, neither the National Federation of Farmers (NFF) nor governmental institutions recognized this as an issue. The NFF paid special attention to strengthening the Women Farmers’ Network, working on mobilizing a large number of women farmers within the NFF, and now the organization has 240 women farmers as members. The initiative to address the issue of maternity leave began in 2013 with the strengthening of the Women Farmers’ Network. With the support of We Effect and a gender-sensitive Minister of Agriculture, advocacy efforts gained momentum. The NFF initiated a declaration with authorities and engaged in the CEDAW⁶ review process to push for change.

⁶ **Convention on the Elimination of All Forms of Discrimination Against Women – CEDAW:** It is an international treaty adopted by the United Nations General Assembly in 1979 which defines what constitutes discrimination against women and sets out an agenda for national action to end such discrimination. Countries that ratify CEDAW commit to implementing measures to promote gender equality and protect women’s rights.

Through coordinated efforts, a working group was established, bringing together the Ministry of Agriculture, Forestry and Water Economy, the Ministry of Labor and Social Policy, the Ministry of Health, and other state agencies to address the issue collaboratively. This marked a new model of cooperation between the farmer network and the government.

“We are very proud of this achievement,” said Regional Director Anneli Leina, adding that rural women have the right to a well-being at each stage of their life and pregnancy and maternity are an especially vulnerable time for them and their families. ”

WeEffect

Key arguments included North Macedonia’s ratification of CEDAW and ILO conventions and the country’s aspirations for EU membership, emphasizing the need to align with EU standards. Public campaigns, media stories, and parliamentary discussions further raised awareness. As a result, a nine-month paid maternity leave for female farmers was secured, funded by the state budget. The initiative is expected to increase the registration of female farmers, empowering them to professionalize their agricultural work and gain access to land ownership. Challenges such as resistance from male leadership and initial institutional indifference were mitigated through persistent advocacy, stakeholder engagement, and public pressure. This achievement underscores the transformative power of gender-sensitive policies in promoting equality and strengthening rural communities.

“Paid maternity leave provides financial stability to rural women, but it also ensures the continuation of often vital income which is necessary for the well-being of their entire families. Safeguarding the health of expectant and nursing mothers and protecting them from discrimination is a precondition for achieving genuine equality, enabling farmers to raise their families in conditions of safety and security. ”

Regional Director Anneli Leina

2.4.3. CULTURAL RIGHTS

Cultural rights play a pivotal role in shifting norms and challenging harmful practices that limit women’s potential. A transformative approach respects and leverages local traditions while actively working to change cultural narratives that reinforce inequality. This involves engaging men and boys as allies, promoting the visibility of women’s contributions to agriculture, and fostering community dialogue to reshape societal perceptions of gender roles.

2.4.4. CLIMATE JUSTICE

Climate justice is intrinsically linked to gender equality, as women are disproportionately affected by climate change but are also key agents of resilience. A transformative approach ensures that climate action prioritizes the needs and contributions of women by providing access to climate-resilient technologies, including women in the design of adaptation strategies, and advocating for gender-sensitive climate policies. This goes beyond gender mainstreaming, which might integrate gender considerations into climate action, by fundamentally rethinking how climate challenges and solutions are framed and addressed through an equity lens.

CASE 15: BUILDING RESILIENCE AMONG DAIRY FARMERS IN CAMARINES SUR, PHILIPPINES (TRIAS)

The Bicol Federation of Dairy Cooperative (BFDC), which represents over 7,000 members, implemented Disaster Risk Reduction and Management (DRRM) strategies in its organizational and economic plans to address the increasing impact of climate disasters on dairy and vegetable farmers. Women, who play critical roles in family nutrition and income, were prioritized in these efforts due to their heightened vulnerability caused by unequal access to resources and their disproportionate burden of care work.

In 2016, BFDC partnered with Trias to implement a DRRM trajectory, combining capacity building with practical contingency planning. This three-phased process began with raising awareness about hazards, climate risks, and vulnerability, with specific attention given to exclusion and inequality. The second phase deepened the understanding of vulnerability factors, including gender-based power dynamics, to identify actionable strategies. The final phase focused on developing individual business continuity plans that incorporated ecological sustainability and established networks for resource access.



Over the course of five years, BFDC trained five DRRM trainers, including two staff members and three farmers (one of whom was a woman). These trainers facilitated the creation of more than 70 farmer business continuity plans, 49 of which were developed by women and four by youth. These plans outlined practical actions to reduce the impact of disasters, such as forming Farmer Quick Response Teams (FQRTs), linking with government support, and promoting organic farming practices.

BFDC focused its resilience-building efforts on several key areas. First, it prioritized the empowerment of women and youth. Women were provided with seeds, technology, and market support for vegetable farming, while 27 women and 12 youth were trained in proposal writing to help secure government resources. Second, ecological sustainability was promoted through the distribution of open-pollinated seeds and the encouragement of organic farming practices. These efforts enhanced food security and reduced dependence on external inputs. Third, BFDC strengthened institutional support by partnering with local governments. This collaboration led to the approval of 76 projects that were informed by farmer business plans. BFDC's accreditation with municipal disaster offices also streamlined post-disaster aid.



The initiative led to several significant outcomes. Farmers experienced reduced income losses, and both the members and the federation gained greater confidence in managing disasters. Farmer Quick Response Teams provided essential mutual support, while member inclusion in agricultural registries improved access to government services. The promotion of ecologically sustainable practices ensured the availability of planting materials, and services for women and youth were significantly improved, enhancing their inclusion in resilience planning.

This case demonstrates the importance of institutionalizing DRRM within organizations, engaging women and youth in decision-making, and fostering partnerships with governments to provide structural support. Resilience efforts must adopt a holistic approach, integrating ecological sustainability, food security, and equitable market access. By doing so, all stakeholders, especially women and youth, can contribute to and benefit from long-term solutions that address climate challenges effectively.

“ Resilience efforts must adopt a holistic approach, integrating ecological sustainability, food security, and equitable market access. By doing so, all stakeholders, especially women and youth, can contribute to and benefit from long-term solutions that address climate challenges effectively. ”

Trias

CASE 16: WOMEN FOR CLIMATE RESILIENCE IN NEPAL (FFD)

FFD is working on climate resilience across the projects it co-implements, using for example the AgriCord Building Resilience toolkit. In Nepal (this case is related to the previous FFD case on Economic empowerment – for more information on the project see Case 3), the project “Women for Entrepreneurship and Resilience - transforming fish-farming and forest value-chains in Nepal” has focused on climate adaptation measures with a focus on women. During project planning, the needs for flood early warning systems, climate-smart businesses, forest fire prevention and climate smart fish farming practices were identified and well incorporated into the project plan.



During the project, trainings related to climate change adaptation, climate hazard and risk prevention were carried out through the AgriCord Building Resilience tool part I and II, using inclusive approaches. Basing on results from the Building Resilience workshops, climate adaptation measures were identified and ranked by their urgency and relevancy – especially for women – and some measures were already implemented.

In Nawalparasi, a flood early warning system was installed and in collaboration with the local municipality who provided also co-financing for the system. This disaster risk reduction measure is enhancing disaster preparedness and economic security for cooperative members, their families, and surrounding villages.

Another key adaptation measure introduced in the project was multi-layer fish farming, where various carp species thrive at different pond depths. This reduces vulnerability and increases economic safety during flooding, as not all fish are in the upper layers of the pond, where they are easily washed away.



In Dang, ASEC cooperative developed the Local Adaptation Plan for Action (LAPA) for three wards where ASEC is active, in collaboration with the local municipality. These LAPAs - which are the first ones done within the 19 wards in the whole Tulsipur Sub-Metropolitan City – will serve as an example when proceeding with preparing LAPAs for the other wards. The process towards LAPAs was identified during the Building Resilience workshops, and information gathered from ASEC members during the workshops have now contributed to this process.



“I have learned a lot, and the concept of ToT with farm visits and farmers’ workshops directly afterwards was very helpful. I can’t wait to get back to my own organization and go through the tool with my fellow farmers there, in my local language using tailored, local examples.”

Felix Gandaakuu, Community Action in Development and Research – CADER (Ghana)

For fire prevention, the project has been providing training, leading to community forest user groups annually collectively preparing fire lines in their forests. A check dam was built to secure water for fire prevention as well as for wildlife, and the water in the dam is also used for off-seasonal irrigation, benefiting women's income generation.

“The Building Resilience tool is great for assessing climate risks in local contexts. As we were able to conduct the training for farmers groups ourselves directly after the ToT, it gives us the confidence to provide this training also in our own communities.”

Oseni Kabiru, Savannah Women Farmers Association – SWFA (Ghana)



“Many of the farmers in our women farmers' organization are illiterate. After taking part in the Building Resilience ToT week, I feel confident in conducting the training for our members – with some drawings and explanation the tool can be used also like we did today – sitting outside under a big tree.”

Esther Awuni, Maaltaaba Peasant Women Farmers' Cooperative (Ghana)

2.5. TOWARDS GENDER TRANSFORMATION

Achieving true gender equality requires more than just increasing women’s participation. It demands a fundamental shift in societal norms, mindsets, behaviours, and power structures. A gender transformative approach actively challenges the deep-rooted beliefs that reinforce inequalities, fostering an environment where both women and men can thrive.

2.5.1. MASCULINITIES

In rural communities, traditional gender roles profoundly shape personal lives, community structures, and organizational dynamics. These norms often limit both men and women from fully participating in or benefiting from development opportunities. A gender transformative approach seeks to challenge and shift these deep-rooted beliefs, particularly around masculinities, which significantly influence relationships, decision-making, and power dynamics within families, communities and society at large. In this way, men become aware of their role and co-responsibility in order to be able to transform, but at the same time to be free, since they are also affected by this social order. It simultaneously contributes to improvements in men’s health (physical, mental, and sexual) and well-being, recognizing the harmful effects of machismo on men and the fact that many men were concerned about the situation of discrimination and violence experienced by women close to them: their mothers, sisters, friends etc.



Engaging men as active allies in rethinking and reshaping these norms is there for essential. Not only to foster equality but also to empower men to experience and contribute to more equitable, supportive communities. By including masculinities in our strategies, we aim to create inclusive environments where women and men thrive together, and where farmers’ organizations are equipped to support the well-being of all family farmers.

Recognizing gender privileges is key to this work. Many privileges that boys and men experience—such as greater independence in childhood, more free time in adulthood, and easier access to work—are often invisible to those who benefit from them and even to those disadvantaged by them. These privileges reinforce inequalities and perpetuate power imbalances. Identifying and addressing them allows us to illuminate hidden disparities and design strategies to dismantle them.

At the same time, it is crucial to acknowledge that all individuals exist at the intersection of multiple axes of inequality—such as gender, age, race, origin, and economic status. For example, a man may face discrimination due to his skin color while also exerting gender-based privilege. Similarly, a woman may experience gender oppression but hold privileges related to her ethnicity or economic status. These overlapping systems of power create a complex web of oppressions and privileges that influence everyone's experiences differently.

By addressing masculinities, we strive not only to challenge "power over" dynamics—where one person's power comes at another's expense—but to nurture collaborative power. This vision creates space for all individuals to recognize their inherent strength, act in solidarity, and contribute meaningfully to transformative change.

The following case study from the Democratic Republic of Congo (DRC) highlights how shifting mindsets and fostering gender-equitable leadership can lead to a lasting cultural change, benefiting both households and organizations.

CASE 17: SYNTHESIS OF THE MOBALI PONA MWASI PROJECT, RDC (TRIAS)

The MOBALI PONA MWASI Project, implemented by the APEFE-SOFEPADI-Trias consortium in the Democratic Republic of Congo (DRC), sought to foster transformative masculinities as a catalyst for women's empowerment, leadership, and gender equality in rural communities. Operating across the provinces of Haut-Katanga, Mai Ndombe, and Kongo Central, the initiative directly and indirectly impacted over 12,200 individuals and nearly 65,000 students, aiming to shift entrenched patriarchal norms across private, professional, and community spheres. The project pursued three interconnected outcomes: transforming gender norms through behavioral change, fostering gender-equal leadership with inclusive practices, and documenting best practices to strengthen organizational capacities.

The methodology dismantled social norms that perpetuated domination and exclusion, fostering egalitarian environments in organizations, schools, and communities while enhancing social cohesion. Using a "Gender Champion & Adversary" approach, the initiative redefined traditional roles, engaging men as allies to promote positive masculinities.



Trias trained women to empower them to access opportunities traditionally reserved for men. In addition, local leaders and animators were equipped with skills to become “gender champions.” A total of 150 leaders from agricultural and fishery cooperatives were trained to address the root causes of gender inequality.

Through this effort, over 13,796 cooperative members were reached, with a focus on violence prevention, gender equality, and fostering shared leadership within households and communities. Gender-based violence (GBV) was identified as a critical aspect within the communities. To address this challenge innovative tools such as visual “image boxes” and tailored training manuals were developed collaboratively with local communities. These tools facilitated sensitization, interactive learning, challenged stereotypes, and were complemented by public awareness activities that sparked dialogue on gender issues.

“ The sensitization has given me a lot of satisfaction. ‘My husband never does the field because of his health condition. So, the change came because my husband decided to pay people to help me with the work in the field, which gave me time to rest. It gave me a lot of joy because I was suffering a lot on my own. As for housework, I only have daughters, but since the awareness campaign, I have noticed that my husband manages to clean his own clothes, which is a surprise for me. In sales, my husband used to have full control of the cash books, he did account for it as he saw fit, but now we sell together and plan expenses together. This awareness has contributed to transparency in my household. In our savings group, NGUZANI, people prefer women to men. This awareness has changed the behaviour of the people who have benefited from this material. ”

Kenge José, Democratic Republic of Congo

Furthermore, within the organizational development trajectory of the producer organizations, supported by Trias, gender equality committees were established. Those committees are comprised by diverse members who develop gender policies and lead initiatives to reduce discrimination, bolster women’s confidence, and promote democratic participation of all cooperative members. By integrating these strategies, the MOBALI PONA MWASI Project successfully reduced violence and discriminatory behaviors, enhanced empathy and respect, and encouraged active involvement from women and youth. It laid the groundwork for sustainable gender equity by transforming attitudes, fostering shared leadership, and driving measurable cultural shifts within cooperatives and broader communities, promoting resilience and inclusivity across the targeted regions.

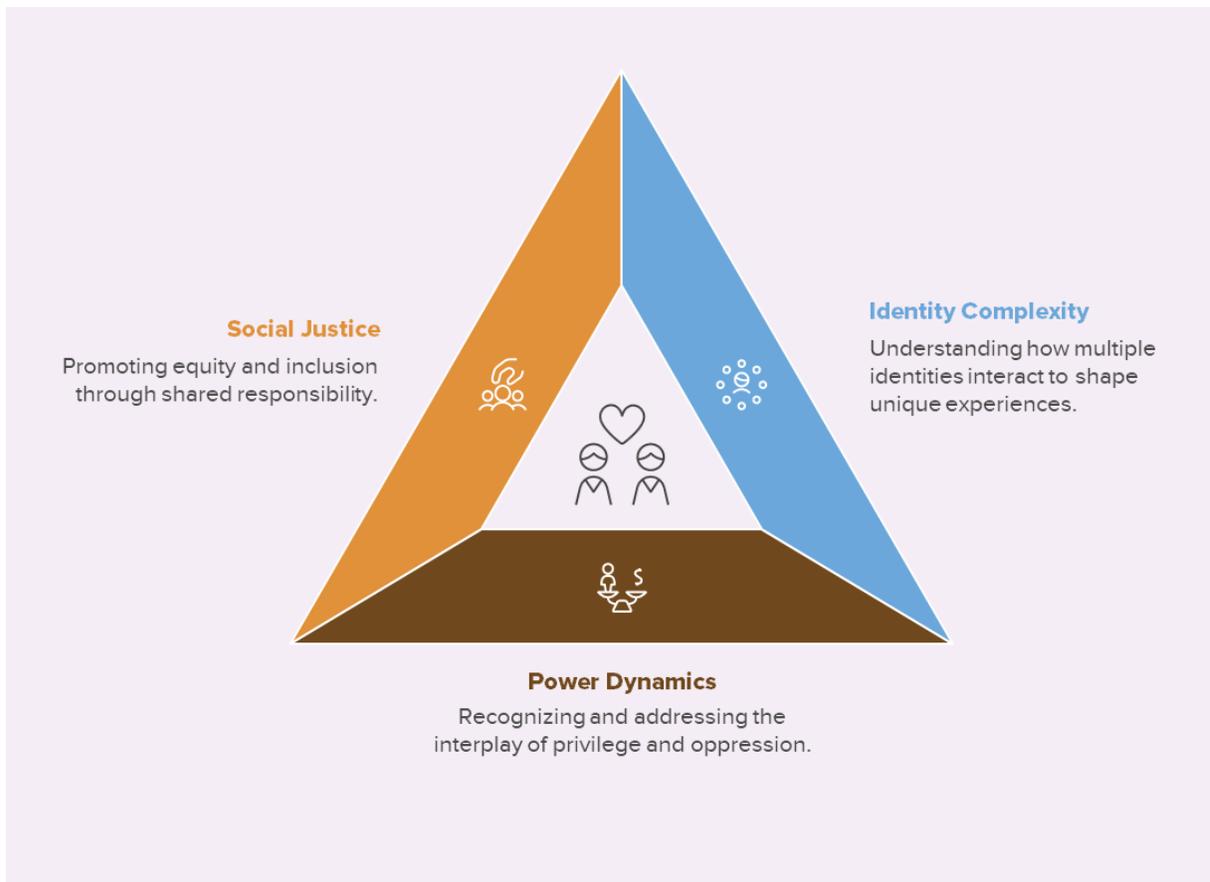


“ We were very attached to our customs, but thanks to this sensitization we understood that we have to banish the saying ‘the woman with a thousand arms’. My eldest child is a boy, and he used to behave like the king of the house in front of his sisters, as he hardly did any work at all. Today, we have managed to change his mentality by involving him in household chores. He has understood that what his sisters do, he can also do. In decision-making, in our association, women are no longer just secretaries or cashiers as they used to be. We have supported them and elevated them to decision-making bodies. This sensitization taught us the importance of mutual help in the household. We also realized over time that both women and children should study and have equal opportunities. At the community level, for those of us who participated in this sensitisation, I have noticed that dialogue is now at the centre of family life. There is a need to multiply the sensitisation sessions in the community on a continuous basis. ”

Nkauami Lubito, Democratic Republic of Congo

2.5.2. INTERSECTIONALITY

Intersectionality is a critical framework for understanding the complexities of identity and the interconnected systems of privilege and oppression that shape people's experiences. Originally developed to expand the feminist lens beyond the experiences of white, middle-class women, it highlights how overlapping identities—such as race, gender, class, sexual orientation, and ability—interact to create unique challenges and opportunities. As Kimberlé Crenshaw explains, it is "a lens through which you can see where power comes and collides, where it interlocks and intersects," exposing compounded disadvantages faced by those at the crossroads of multiple marginalized identities.





This framework reveals how power and privilege operate on multiple layers, often allowing those in dominant positions to remain unaware of their advantages. For example, a wealthy white woman may face gender discrimination but still benefit from racial and economic privilege, while a rural indigenous woman may experience sexism, racism, and economic exclusion. Ignoring these intersections risks perpetuating structural inequities.

Intersectionality is not just a tool for understanding oppression, it's a call to action. It urges those with privilege to share responsibility for social justice, acknowledging their role in systemic inequities and taking steps to dismantle them. For rural development organizations, applying an intersectional lens ensures interventions address diverse realities and structural barriers holistically. By valuing intersecting identities, we foster justice and inclusion as shared responsibilities, ensuring no one is left behind and laying the foundation for a more equitable society.

3. GUIDING METHODOLOGIES AND FRAMEWORKS

These examples from different continents and countries show how we use gender-focused approaches to make our work more effective, creating lasting and fair changes for people, businesses, organizations, and societies.

This vision aims to inspire and encourage greater efforts toward transformative approaches. In 2019, a **checklist** (Annex 1.) was created by the AgriCord Gender Working Group to guide project design, setting basic standards for including women’s empowerment and gender equality. While this [checklist](#) remains a valuable tool, additional indicators are needed to fully embrace a transformative approach. Example **indicators** gathered by the AgriCord Gender Working Group are found in Annex 2.

To support this effort, we have also summarized the **key tools and methods** applied by the AAs, also in the cases included in this document. You can find the full list of tools, manuals, learning documents, and strategy papers from the Agri-Agencies in the [Gender Resources and Tools database](#). This database includes all available resources, each with a brief description and its purpose.

Case	Agri-Agency	Manuals & Facilitation guides
Case 1 – Functional literacy for women members of farmers ‘organizations in Chad	AFDI	
Case 2 – Improving girl’s access and retention in agricultural training: the Fekama college experience in Madagascar	FERT	
Case 3 – Strengthening women organizations in Togo and Zambia	AHA	
Case 4 – Masculinity, synthesis of the MOBALI PONA MWASI project in RDC	Trias	Module 1 - Generalities on gender-based violence Module 2 - Positive masculinities
Case 5 – Integrated approach to sustainability in coffee production CAFESCOR in Honduras	Trias	Regional masculinity manual – Central America and Caribbean Toolbox Gender mainstreaming in Member-based organizations
Case 6 – Establishment of gender committees for the transversal integration of gender in agricultural cooperatives Global Café and ASOPEP in Colombia	ACODEA	

Case	Agri-Agency	Manuals & Facilitation guides
Case 7 – Women Take Control of Specialty Coffee Profits at Global Café	ACODEA	
Case 8 – Twinning approach to enhance women participation	FFD	FFD twinning approach, indicator and action planning, implementation putting women in focus.
Case 9 – Strengthening the analytical and advocacy skills of ANAF's in Benin	AFDI	
Case 10 – Land tenure for displaced women in Uganda	We Effect	Community dialogues Community sensitization
Case 11 – Women for entrepreneurship in Nepal	FFD	Gender analysis, indicator and action planning, implementation putting women in focus, AgriCord Building Resilience toolkit.
Case 12 – Integrated organizational development: the handicraft production cooperative Tejemujers in Ecuador	Trias	Inclusive socio-entrepreneurial management: facilitation of change processes - Toolbox
Case 13 – Gender approach in Value chains in Uganda	Trias	Workshops with involved stakeholders Gender analysis: sexual division of labour within the value chain, access, and control over resources by men and women, benefits and constraints for men and women. Action planning and implementation, including sensitization and capacity building changing social norms, practical interventions to increase access to finance, enhance technical skills, promote joint decision making
Case 14 – Empowering women entrepreneurs through SACCOs in Rwanda	AgriTerra	Financial support and business training, lower-interest loans and tailored financial products

GUIDING METHODOLOGIES AND FRAMEWORKS

Case	Agri-Agency	Manuals & Facilitation guides
Case 15 – Paid maternity leave for female farmers in North Macedonia	We Effect	Human Right Based Approach
Case 16 – Building resilience among dairy farmers in the Philippines	Trias	Disaster Risk Reduction Management - Module 3 Business Continuity planning
Case 17: Women for climate resilience in Nepal	FFD	Gender analysis, indicator and action planning, implementation putting women in focus, AgriCord Building Resilience toolkit.

Table 1. Methodologies and tools used by the Agri Agencies in the different cases presented in this document



4. CONCLUSION: AGRI-AGENCIES AS CHANGE AGENTS

The vision for gender and inclusion in agriculture outlines a transformative journey necessary for achieving equitable and sustainable agricultural practices. It highlights two essential dimensions: enhancing the conditions for women through targeted empowerment initiatives and challenging the structural barriers that perpetuate systemic inequality.

4.1. IMPROVING CONDITIONS FOR WOMEN

Integrated initiatives aimed at advancing women's conditions in agriculture play a crucial role in fostering gender equality. For instance, educational programs like the functional literacy initiative in Chad exemplify how targeted educational efforts can significantly elevate women's participation in leadership roles within agricultural organizations. By acquiring literacy and essential skills, women can better navigate economic opportunities and engage actively in community decisions.

Moreover, initiatives focused on economic empowerment, such as supporting women entrepreneurs in Rwanda, Uganda and Nepal, reflect the importance of creating pathways for women to gain financial independence and influence within agricultural value chains and economies. These targeted interventions serve to enhance women's roles and capabilities, paving the way for a more inclusive development landscape.

Furthermore, advocacy for policies like paid maternity leave for female farmers in North Macedonia illustrates the necessity of recognizing women's contributions to agriculture. Such policy enhancements directly address the livelihood and welfare of women, ensuring that their rights are upheld and acknowledged within broader agricultural systems.



4.2. TRANSFORMATIONAL APPROACH: CHALLENGING STRUCTURAL BARRIERS

A truly transformational gender and inclusion approach requires a deeper examination of the systemic inequities and structural barriers that obstruct progress. The establishment of gender committees in Colombian agricultural cooperatives or the integrated internal change in coffee association in Honduras, demonstrates how organizations can actively embed gender equity into their governance structures and the core business. This move transcends traditional practices, ensuring that gender issues are integral to the entire organizational framework rather than treated as peripheral or separate concerns.

Transformational change also necessitates addressing entrenched cultural and institutional norms. For example, the efforts to integrate gender considerations within climate adaptation strategies, as seen with the resilience-building initiatives among dairy farmers in the Philippines, highlight the interconnection between gender justice and climate action. By confronting the power dynamics that dictate resource distribution and decision-making, such approaches can yield more equitable and sustainable outcomes.

Collectively, these case studies advocate for a paradigm shift in agricultural development. By coupling improvements in women's conditions with a robust challenge to systemic inequities, AAs, together with the farmers' organization partners, can create comprehensive strategies that empower marginalized groups, advocate for gender equality, and drive sustainable agricultural practices, all contributing to a more just and inclusive social development landscape

The AAs that make up the AgriCord alliance share a common purpose: to advance greater social justice in the communities with which we work, combating inequality and poverty to achieve meaningful change in the lives of individuals and families.

With this mission, each AA contains within its structure a seed of transformation and assumes the duty to foster, both individually and collectively, processes that drive social change in favour of equality. Each AA is composed of individuals with deep values and a strong commitment to rural development. However, many of these values still continue to reflect teachings and beliefs inherited from the past, which permeate our current societies. Therefore, organizations that seek to transform society 'outward' have the unavoidable responsibility to also reflect and transform 'inward,' ensuring internal coherence with the principles of social justice they promote.

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ANNEX 1. CHECKLIST

Checklist – that can help Agri – Agencies to identify how the project will address Gender Equality

Short Gender Checklist for Project Design

Key gender considerations in project design

Participatory approach: Consult and involve women and men equitably in project planning, design, and implementation.

Gender analysis

- Have both men's and women's needs in the project sector been defined?
- Have cultural, social, religious, and other constraints on women's potential participation been identified?
- Have strategies been formulated to address the constraints?
- Have local women's organizations been consulted?
- Will women directly benefit from all project components?

Project design

- Apply the information and analysis from the social and gender analysis to all phases of the project cycle.
- Does the project design include components, strategies, design features, or targets to promote and facilitate women's active involvement in the project?
- Is there a budgetary allocation for these design features, strategies, and mechanisms?
- Consider setting aside a separate budget for facilitating the participation of women.
- Are the strategies and targets for women's participation included in the logical framework of the project?
- Consider using gender expertise during project implementation.
- Consider strengthening executing agency staff to plan and implement gender-inclusive projects.

Benefit monitoring and evaluation

- Are there indicators to measure progress in achieving benefits for men and women?
- Develop indicators to measure progress in achieving benefits for men and women?
- Ensure that sex-disaggregated data are collected to monitor gender impact.
- Consider involving women in monitoring and evaluation.

ANNEX 2. EXAMPLE GOALS AND INDICATORS

Below you find examples of inclusive goals and indicators, that can be used as an example for AA's when planning new programs and/or projects.

RESULTS	INDICATORS	MEANS OF VERIFICATION
<p>Programme Objective:</p> <p>Empowered, mobilised and organised women, men and young people have improved their situation (improved skills, better representation, better access to services or activities, etc.)</p>	<ul style="list-style-type: none"> • # of female (%adults % young) male (% adults % young) rights-holders directly benefiting from programmes interventions • % of female (% adults % young) who have seen their empowerment level rise in at least one dimension (using a women empowerment index) 	<ul style="list-style-type: none"> • Programme Records and Reports • Gender and power analysis • Questionnaires to participants at the beginning and end of project
	<ul style="list-style-type: none"> • % of project budget allocated for promotion of women's rights and livelihoods 	
<p>Outcome 1 Increased uptake and support for sustainable agricultural land management practices in agriculture, and/or forestry which consider women's specific needs and challenges</p>	<p># of adapted services to support women's specific needs</p>	<ul style="list-style-type: none"> ▪ Project reports
	<p>Number of ways developed to support sustainable land management practices in agriculture and/or forestry that consider the specific needs and challenges of women</p>	

ANNEX 2. EXAMPLE GOALS AND INDICATORS

RESULTS	INDICATORS	MEANS OF VERIFICATION
<p>Outcome 2: Increased equal and equitable access, particularly for women, to financial services in the agriculture/forestry and agribusiness sectors</p>	<p>Increased number of means implemented to increase women's access to financial services</p> <p>Increased numbers of means/support implemented to increase women participating in some type of saving and loan association or scheme.</p> <p># of women with new employment and/or entrepreneurship opportunities</p>	
<p>Outcome 3: Improved and more equitable and equal value chains (production, aggregation, processing and distribution) at local, national and global levels</p>	<p>Increase in the number of means implemented to increase the participation of women in value chains.</p> <p># local/national level policy documents/agendas/processes that due to project intervention include interest of women producers and entrepreneurs</p>	

ANNEX 2. EXAMPLE GOALS AND INDICATORS

RESULTS	INDICATORS	MEANS OF VERIFICATION
<p>Outcome 4: Improved inclusiveness of producer organization within member-based organisations, cooperatives, farmerbased organisations or family farms</p>	<p># of adapted services in function of needs of women and youth</p> <p># of policies modified to include specific conditions and position of women and youth</p> <p># of men as allies for gender equality (example trained in masculinity etc)</p> <p># women, youth representing the producer organization</p> <p># of actions assumed by the producer organization in defense of needs of women/youth and in favor of gender equality</p> <p># women/ marginalised groups (persons with disability, ethnic minorities) employed or in leadership position in FOs and enterprises</p>	
<p>Outcome 5: Establishment and improved implementation of laws and practices related to women's economic rights, particularly their right to land, inheritance and property.</p>	<p>Number of means for laws and practices that integrate the situation of women and aim to improve their economic rights.</p> <p>Number of women who have improved their economic rights</p>	

THE AGRI-AGENCIES OF AGRICORD ALLIANCE:

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 Agencia de Cooperación al
 Desarrollo de la Agricultura
Spain



AgriTerra
Netherlands



Afdi
 Agriculteurs Français et
 Développement International
France



AHA
 Andreas Hermes Akademie
Germany



AsiaDHRRRA
 Asian Partnership for the
 Development of Human Resources
 in Rural Areas
Asia (Manila, Philippines)



Asprodeb
 Association Sénégalaise pour la
 promotion du développement à la
 base
Senegal



CSA : Collectif Stratégies
 Alimentaires ; *Belgium*



Fert
France



FFD
 Food and Forest Development
 Finland; *Finland*



Cresol AA
Brazil



Trias
Belgium



UPADI
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