



Charlotte Wonani

The Gender Dimension of  
Rural Producer  
Organisation in Zambia

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Abstract: This report is one of four reports in the series of policy reports from the Business Experience Exchange Programme. It analyses the gender dimension of producer organisations in national policy development and the influence of national policy on the development of the rural institutions in Zambia.

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# Preface

The Business Experience Exchange Programme - BEEP – is a collaborative effort of African rural producers' organisations and research institutions to develop small scale commercial agriculture within the national and international economic framework.

The overall objective of BEEP is to enable the participating rural producers' organisations (RPOs) in Malawi, Tanzania, Uganda and Zambia to exchange business experiences between them, enhance their business performance and thereby contribute to increase income and reduce poverty at farmer level.

A key component of BEEP is to document success stories and failures of the RPOs through applied research and thereby enhance the exchange of information qualitatively and quantitatively. Another objective of BEEP is to strengthen the national research and training capacity in the fields related to commercial agriculture. This can result in improved supply of relevant candidates for the agricultural sector in general and agro-business in particular.

The regional research programme for the period 2003-2006 was designed in collaboration with national RPOs during the first workshops held in 2003. The 2003 research programme focus on gender and policy issues facing the RPOs.

The programme is financed by Norges Vel and NORAD. NIBR is the co-ordinating research institution. More information about BEEP, the involved institutions and research reports can be found and downloaded from the programme web site [www.beepafrica.com](http://www.beepafrica.com).

Arvid Strand

Research Director  
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## List of acronyms

<b>ABF</b>	<b>AGRIBUSINESS FORUM</b>
<b>ACF</b>	<b>AGRICULTURAL CONSULTATIVE FORUM</b>
<b>CDT</b>	<b>COTTON DEVELOPMENT TRUST</b>
<b>CGA</b>	<b>COFFEE GROWERS ASSOCIATION</b>
<b>CLUSA</b>	<b>COOPERATIVE LEAGUE OF THE UNITED STATES OF AMERICA</b>
<b>EDP</b>	<b>EXPORT DEVELOPMENT PROGRAMME</b>
<b>EU</b>	<b>EUROPEAN UNION</b>
<b>FARG</b>	<b>FOCAL AREA RESOURCE GROUP</b>
<b>IFAD</b>	<b>INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT</b>
<b>KEC</b>	<b>KAYUNI EAST CO-OPERATIVE SOCIETY</b>
<b>KFC</b>	<b>KABWE FARMERS COOPERATIVE</b>
<b>MACO</b>	<b>MINISTRY OF AGRICULTURE AND CO- OPERATIVES</b>
<b>MCS</b>	<b>MAKENI CO-OPERATIVE SOCIETY</b>
<b>MMC</b>	<b>MUKONCHI MULTI-PURPOSE CO-OPERATIVE</b>
<b>RPO's</b>	<b>RURAL PRODUCER ORGANISATIONS</b>
<b>SHEMP</b>	<b>SMALLHOLDER ENTERPRISE AND MARKETING PROGRAMME</b>
<b>TAZ</b>	<b>TOBBACCO ASSOCIATION OF ZAMBIA</b>
<b>TBZ</b>	<b>TOBBACO BOARD OF ZAMBIA</b>
<b>ZAHVAC</b>	<b>ZAMBIA ASSOCIATION FOR HIGH VALUE CROP</b>
<b>ZCMT</b>	<b>ZAMBIA CHINA MULUNGUSHI TEXTILES</b>
<b>ZNFU</b>	<b>ZAMBIA NATIONAL FARMERS UNION</b>

## Executive summary

This research project was commissioned to analyse the gender dimensions of Rural Producer Organisations in Zambia. This was done through an elaborate analysis of apex RPO's and the farmer organizations, which constitute the grassroots organizations.

The study was conducted from late January to mid February, 2004, covering three provinces. These provinces included, Lusaka, Central and Southern Provinces. Amongst the towns visited were, Lusaka (Lusaka Province), Kabwe (Central Province), Mazabuka and Monze (Southern Province). A total of twenty-two (22) RPO's were visited and interviewed. Interviewees included Chief Executives, employees of the RPO's, beneficiaries of RPO interventions, executive committee members as well as farmer group members.

Gender analyses of the RPO's reveals that all the institutions interviewed do not have a clear and written gender policy to govern the institution. This was attributed to the inability of the majority of the RPO's to conceptualise and operationalise a gender policy within the organization. None of the institutional objectives reflected the aim of addressing gender issues. However addressing gender issues is done on an ad-hoc basis and often based on the conditionality that is given by funding agencies. Apart from the conditionality adhered to; most of the RPO's have realized the benefits of men and women working together. The commitment that women have shown in agricultural projects as well as their excellent repayment record has acted as a motivation for the RPO's to commence addressing gender issues.

Strategies to address gender issues are wide ranging and are based on the RPO's appreciation and understanding of gender issues. Some of the strategies employed include equal opportunity employment, targeting specific activities at female farmers, minimum gender sensitization and collecting gender desegregated data. It is however very evident that these strategies fall short of achieving gender equality and equity.

The RPO's were reviewed to analyse gender issues regarding their organizations. Participation of men and women was analysed through a human resource inventory, which reflected the levels of participation of men and women. Review of the RPO's indicates that the level of ascertaining gender issues is not well articulated. The participation of women compared to men in the identification, planning and implementation of organizational activities is very minimal. Issues concerning participation in decision making, access to and control over resources and benefits are not adequately addressed.

The study further reveals that there is very little thrust on planning from a gender perspective due to limited capacities of the RPO's to do so. As a result of this, there are very limited and in some cases no resources allocated for gender specific activities. Lack of planning results in men and women having unequal access to the resources and benefits of the RPO's. This further results in RPO's not being able to identify the practical

and strategic gender needs of men and women. This has a lot of influence on the ability and capacity of men and women to engage in agricultural projects. Several factors that affect the participation of women were identified. These include women's triple roles which over burden women, lack of access to and control over productive resources, cultural and traditional orientation as well as the low literacy levels.

Some of the RPO's collect gender-desegregated data but do not analyse it and it is not used for planning purposes, neither is it used for monitoring and evaluation purposes. Any attempt at collecting gender-desegregated data should result in the effective and efficient use of the data.

The study further reveals that there is limited networking and co-ordination amongst the RPO's as it relates to gender issues. Institutional analyses indicate very weak linkages amongst the institutions. Due to the inadequacies of addressing gender concerns the assumption is that the RPO's would employ strategic alliances with gender based organisations to assist in conceptualization and operationalisation of gender issues. Those institutions with comparative advantage in gender issues are better placed to conduct gender sensitization and analysis. Experience has shown that areas where Women For Change has conducted gender sensitization and analyses training, the impact has been positive in as far as communities appreciating the participation of women, in planning, implementation and decision- making processes.

The study concludes that there is very limited capacity amongst the RPO's to address gender issues. With regards design and preparation of interventions, most activities are assumed to target both men and women but the case is that it is mostly men who are active and women are not an integral part of the decision making process. These RPO's have very little socio-economic data on the population groups that they work with resulting in being unable to meet the needs of the different categories of people. There is very little consultation done with communities on the programmes that are intended to benefit them. Where consultation takes place very few women participate in the processes.

Institutional objectives and activities rarely seek the opinion of men and women in their definition. In addition women and men's roles are not reflected in the projects objectives resulting in their inabilities to address their concerns.

The RPO's that have recognised the importance of addressing gender issues through ad-hoc means have targeted specific activities towards women. These include literacy programs, processing of cassava and access to credit facilities. However it is not always very clear how other activities and services will benefit women.

The amount of resources that are used in these institutions often overlook allocations for gender specific activities. Where there are resources targeted at women's activities, they tend to be very limited.

Several obstacles have been identified that affect the effective participation of women. However, these social, legal, and cultural obstacles are not critically analysed, neither are there any mitigation measures put in place to address them.

With regards implementation of programmes most project personnel are not familiar with gender issues although they did express willingness to seek both men and women's participation in implementation. Interviews with farmer group members revealed that due to cultural barriers male officers sometimes have problems in delivering services to women but they feel that with more gender sensitization at community level, this barrier would be overcome. They did however state that female headed household created an



environment for easier delivery of services. There are very few female technical staff in the RPO's partly due to the limited number in the field of specialization and also due lack of a deliberate policy to attract female technical staff. The availability of female technical staff may help deal with the female farmers who due to cultural factors are inhibited from having close contact with male technical staff.

The limited access and control to productive and program resources limits women's access to and control over resources and benefits. In some cases efforts have been made to enable women access irrigation technology in order to improve their productivity.

With regards the institutional framework, most of the executing agencies do not demonstrate gender sensitivity in their programs per se. They do indicate the importance of working with women but rarely go beyond that. These executing agencies do not often obtain resources from their own and other institutions to enhance women's participation in program and project activities.

Monitoring and evaluation from a gender perspective is not done systematically due to non collection of gender desegregated data and due to lack of analysis of these data where it exists. None of the interviewed RPO's has an information system to detect and evaluate the effects of the projects on women and men separately.

It is evident therefore that capacity building in mainstreaming gender is required within both the executing and implementing agencies. There is need for gender sensitization of communities, technical and project staff and management of the RPO's. This will result in ensuring gender equality and equity in programmes supported by RPO's.

# 1 Introduction

Agriculture in Zambia has the potential to enhance economic growth and reduce poverty. Any improved performance in the sector translates into overall improvement of the country's GDP, creation of jobs and expansion of the tax base and overall improvement of the standard of living of the people. However currently agricultural production in Zambia is very low because most farmers lack access to markets and support services and incur high production costs. Attracting investment, expanding markets, making agriculture more competitive and providing adequate support services provide a means of improving the livelihoods of both urban and rural dwellers.

The current agricultural policy is anchored in the context of liberalization. Governments pricing and marketing policies in agriculture during the pre-reforms era failed to provide the expected incentives for increased output by farmers and did not provide an enabling environment for private sector led agricultural sector development. The over-reliance of maize production resulted in limited infrastructure and service support to other rewarding activities in the agriculture sector.

The Agricultural Sector Investment Program was launched in 1996. In order to operationalise its objectives ten strategies were adopted which included: liberalization of agricultural markets, diversification of crop production, development of the livestock sector: emphasizing services to small holders: expanding economic opportunities for outlying areas: improving the economic status of women: improving the use of available water resources: full utilization of land suitable for agriculture, helping farmers deal with natural disasters and emphasising sustainable agriculture.

Issues of gender play a very crucial role in analysis of the agriculture sector. Statistics indicate that more than 70 percent of women perform agricultural work and women are charged the responsibility of household food security. In addition women engage in agriculture as means of livelihood and therefore their inclusion or exclusion has implications for their contribution to the overall economic development of the country. Participation of women in the agriculture sector is dependent on a lot of factors among them power relations, positioning in the household, participation in agricultural projects, access to credit, inputs and any other support services. It is quite evident that due to their socio-economic positioning, women have very limited access to productive resources in the agricultural sector. They do not easily access land, labour, credit, extension services and other support services. Due to their immobility women are unable to easily access markets for their produce. Their output is inhibited by their lack of ownership of land on which they only have user rights. In cases where they do have ownership rights they are limited by their inability to command family labour let alone afford hired labour.

The role of Rural Producer Organisations is pivotal in agriculture development today. These RPO's are primarily formed for production and marketing, for obtaining credit or organizing extension programs and in some case for supporting out grower schemes in agriculture. Apart from this they also act as a mouthpiece for the farmers who are

sometimes unorganized and whose concerns are often not considered in mainstream planning and development of the agriculture sector. RPO's have been active in lobbying for policy development and review. In Zambia, the Zambia National Farmers Union has been very instrumental in lobbying government on issues concerning increased food imports at subsidized rates as well as high prices of imported inputs. They have also raised concern about imported food aid, which distorts the pricing mechanisms in the country.

The ZNFU is also requesting for improvement in rural roads and other infrastructure and for government to establish investment funds for financing strategic investment in agriculture.

## 1.1 Background

The National Gender Policy recognizes the role that women play in the agricultural sector. The Policy further recognizes the fact that women constitute the majority of the poor who are dependent on agriculture for their subsistence. The Poverty Reduction Strategy Paper equally recognizes the important role that gender issues play in developing a sustainable strategy for poverty reduction. Poverty has differential impacts on men and women. This is due to the fact that women have limited access to and control over productive resources, thus making them more vulnerable to poverty.

According to the CSO 1998 Living Conditions Survey, 83 percent of the people in rural areas were poor in comparison to 56 percent in the urban areas. In addition the incidence of poverty amongst female-headed households (FHH) was higher than that of male-headed households (MHH). 77 percent of all persons in FHHs were poor compared to 72 percent in MHHs.

With regards food poverty, 61 percent of FHHs faced food shortages compared to 52 percent of MHH's. In-fact, FHHs have longer spells of food shortages.

To mitigate the gender imbalances, the government has set up an institutional structure to facilitate the mainstreaming of gender in national planning and programming. The Gender in Development Division at Cabinet Office and Gender Focal Points in all the line ministries, specialized agencies and provincial administration. The National gender Policy has been adopted and addresses issues such as poverty and co-ordination among various implementing stakeholders, harmonization and streamlining of gender and development activities.

The National Gender Policy stipulates agriculture policy measures which include among others:

- Facilitating the strengthening of the provision of agricultural services (credit, extension, research etc) to small holder farmers particularly women.
- Encouraging the training of more female extension workers resident in the local areas.
- Facilitating and promoting appropriate training incorporating gender studies for extension workers so that they can work more effectively with female farmers.
- Facilitating the formation of women farmer groups so that they can benefit from agricultural programmes

- Facilitating the collaboration and strengthening the coordination of Non-Governmental Organisations, the private sector, CBO's, the church and other civil organizations working with women in agriculture
- Providing for the allocation of more human and financial resources to research on production extension services, storage facilities and processing of traditional food crops grown by women.

## 1.2 The present study

### 1.2.1 Objectives and scope of the study

The main objective was to conduct a gender analysis of the RPO's as well as a gender analysis of economic and agricultural policies in Zambia.

Specifically the study objectives were the following:

- i) Review and assessment of the RPO's and evaluation of the role of gender in the organizations. This involved the evaluation of the role of men and women in these organizations in order to ascertain and identify the factors that inhibit and or enhance women's and men's participation in decision making and how to improve their participation
- ii) To conduct a gender needs assessment of the RPO's in terms of mainstreaming gender in their organizations.
- iii) To review and assess the lower level local organizations and evaluation of gender issues within these organizations at farmer group level
- iv) To evaluate economic and agriculture policies from a gender perspective in order to link national level policy and organizational policies of the RPO's.

## 1.3 Approach and methodology

### 1.3.1 Major elements of the study

The study will have three major components that require investigation and both field and desk research will be undertaken in order to address the issues. The following constitutes the three major elements of the study:

COMPONENT OF STUDY	ACTIVITIES TO BE UNDERTAKEN
Review and assessment of RPO's and evaluation of gender issues	<ol style="list-style-type: none"> <li>1. Inventory of RPO's</li> <li>2. Assessment of RPO's gender policies and strategies for addressing gender issues</li> <li>3. Assessment of RPO activities in relation to participation of women and men</li> <li>4. Assessing institutional a capacity for addressing gender issues</li> <li>5. Assessing institutional capacity building needs for addressing gender issues</li> </ol>
Review and assessment of lower level organizations	<ol style="list-style-type: none"> <li>1. Inventory of lower level farmer organizations</li> <li>2. Assessment of their gender policies approaches and strategies</li> <li>3. Assessment of the lower level organisations' activities in relation to women and men's participation</li> <li>4. Assessing institutional capacity to address gender issues</li> <li>5. To identify capacity building needs for addressing gender needs</li> </ol>
Review national economic and agricultural policies from a gender perspective.	<ol style="list-style-type: none"> <li>1. Review of national economic and agricultural policies</li> <li>2. Gender analysis of these national level policies</li> <li>3. Linkage of national policies to RPO policies.</li> </ol>

## 1.4 Scope

The study was conducted in three provinces, which included Central, Southern and Lusaka Province.

## 1.5 Study methodology

In order to carry out the above mentioned task the study used the following methodology for the different components

STUDY COMPONENT	METHOD
Review and assessment of RPO's	<ul style="list-style-type: none"> <li>• Review of project and organizational documents</li> <li>• In-depth interview with staff</li> <li>• Key informant interview with relevant stakeholders</li> </ul>
Review and assessment of lower level farmer organizations	<ul style="list-style-type: none"> <li>• Review of organizational documents</li> <li>• In-depth interviews with executive committee members or management officers</li> <li>• Key informant interviews with major stakeholders</li> <li>• Focused group discussions with farmers and other community members</li> </ul>
Review of national level economic and agricultural policies	<ul style="list-style-type: none"> <li>• Extensive review of national level policies and documents</li> <li>• In-depth interviews with major stakeholders</li> </ul>

## 2 Major findings

1. Almost all the institutions do not have a clear and written gender policy. Addressing of gender issues is done on an ad-hoc basis and most of the institutions are using the National Gender Policy as a guideline for addressing gender issues. In this regard they subscribe to the 30% female representation prescribed by government.
2. The major motivation for addressing gender issues originates from the conditions that are given by donors to fund institutional activities.
3. Almost all institutional objectives do not stipulate the gender dimension although it is implied in some of the activities that are undertaken. The philosophy of these institutions is based on the trickle down effect. The assumption here is that any investment in agricultural development does benefit both men and women.
4. A number of strategies have been employed to address gender issues in most RPO's. The Coffee Growers Association of Zambia applies the principle of an equal opportunity employer. The association employs 50% males and 50% females as casual workers. This was a decision made by management arising from the social inequalities that arose between their male workers and their spouses. At management level the assistant manager is female. CLUSA engages in activities that are targeted specifically at women e.g. the cassava utilization and processing and the treadle pump irrigation targeting female-headed households.
5. Gender sensitization and analysis training does not constitute part of the training program of the majority of RPO's. Only a few of the RPO's management and their clientele have gone through gender training. Notable amongst these are SHEMA management, ZNFU at district level, CLUSA.
6. Some of the RPO's have gender-desegregated data although it is not thoroughly analyzed and used for planning and implementation purposes.
7. Gender specific indicators have not been developed in all the RPO's as a result monitoring and evaluation of activities for a gender perspective is not done.
8. Some of the RPO's interviewed have incorporated specific programs and activities targeted at female farmers. For example ZNFU at district level, have deliberate programs targeting women e.g. village chicken rearing, growing groundnuts, sweet potatoes and Soya beans. There are clubs specifically for women such as cookery clubs, knitting and food processing. CLUSA also has programs targeting female farmers such as treadle pump irrigation scheme and cassava production and processing. SHEMA has specific activities that target female farmers such as the female focused market linkages facility.
9. The majority of RPO's focus their training activities on the technical elements of their programs e.g. production, business development, extension and to some extent organizational management. Gender training rarely constitutes part of their training program. However organizations such as CLUSA, SHEMA, and ZNFU district level have endeavored to undertake gender training for their clientele using gender based NGO's such as Women for Change.

10. All the RPO's interviewed do not have budget lines for gender specific activities. Funding for gender specific activities is done through mainstream budget allocations.
11. The majority of RPO's have not adopted the concept of equal opportunity employers. There is often no deliberate policy to encourage females to apply for positions in the organization. The Coffee Growers Association is however an equal opportunity employer as demonstrated in their work force.
12. Apart from one RPO (CLUSA) the rest of the organizations do not have gender focal points.
13. The level of participation in organizational policy making by men and women varies greatly. In all there are very few women participating in policy development and in the decision making process as a whole. For example the ZNFU board has no female representation, the Coffee Board of Zambia has one female on the board, Tobacco Board of Zambia has no female on the board, ZNFU Kabwe has two females and eight males, Kabwe Farmers Co-operative has one woman and six males on the board, Cotton Development Trust has no woman on the board, Kayuni East co-operative has three women out of eight.
14. The level of participation of women compared to men in planning programming and implementation is very low due to their limited participation in decision-making processes.
15. None of the RPO's interviewed has mainstreamed gender in their organizations. This has been attributed to the low levels of appreciation of gender issues and where the importance of gender issues has been recognized organizations are faced with a challenge of how to mainstream gender.
16. All the RPO's interviewed recognize the very critical role that women play in the agriculture sector. In addition all the organizations expressed willingness to address gender issues and to mainstream gender in their operations. It is evident that technical assistance is required to assist these organizations to embark on gender mainstreaming programs.



## 3 Gender issues

### 3.1 Institutional objectives

Critical analyses of the institutional objectives indicate that all institutional objectives do not clearly spell out the intention to address gender issues in their programmes, activities and projects. This has implications for addressing gender issues to the extent that gender issues are only just implied and are applied on an ad-hoc basis. The study reveals that most of the institutions have not developed the institutional expertise and experience in dealing with gender issues. Conceptualisation, design and management of gender related programmes and activities is very limited and in most cases still in its' infancy. SHEMP is a great exception to this in that they have sought external assistance to mainstream gender in the programme whilst at the same time having a programme that focuses specifically on women. A resource book on gender mainstreaming has been developed for their use. However application of the resource book for mainstreaming gender needs to be operationalised in order to ensure that the expected outputs of this source book are realized and that the goal of equality and equity is achieved

### 3.2 Existence of gender policies

None of the institutions interviewed have a clear and written gender policy. The lack of this basically means that these institutions do not reflect intentions to address gender issues; neither do they outline the broad guidelines for achieving equality and equity between men and women. Lack of a gender policy results in having no direction in addressing gender issues and there are no targets set to allow for evaluation of achievement of gender equality in the institutional output. Having a gender policy makes these institutions accountable and change of management does not affect the institutional orientation towards gender since it is binding to a great extent.

### 3.3 Strategies to address gender issues

The majority of institutions have developed strategies for addressing gender issues although in some cases these are not documented and are applied on an ad-hoc basis. Development of these strategies is motivated in some cases by donor agencies that make it mandatory to incorporate gender issues in institutional activities and programmes. In other instances managements' sensitivity to gender issues compels them to design strategies to address gender issues. The ZNFU is supporting information centers where women are encouraged to use the facilities offered. The Support to Farmer Association project (SFAP) under ZNFU is focusing on technologies that are gender friendly. CLUSA has specific programs for women in Cassava Utilisation and Processing as well as the

Total Land Care Programme, which targets female-headed households. In this programme women are able to access treadle pumps for irrigation. In addition CLUSA has 60% female farmers and 40% male farmers in its ambit. SHEMA has the “Female Focused Support” a window for response to women’s demands. The Coffee Growers Association employs 50% female and 50% males casual workers in order to adhere to its principal of “Equal Opportunity Employer”

### 3.4 Gender mainstreaming

Gender mainstreaming is still a concept that most institutions are grappling with in terms of conceptualization. Apart from SHEMA, there is no other institution that has made attempts to mainstream gender through out their programmes. This therefore has implication for delivery. This scenario is as a result of many years of non consideration of gender issues at both organizational and community level. It is however gratifying to know that most of the institutions interviewed have acknowledged the importance of addressing gender issues. This is as a result of sensitization that some have been exposed to and also due to the exceptional performance of women in agricultural related projects. The challenge that these institutions have is to mainstream gender and it is evident that there is no capacity in these organisations to embark on this laborious task.

### 3.5 Gender training

Most of the institutions reviewed have not conducted gender training either at management or clientele level due to limited appreciation of gender issues at institutional level. While these institutions have planned training programmes most of them concentrate on the technical aspects such as production and extension services. Gender training does not constitute an integral part of their annual training programs. DUNAVANT claims they are a profit making organization so issues such gender training is of little interest to them. Where gender training has been done it has been through outsourcing gender trainers due to non-existence of gender trainers within the organisations. Some of the organisations such as CLUSA and SHEMA have conducted training for management ZNFU Kabwe district contracted Women for Change (WFC) to conduct gender training for their members. Officers interviewed revealed that in areas where gender training has been conducted there has been a good response from the community to incorporate women and men as partners in agricultural development. These institutions do however maintain that there is need for gender training for both management and clientele levels in order to increase substantially the number of staff and farmers essential to effective planning and development of gender sensitive programs and activities.

### 3.6 Gender related activities

In the absence of gender mainstreaming, some of the RPO’s have embarked on activities that are aimed at assisting female farmers. The Munkonchi Multipurpose Co-operative has 50 women’s clubs attached to them and the co-operative has linked some of the clubs that have no collateral to financing institutions. One such club is the Bulungu Women’s Club which was able to access fertilizer loans and the MMC guaranteed the loan. SHEMA

has linked women to markets. Through SHEMP and AFRICARE, MMC has targeted women in rabbit and free range chicken rearing.

CLUSA is currently managing a Functional Literacy Program targeting women. This came out of the realization that female participation was constrained by poor literacy levels particularly as it related to accessing extension materials and participating in the management of executive committees.

### 3.7 Gender desegregated data

The concept of gender-desegregated data arise from the need to monitor the participation and contribution of men and women. It also aims at determining their level of access and control over resources and benefits. RPO's are increasingly desegregating data by gender however the utility of this desegregated data is the challenge that they face. Ideally this data is supposed to be used for planning purposes and to help with interventions. Currently most of the data that is desegregated is not put to good use. The type of data that is desegregated borders on membership and this is very scanty and not regularly updated. Data on area cultivated, types of crops grown, yields, profits, investments etc are not collected in the majority of cases. Where such data is collected it is not gender desegregated. The need for gender desegregated data is very crucial in as far as planning and making interventions is concerned. As long as data is not gender desegregated it becomes very difficult to make a case for addressing gender issues.

### 3.8 Women's participation in RPO's

The ideal situation in RPO's is to ensure that women participate actively in the apex organisations and in the farmer groups and the entire project cycle and at management level. This would entail an opportunity for the women to derive the benefits of engagement and to contribute to the development of these organisations. It was apparent in some farmer groups for example in Southern province ( Monze and Mazabuka) that women are socialized in such a way that they are reticent about expressing their needs for fear of offending seniors and males when asked to state their interests and issues.

With regards implementation it was clear that women are constrained by cultural and social patterns of male domination in decision-making. In most of the farmer groups visited it was the men who made most of the decisions about what activities were to be undertaken. Whilst women were represented in the executive committees, they played more or less passive roles in as far as making crucial decisions. In some cases women are incorporated in these executive committees in order to meet the criteria set by sponsoring agencies.

There are several factors that affect the participation of women and these include:

- Women's Triple Roles
- Lack of access to and control over productive resources
- Work overload
- Cultural and traditional orientation
- Low literacy levels

Due to the recognition of the constraints that women face, some RPO's such as SHEMP, ZNFU Kabwe and CLUSA have created an avenue for female participation through

women's clubs. Women's groups provide an opportunity for women to mobilize themselves and to decide the operations of their organizations. Women conceive women's clubs, women, planning, dominate the executive committees, resource mobilization is all done by women and the benefits accrue to women.

### 3.9 Access to and control over resources and benefits

Inquiries in the RPO's visited indicated that men and women have different positions within institutions and at community level. This social strata classification is as a result of socialization and stereotypes that govern the lives of men and women. This results in the differential access to resources and benefits by men and women. At farmer group level the common phenomenon is that the majority of married women only have user rights over land and this has implications for them to participate actively in agriculture projects supported by RPO's. Single women and female-headed households are further marginalized due to societal stereotypes and stigmas associated with single women. While some female-headed households have access and control over land they lack other resources such as capital, access to credit and access to both paid and family labour. This scenario has implications for women's productivity and consequent utilization of RPO resources whenever they are made available. As a result of low participation of women, the benefits accrued from engaging in RPO activities elude a lot of women compared to their male counterparts.

Due to social, cultural and political factors, women's access to and control over resources needed for their livelihood is often considerably less than that of men. Men generally have greater entitlement to productive resources such as land, labour, capital, education, and technology. These resources enable men engage in activities that bring them incomes.

Interviews with farmer groups revealed that in intra-household decision-making, female members are not free to make voluntary choices in the use of income or use of other resources. Often women have less decision-making powers and authority over household economic resources than men, thus limiting their access to and control over resources and benefits.

### 3.10 Gender specific needs and interests

Due to the differential positioning within institutions and the household women tend to play different roles from men and they have different interests. At community level due to their reproductive roles women tend to be over-burdened and this affects their participation in agricultural related projects. As men often have fewer and less clearly defined reproductive roles, their priorities relate to increasing their benefits in productive work such as agriculture and income generation. However it was apparent that where women have participated they have excelled and have overcome the burdens that consume their time.

The study distinguished the practical and strategic gender needs of men and women, which have a bearing on their ability to participate. The practical gender needs refer to the needs women have in their socially accepted roles in society. The strategic gender needs relate to women's subordination to men in areas such as decision-making at institutional, community and household level and in the gender division of labour or women's subordination to men depending on their sociopolitical context.

The study reveals that RPO activities have not always been planned and implemented based on identified gender specific interests of both men and women. If any structural improvement of the position of women should occur women's practical and strategic needs ought to be met.

### 3.11 Gender specific analyses

Due to lack of skills within the RPO's, there exists very little capacity to analyse gender issues. Conceptualization of gender issues and analyses of the differing situations of men and women poses as a challenge amongst the RPO's. The impact of projects and any other interventions is not analysed from a gender perspective. Lack of gender analyses results in wrong and untargeted interventions. The benefits of such interventions are not shared equally or equitably shared amongst men and women due to lack of understanding of the needs of men and women.

## 4 Assessment of capacities of RPO's to address gender issues

### 4.1 Institutional gender orientation

Most of the RPO's interviewed do not have a strong inclination to gender issues due to lack of appreciation of gender issues. This is also coupled with the challenge of actually incorporating gender issues in the organizational structure and in programming and projects. Conceptualisation of gender issues has met with some resistance and a lack of understanding of the importance of addressing issues concerned.

### 4.2 Lack of gender planning

The majority of institutions demonstrate inadequate strategic planning for addressing gender issues. This is reflected by the limited documentation, which may reflect the situational analysis; assessment of gender needs (both practical and strategic) assessment of lack of gender sensitive objectives and an exploration of alternative means or options for supporting women. Farmer groups lack action plans which describe how and where gender related activities take place, financial and human resources required as well as a priority list of gender related activities.

### 4.3 Lack of resources

The majority of the RPO's have limited financial, human and material resources at their disposal to implement gender related activities. Budgets do not reflect gender related activities. CLUSA is the only organization that has a gender focal point and the rest of the RPO's interviewed have no gender focal points tasked to operationalise gender issues. There are no material resources to support advancement of gender at different levels in the RPO's and this poses a challenge for achieving gender equality and equity. This inadequacy of resources to a great extent is as a result of limited appreciation of gender issues. Where gender issues are a consideration, they are not a priority for these institutions. It is however evident that these institutions have a choice in terms of allocation of resources for gender related activities. Increased sensitization on gender issues at management and farmer group level and investment thereof will result in a deliberate ploy to provide financial, human and material resources. A cost benefit analysis of engaging both men and women in agricultural activities will help RPO's appreciate the need to invest in gender mainstreaming.

#### 4.4 Inadequate monitoring and evaluation methods

Due to lack of or limited gender desegregated data and gender indicators in all the RPO's there are no developed Monitoring and Evaluation systems in place. These RPO's are therefore not able to effectively monitor gender related activities. The impact of the isolated activities that are being pursued by some RPO's such as SHEMA, CLUSA, ZNFU, CDT and the others cannot be effectively assessed due to non-availability of M&E tools and systems. These institutions lack the skill, techniques and capacities to carry out gender participatory evaluations and impact assessments. The need to build capacity in this area cannot be overemphasized.

#### 4.5 Limited networking and co-ordination

A common phenomenon among the Pros and farmer groups is the limited and lack of strategic networking and co-ordination with other organizations. Institutional analysis indicates weak linkages with other institutions. Strong institutional linkages provide an opportunity for addressing gender issues. The use of gender based organizations like GIDD, WFC, will assist RPO's in gender mainstreaming and in gender sensitization and analysis training. Institutions such as SHEMA can be used as models for gender mainstreaming for the other institutions on a networking basis. Most institutions are not aware of the activities and approaches of other institutions and yet this is vital in helping build capacities in dealing with gender issues or in incorporating gender issues in their operations.

#### 4.6 Lack of practical skills to design and manage gender responsive projects/ activities

The RPO's that have an inclination for gender issues generally lack the skills to design and manage gender responsive projects and activities. There is inadequate capacity within the RPO's to address this. What is required is to train technical staff and management to address gender issues and to mainstream gender within programs. This will result in the project and programming cycle to have gender mainstreamed and to ensure that benefits accrue to both men and women within the organisations and amongst clients.

#### 4.7 Inadequate capacity in gender analysis

The study reveals that there is very limited and lack of capacity to conduct gender analyses. Most RPO's are not gender sensitive and continue to operate within a patriarchal system. Assessment of needs is not done on a gender basis and therefore results in not addressing specific practical and strategic gender needs. Small Scale Farmers are regarded as one entity without considering the gender dimensions of these farmers and agricultural merchants. Gender analysis is not done through project cycles resulting in limited and unequal participation of women. In most instances women are not actively involved in planning, implementation and policymaking. The only exception in as far as high female participation is recorded is in ZAHVAC.

## 5 Organisational profiles and responses to addressing gender issues

### 5.1 Introduction

This section aims at reviewing and assessing the cross-cutting gender issues in the Rural Producer Organizations in the three provinces that the study team visited. The team visited RPOs in Lusaka, Central and Southern Provinces.

The specific gender issues that arose in each of the RPOs that were interviewed will be discussed and analysed in this section.

### 5.2 Zambia coffee growers association of Zambia (ZCGA)

The association was formed in 1987 with a membership of 12 and to date boasts of 68 large scale coffee growers and 550 small scale coffee growers.

The main functions of the association include:

- Marketing and exporting Zambian coffee
- Quality assessment
- Provision of extension services
- Provision of warehousing facilities
- Provision of inputs
- Processing of coffee

ZCGA is financed through exports levies and through levies realized from the processing plant. The EU through the Export Development Program assisted the association with financing to the tune of USD 1.3 million for promotion of coffee, consultancy services, and extension services as well as for inputs.

Currently the CGA has no clear and written gender policy but operates on the principle of an equal opportunity employer. The main objectives of the association do not reflect any gender orientation. The association does however employ strategies to address gender issues at the organizational level although not necessarily with their clientele. A deliberate effort to employ an equal number of men and women as casual workers was mooted by management. This was as a result of the social problems that they were exposed to due to demands being made by the spouses of the male workers. In order to mitigate these problems, management decided to employ more females and in some instances spouses of the male employees. Currently casual labour constitutes 50% males



and 50% females. ZCGA has not initiated any gender training for its staff or for their clientele. There is no gender focal point in the institution to address gender issues and as result of this there are no gender specific activities, which would warrant specific budget lines. With regard policymaking, the level of female participation compared to men is very low. The board constitutes of 12 members with only one female. In addition the board does not address gender issues in depth and particularly as it relates to it's clientele. Of the three core managers, one is female and she is the Assistance General Manager. She is actively involved in the decision making process at management level.

The following is the composition of ZCGA (INSERT ORGANISATION CHART)

ZCGA does recognize the important role that women play in coffee production particularly at farm level as coffee tenders. The association intends to address the issue of including more female coffee growers but this is only at conception level and is yet to be considered seriously. The implications are that the coffee industry, which is a fast growing industry, is developing without the active participation of women as growers and merchants. The small-scale sector of the coffee industry has not performed very well and yet this is the sector, which provides opportunities for female farmers. Coffee requires investments in irrigation for meaningful production as well as financing for inputs. Unless this comes through it will remain a pipedream for potential female coffee growers.

### 5.3 Smallholder enterprise and marketing programme (SHEMP)

SHEMP is an agricultural business –oriented programme, whose core aim is to foster linkages between suppliers and buyers of the business community and smallholder farmers, leading to increased incomes.

SHEMP is a 7-year programme, which commenced its activities in 2000 and is running until 2007. The total investment outlay over the 7-year period is USD 18.4 million.

The specific objectives of SHEMP include:

- To facilitate formation and strengthening of farmer enterprise groups and develop capacity of local institutions to form such groups
- To improve physical access to input and output markets in concert with market linkage initiatives
- To promote diversification in production and marketing of smallholder outputs
- To improve capacity for legal/policy dialogue and formulation and for building consensus on market linkage principles
- To facilitate cost –effective, competitive and efficient networking of agribusiness/trading enterprises serving smallholder farmers

Gender issues permeate all programme activities of SHEMP. This arises from the organizational realization that integration of gender into the programme is vital for sustainable development of the agricultural sector in Zambia.

The Programme Coordinator is active in promoting gender mainstreaming. SHEMP has been recognized a leader in it's promotion of gender mainstreaming and has been successful in integrating women into the planning and decision making for the focal areas as well as in the day to day operations of the programme. SHEMP is pursuing a two –

track approach to gender, so that while maintaining a strong focus on mainstreaming, it continues the female focused market linkage facility. This will give a profile to women's initiatives.

SHEMP strives to ensure that benefits of the programme filter to both men and women. Contracted service providers implement SHEMP interventions and these are mandated to address gender issues in their delivery. Organisations such as CLUSA and AFRICARE have been mandated to ensure that there is 30% female participation in all the farmer groups that they are mobilizing. The Focal Area Resource Groups (FARG) have also been mandated to ensure 30% female representation in decision-making positions at group level.

SHEMP has a facility targeted specifically at women through the "Female-Focused Market Linkages Facility". This is a window for response to women's demands for support. SHEMP has facilitated training in mushroom and honey production. Technical assistance is also provided in different aspects and this includes assisting women looking for markets for their products

A mission to facilitate better integration of gender dimensions and initiatives into IFAD's present and future market linkage operations was commissioned which resulted in two main outputs i.e. a set of guidelines or source book and a report of findings and conclusions. The sources book is a practical and easily accessible assembly of documents that assists those responsible for designing and managing projects and programmes to be more gender responsive and to be able to better integrate gender initiatives in market linkage operations, be they in the IFAD/HQ managed identification/preparation/appraisal stage or in the detailed design/redesign of components during implementation.

Service providers have been asked to desegregate data by gender. A baseline survey in which gender desegregated data was collected was done in order to allow for impact assessments. The Gender Training Office in Rome assisted mainstreaming gender in SHEMP.

## 5.4 Tobacco board of zambia

The Tobacco Board of Zambia was established through an act of parliament.

The main functions of the board include:

- Implementing the tobacco act
- Promoting tobacco production
- Monitoring and controlling tobacco production
- Provision of extension services

TBZ has several sources of funding which include the following:

- Government grant
- Rentals from it's housing assets
- Rentals from TAZ for the sales floor
- Levies (0.075%) of gross value from TAZ during peak periods and K 1 million during off peak periods
- Tobacco levy of 1% from tobacco merchants

### 5.4.1 Gender issues

TBZ has no gender policy in place although by default one third of all members of the associations constitute female-headed households. TBZ has not considered gender issues. In effect there are no strategies put in place to address gender issues. However there is recognition of the need to address these issues.

“There is need to sensitise communities and Board Members on the need to recruit more females and should have a deliberate policy to target female headed households. The women that involved in tobacco production have performed exceptionally well and to some extent have performed better than their male counterparts. This is more so when it comes to paying back loans. Women pay promptly and in full. We do not have problems recovering debt from our female folk. This is a motivation for the Board to consider seriously working with women”.

(Mr. J.M. Chizuni, TBZ Board Secretary)

### 5.5 Zambia association of high value crops (ZAHVAC)

The Zambia Association of High Value Crops was registered in May 1997 by a core group of producers and agro processors to co-ordinate and accelerate the development of high value crops such as paprika and other crops used for extracting essential oils.

ZAHVAC is organized using the core member concept or the so called “Big Sister Model” in which an established private sector company experienced in the production of high value crops, oversees out grower schemes of small growers. In addition to the Big Sister companies distributing the necessary inputs, the big sister is responsible for crop management to guarantee both high yields and excellent quality.

ZAHVAC has a policy to ensure food security among smallholder farmers in the programme of “Zambia Feeding Zambia”. In this programme, for every hectare of Paprika cultivated farmers should produce two of maize to ensure household food security.

The main objectives of the out grower schemes include:

- Empower out-growers by providing a workable model for establishing infrastructure, provide inputs and technology and manage collective marketing outlets.
- Empower small-scale farmers by providing them an opportunity to diversify their agricultural production to incorporate the high value crop paprika, which can provide them additional income and food security.
- Encourage private companies to embark on firmly establishing a colorant industry for Zambia where overseas investors will be attracted to make use of the established network of out growers.
- Create a vertically integrated industry linked to overseas companies that have the ability to market the crops in such a manner that profitability is preserved for both the participating private sector companies and small scale farmers
- Elicit the co-operation of the donor community in creating out growers schemes to provide input delivery, extension services, guaranteed markets and facilitate the dissemination of technology

- Add value to agricultural produce by processing non-perishable crops such as paprika.

Most paprika growers under the ZHAVAC supported programme are women. The association recognizes the pivotal role that women play in the growth of high value crops. Repayment records for women have been very good and this has provided ZHAVAC the incentive to support women. However there is no clearly defined policy to address gender issues within the organization. The objectives do not indicate the intention to deal with gender issues. Women dominate the ZHAVAC policymaking body. The steering committee comprises 7 members of which 5 are women. At this level male participation is very low compared to females. However the situation at management level is different with absolute domination of men. All members of management are males. The following is the organizational chart.

#### **STEERING COMMITTEE**

POSITION	GENDER
Chairperson	Female
Vice-chairperson	Female
Technical Advisor	Male
Out-grower Representative	Male
New Products/accounts	Male
Sales/Marketing	Female
Legal Advisor	Female
Observer	Male
Technical Advisor	Male
Co-ordinator	Female

ZHAVAC has conducted several training programmes for its members. This includes training in crop production, book keeping and leadership skills. Gender training has been targeted at extension officers who are expected to train the farmers. Gender trainers are subcontracted to conduct the training since the organization has no capacity to train. Funding for training was given by SFAP. The organization has not developed any gender indicators and therefore there is no monitoring of farmers from a gender perspective. Gender mainstreaming has not been discussed at organizational level.

## **5.6 Coffee board of Zambia**

### **Background**

The Coffee Board of Zambia is a statutory board under Ministry of Agriculture and Cooperatives established by an Act of Parliament in 1989. It was formed to regulate the promotion, growing and marketing of coffee in Zambia.

The Coffee Board of Zambia is supervised by the Board of Directors, which is the policy making body while the day to day operations of the CBZ are spearheaded by the board secretary.

## **Functions**

The function of the board include:-

- It is the focal point for coffee production
- advising government on policies and implementing the government policies
- Providing a research and extension component at Mount Makulu for coffee growers
- Providing long term financing to coffee growers
- Sourcing funds from external donors such as the World Bank.

## **Funding**

Funding mainly comes from government. However, some funds are given in kind by the European Union.

CBZ is affiliated to the International Coffee Organization (ICO), Inter-Africa Coffee Organization (IACO), Southern Africa Coffee Producer Organization (SAPCO) and Speciality Coffee Association of America (SCAA).

### **5.6.1 Gender**

The board does not have a written gender policy. Although it is not written down, 80% of the workers in the coffee business are women.

Although women are the majority, their major roles include; weeding, picking and sorting the coffee. When it comes to actual coffee production, there are very few women involved. There is only one prominent female farmer based in Kabwe.

The board does support women, e.g. they have sent one woman to Germany to do a diploma course in coffee production. However, it is the lack of deliberate strategies in place to encourage more women to participate in agriculture that need to be reinforced through creating a gender focal point within the coffee industry.

## **5.7 Zambia national farmers union- Lusaka**

### **Background**

It is a member based organization representing the interest of its members. ZNFU has existed under various names almost since the first Large Scale farms were established in Zambia in the early 1900s. Records show that a farmers association existed in the Eastern Province as early as 1905.

Before independence in 1964, the ZNFU was called Rhodesia National Farmers Union. After independence, the name became Commercial Farmers Bureau. This time the membership had been almost entirely confined to large scale farmers.

In 1992, its name changed to ZNFU. Now there are both large scale and small scale farmers under ZNFU. It is defined as an organization made up of farmers and led by regularly elected leaders who are farmers.

### Functions

- Its mission is to promote and protect the interests of farmers, individuals, companies and other organizations involved in the business of farming in order to achieve sustainable economic and social development.
- Its major function is lobbying. It looks at any issue that affects the farming business.
- It has a board of seven members and various committees looking at different issues like piggery, dairy, seed production, wheat and barley, fruits and vegetables and oilseeds.

### Funding

The organization 100% funded by the farmers.

#### 5.7.1 Gender

The organization has no written gender policy but there are initiatives in place to support gender. For instance, there is the program on Women in Agriculture.

In all its projects, there is usually a component that addresses gender issues and SFAP has been in the fore front supporting the gender projects.

ZNFU has no gender focal point to analyse policy issues as they relate to gender.

The data is not gender disaggregated to show men and women farmers and their specific performance levels.

At the secretariat, there are no women but in the individual districts where ZNFU operates, there are female staff i.e. 1 female in Choma, 1 female in Mkushi, and 1 female in Kapiri out of a total of 8 district staffs.

They have no women on the board but there is one woman who sits on the council who is the chairperson of the Women in Agriculture Association. The board is made up of seven members who are all males.

### BOARD MEMBERS

Board Members	Gender
President	Male
V/President	Male
V/President	Male
Director	Male
Trustee	Male
Director	Male
Trustee	Male

### Specialized Association Chairpersons

Organisation	Gender
Tobacco Association of Zambia	Male
Zambia Farm Employers Association	Male
Zambia Coffee Growers Association of Zambia	Male
Environment Conservation Association of Zambia	Male
Wildlife Producers association of Zambia	Male
Beef Cattle Producers Association of Zambia	Male
Young Farmers Clubs of Zambia	Male
Zambia Women in Agriculture	Female
Zambia Export Growers Association of Zambia	Male
Poultry Association of Zambia	Male
Organic Producers and Processors Association of Zambia	Male
Kapenta Fishermen Association	Male

ZNFU encourages a policy of greater participation of women in agriculture. It also looks at utilization of gender friendly technologies. ZNFU have eight district officers and of the eight only three are female programme facilitators in Choma, Mkushi and Kapiri Mposhi.

There are plans in place to encourage more women to contest for decision-making portfolios that will ensure that both women and men participate in the running of RPOs.

## 5.8 Co-operative league of the United States of America (CLUSA)

### Background

The Co-operative League of the United States of America (CLUSA) was founded in 1916. It has been in Zambia since 1996 running the USAID sponsored Rural Group Business Programme (RGBP). It first started in Mumbwa and Mazabuka focusing mainly on micro-financing. Two years later the RGBP started looking at farming. They introduced the democratically farmer managed, financially viable small scale out grower schemes with a decentralized extension system.

### Funding

CLUSA is mainly funded by the USAID and IFAD/SHEMP.

### Functions

- Its main functions are market linkage and farmer group development.
- It is also involved in capacity building programs such as training the farmers in crop production gender sensitisation and group dynamics.

### 5.8.1 Gender

Its gender policy is based on the current government policy. 30% of their clients are supposed to be women. To reinforce this, CLUSA has come up with deliberate projects that are targeted at women such as the cassava utilization and processing project.

The treadle pump and total land care projects are also targeted at women farmers especially the female headed households.

An assessment was conducted to identify causes of low female participation and one of the major causes was high illiteracy levels among women. Therefore, CLUSA came up with programs such as functional literacy as a measure of ensuring that women become part of the decision –making bodies in their respective communities.

60% of their members are women and 40% are men

The loans they offer women are more subsidized than those of men. Women's participation has greatly increased over the years. Gender training has been done at the organizational level mainly through workshops by private consultants.

CLUSA has a gender focal point in Monze Southern Province where gender analysis concerning its operations takes place.

## 5.9 5.8. Agricultural consultative forum (ACF)

### **Background**

This is a unique institution. It started as a pilot project in September 1998 through ASIP. One key component of ASIP was government driven private sector development. The pilot phase lasted up to September 1999. They have 24 members from different stakeholders.

It is based on bringing agricultural sector stakeholders together in order to influence the processes of policy formulation, programme design and project implementation.

### **Funding**

Mainly funded by the World Bank, FAO and Norway.

### **Functions**

- ACF's main functions are information sharing and stakeholder networking.
- Facilitation of stakeholder consultation,
- Provision of policy advisory services.
- It is also involved in the monitoring and the implementation of the PRSP.

### 5.9.1 Gender

It is not being implemented as part of the programme. They have no solid presentation on how to mainstream gender because of the challenge of how to conduct gender training and mainstreaming. GIDD which is given the mandate to mainstream gender seem to have no capacity to implement gender mainstreaming for ACF.



## 5.10 the agri-business forum {ABF}-Lusaka

The team interviewed the chairman of the forum who is male. Some of the issues that came out of the meeting included the following;

### Background

The Agribusiness Forum was formed on the 16<sup>th</sup> of June, 1998.

It was set up as a forum to lobby on behalf of privately owned out grower companies especially those engaged producing high value crops such as cotton, paprika, export vegetables and NGOs engaged in out grower schemes such as CLUSA.

The forum is however, not very active at the moment and therefore, will be undergoing restructuring.

### Functions

Its main functions include;

- Lobbying on behalf of out grower companies and sometimes agro companies.

### Sources of Funding

The forum is mainly funded through the fees that member companies pay as membership fees.

### 5.10.1 Cross-cutting gender issues

The ABF has no written gender policy to address the various gender concerns that arise and their objectives/functions do not address gender issues.

The organization structure at the secretariat is composed of a steering committee with five {5} members and is as follows;

Position	Gender
Chairperson	male
Vice -Chairperson	male
Treasurer	male
Secretary	male

All the male members at the secretariat have not undergone any gender training and no indicators have been developed to assist in monitoring and evaluating the forum's activities from a gender perspective.

This scenario implies that all gender related policies and programs have not yet been implemented by the forum.

However, the individual companies that are represented by the forum have endeavored to put deliberate measures in place ensuring that there is 30% representation by women at the grassroots farm level.

The forum has recognized the potential that women farmers have at the grassroots level and it is currently encouraging individual companies to engage more women in out grower activities so as to empower the economically.

## 5.11 Makeni co-operative

It is a registered co-operative which was started 3 or 4 years ago. Its members produce export crops like baby corn, peas, sugar snap and coffee. They have about 50 members and the majority are women. Its main function is distribution of inputs to its members.

Its main funding is from membership fees. The members also buy shares on the co-operative.

### 5.11.1 Gender

There is no written gender policy in the cooperative but most of its members are women. This is not by design but by coincidence. Usually, most women provide labour in their husbands' fields because they work as family units.

**The organizational structure is as follows;**

<b>Position</b>	<b>Gender</b>
Chairperson	Male
Vice- Chairperson	Female
Vice –Secretary	Female
Treasurer	Female
3 Committee Members	2 Female and 1 Male

Although the executive consists of more women than men, there are very few female farmers engaged in actual production in the out grower scheme activities due to the inequalities that exist in terms of access to credit facilities the demand for need to provide labour in their husbands' fields.

## **KABWE DISTRICT: CENTRAL PROVINCE**

## 5.12 Mukonchi multipurpose cooperative

### **Background**

The cooperative started its operations in 1986. It was started as a felt need to bring small scale farmers together in one group. At its inception, the cooperative's main purpose was the provision of adequate fertilizer to its members and on time.

### **Functions**

The cooperative has expanded and its main functions are;

- Sourcing of inputs for its members.
- Linking members to the market
- Currently the cooperative won the government tender to transport and distribute fertilizer to its farmers.

## Funding

The cooperative mainly sources funds for its operations from the membership fees. Each member of the cooperative is allowed to buy one share at k50, 000 as commitment fees. Farmers also pay levies of 5% each from each harvesting season as well as patronage fee of k20, 000 per month.

### 5.12.1 Addressing gender concerns

The cooperative has no written gender policy. It has a total membership of 46 of which only 10 are women.

However, through some NGOs such as SHEMA and Africare, women are encouraged to participate in the various agricultural activities. Currently, there are about fifty {50} women's clubs attached to the cooperative and the cooperative has been able to link some women's clubs that do not have collateral such as bulungu women's club to fertilizer loans.

There are several women farmers who work with Women For Change and this farming season, {2003/2004} they were given maize seed.

There are donor supported projects such as poultry production which includes rearing village chickens and rabbits. Others include; projects such as goats rearing and beekeeping.

Farmers especially women are linked to the market by SHEMA and Africare so that they are able to sell their produce.

#### The Organizational Structure for the cooperative is as follows;

POSITION	GENDER
Chairman	Male
Vice chairman	Male
Secretary	Male
Treasurer	Male
7 committee members	5 Males and 2 Females

From the 2 women in the committee, one acts as treasurer in the absence of the treasurer.

The cooperative also runs a hammer mill, rents out two offices, it has a shed that was funded by ZAMSIF, it bought welding machine and is renting out grocery shops.

For all the mentioned facilities, the cooperative has employed personnel and below is the gender composition of the staff;

Position	gender
Manager	male
2 hammer mill operators	males
1 welder	male
1 shopkeeper	male
2 watchmen	males

The organization structure indicates low female representation in the executive committee. The two women in the executive committee hold lower positions compared to those of men. This leaves out female's views when it comes to making critical policies and decisions concerning the operations of the cooperative.

Through SHEMA and Africare, there have been deliberate programs that are targeted at females such as rabbits and village chicken rearing.

Africare trained about 20 women in entrepreneurship, fish farming, mushroom growing, drying tomatoes, beekeeping and rabbit rearing among other topics.

All these are deliberate interventions to try and empower women and most women have proved to be very competent just like their male counterparts in executing their duties.

The critical issues that arose in the Mukonchi cooperative like in many other cooperatives is the lack of land ownership by women. Women do access land but they do not own it due to the traditional arrangements where women are segregated against and do not qualify for titles to traditional land ownership.

This scenario implies that the usage of land by women is prescribed to them by their husband or male relatives who decide how much hectares of land are apportioned to female farmers each farming season.

The cooperative did concede that its members need gender training and mainstreaming in their activities to ensure high female participation and to break the gender biases that exist against women.

## 5.13 Kabwe farmers cooperative

### **Background**

This cooperative started its operations in 1978 as a felt need by farmers to have a central point at which to sell their produce.

### **Functions**

The functions of the cooperative are;

- Selling plants, seedlings, vegetables and chemical to farmers
- Assisting its members to source inputs
- Links farmers to the market
- Provides extension services to farmers using experienced farmers

#### 5.13.1 Addressing gender issues

The Kabwe farmers' cooperative has no written gender policy. However, it endeavours to incorporate gender in its various activities as a deliberative intervention to address gender concerns.

The board is composed of seven (7) members of which only one (1) is a female. She holds the portfolio of board secretary.

It was learnt that most female farmers are widows. Married women have not been very active in the cooperative because of the biases that exist against them and also due to lack of appreciation of gender issues.

Usually, female's contributions in the agricultural activities is through providing labour in their husbands' fields.

Most farmers have not been exposed to information on gender and the need for both men and women to work together as partners. This has perpetuated the gender imbalances in the RPOs.

The Kabwe Farmers Cooperative is in the process of putting deliberate interventions in place that will ensure that at their next annual general meeting, more women will be encouraged to take active roles.

This will be done through deliberate by-laws which will specify that some portfolios on the board be left open for appointing and not selecting women so that they get actively involved in policy formulation and decision making in the cooperative.

## 5.14 Zambia National Farmers Union (ZNFU)-KABWE office

### **Background**

The ZNFU Kabwe office was opened in 1995. it was the first ZNFU district office which was opened with the assistance of the European Union.

It was opened in order to bring ZNFU offices closer to farmers. Its main clients are the small-scale farmers.

### **Functions**

The main functions of the organization are;

- Information dissemination
- Technical assistance based on the farmers' needs such as financial advice, market sourcing, linking farmers to other organizations, representing farmers on different fora such as the provincial planning coordinating committee, and other stakeholders.

The kabwe office services farmers in Kabwe, Chibombo and Kapiri Mposhi. The paprika program is extended to Mkushi and Serenje districts.

### **Sources of funding**

The ZNFU Kabwe district office is funded by ZNFU head office in Lusaka and the Support to Farmer Association Project {SFAP}.

#### 5.14.1 Gender issues that arose

The secretariat has undergone some gender training. However, there is no written gender policy although the institution has put in place deliberate interventions to address gender issues.

Data does allow for gender disaggregated information although this is not effectively used to address the gender gaps that are identified by the institution.

There are no specific indicators that have been developed to assist the institution in monitoring and evaluating its activities from a gender perspective.

The organizational structure at the secretariat is as follows;

<b>Position</b>	<b>Gender</b>
Program Facilitator	Male
Assistant program coordinator	Female

This gender balancing was by design as a measure to ensure equal representation of both men and women at the secretariat by the European Union.

At the grassroots level, the scenario amongst farmers is such that although women are seen to be actively involved, most of them, especially married women usually provide labour in their husbands' fields because farmers work as families.

This is meant to lessen the costs of loans that have to be paid back and to ensure that women concentrate on providing labour in their husbands' fields. This leaves out most women to benefit from the RPOs and growing high value export crops.

Single women tend to be more proactive and productive compared to married women although they are usually hindered by the lack of land ownership. They only access land through male relatives who decide the amount of land to apportion to them.

There are crops that are predominantly grown by women such as groundnuts and sweet potatoes.

SFAP has put in place interventions targeting women where female farmers are encouraged to grow other cash/high value crops such as cotton and paprika. This is in a bid to make more women benefit from the out grower schemes through the RPOs.

## 5.15 Central growers' association (CGA)-KABWE.

### **Background**

CGA used to belong to the Tobacco Associations of Zambia. In this association, small-scale farmers were left out due to their lack of capacity to pay back loans. In 1997, Tobacco Central Growers' Association was formed. Farmers later joined the Zambia Tobacco Leaf but loan recovery conditions were not good. Therefore, farmers regrouped to form the Central Growers' Association {CGA}.

CGA is broken down in five zones i.e. Chibwe, Mukonchi, Mulilima and Kapiri zones. Each zone is represented by a committee and two members from each zone sit on the board.

### **Funding**

Funding comes from the government and it is channelled through the Tobacco Board of Zambia.

#### 5.15.1 gender issues that arose

There is no written gender policy.

There are about 241 farmers growing tobacco and about 386 farmers growing cotton and paprika. Most of these are male farmers.

There is no gender disaggregated data that specifies the number of female and male farmers, the hectares they cultivate and the yields per hectare.

At the secretariat, there is no female representation. This can be attributed to the fact that there are few female farmers who are engaged in tobacco production as independent farmers and also because the association has no deliberate measures put in place to encourage women to participate in RPOs and especially tobacco production.

However, at the farmer level, there are about three {3} women in the different zones. For instance, in the Mukonchi zone, the treasurer is a woman.

The other reasons that were given for low female representation and participation in tobacco production included among others; high illiteracy levels among women, jealous husbands who refrain their wives from actively participating in the RPOs, lack of land ownership rights, lack of access to credit facilities as well as the fear of risks that arise with the use of chemicals.

A few women were said to be actively involved in tobacco production. These have been given ox-drawn ploughs to motivate them and to help them increase the hectares that they cultivate.

## 5.16 Cotton development trust [CDT]- MAZABUKA

### **Background**

CDT is a grant aided institution under the Ministry of Agriculture and Cooperatives. It was agreed that cotton production be under an autonomous body and thus; in 1999, the CDT was formed.

### **Functions**

The main functions of CDT include

- Research and development concerning cotton,
- Agronomy.
- Training and extension service provision and seed multiplication.
- CDT also produces top class cotton seed for farmers.
- There is also a component of conservation farming where tillage and water conservation methods are taught to farmers.

### **Funding**

From 1999-2001, CDT was funded by the World Bank through International Development Agency {IDA}.

From 2002 to date, the institution is being funded by government as a grant i.e. 75%. The remaining 25% is sourced from donors and from company activities.

#### 5.16.1 Gender concerns that arose

CDT has no written gender policy.

It is governed by an independent board of trustees who make decisions that concern CDT. This board also manages facilities in trust on behalf of government. Its composition is as follows;

- 2 from the ginning association
- 3 from ZNFU/ Community. One is appointed and 2 are members of the farming community
- 2 from MACO

In all, there are 7 board members all of whom are males. There is no female representation on this decision-making body and as such, most specific women's concerns especially female farmers engaged in cotton production are not adequately addressed.

The management executive committee is composed of the following;

<b>Position</b>	<b>Gender</b>
Director	Male
Finance/admin manager	Male
Agronomist	Male
Breeder	Male
Station farm manager	Male
Extension officer	Male

There is no female representation in the executive committee which is a decision -making body in administrative issues concerning CDT.

The above scenario indicates that there are no females on all the policy/decision-making bodies that govern CDT.

However, CDT has realized that there is need to infuse a deliberate gender focal point aimed at analysing and addressing arising gender concerns in the whole cotton commodity chain. A field institutional and national gender analysis in cotton is essential.

Currently, it is estimated that 15-25% of farmers are females in cotton production.

CDT has tried to be an equal opportune employer to both men and women but the few women who have been invited for interviews fail to show up. Two of the women that were employed by CDT resigned to join other institutions.

At the next annual general meeting, at least two {2} women will be appointed on the board.

Even though there are female farmers in cotton production, there has been no analysis on their performance in terms of their yields compared to those of men. This is mainly because these females usually provide labour in form of weeding and harvesting in their husbands' fields.

Among the various reasons given, it was learnt that cotton is a very labour intensive crop and due to the high exposure to chemicals, most female farmers are discouraged to grow cotton because of the high risks of infections.

CDT hopes to mainstream gender from management to farm level in order for cotton production to benefit both men and women.



## 5.17 Dunavant –Monze office

The station shed area manager, Mr. Kenny Mungambata was present at the meeting.

### Background

Dunavant started as Lint co then it became Lonrho before changing to Dunavant. Dunavant works with small-scale farmers and in order to effectively service the small-scale farmers, it introduced the Distributor model. The distributor is the contact farmer between farmers and the company. Monze west has 28 distributors.

### Functions

The main functions include;

- Giving input loans such as cotton seed and chemicals to farmers.
- Offers extension and on-farm demonstrations.

### Funding

All funding comes from Geneva. Therefore, Dunavant is privately funded.

#### 5.17.1 Gender issues

The organizational structure at the Dunavant secretariat is as follows;

Position	Gender
Operations manager	Male
Agricultural managers	1 male and 1 female
Ginnery manager	Male
3 stocks controllers	Males

There are 7 shed area managers in Monze and 6 in Choma. These are all males. The cotton development officer based in Choma is a female.

Dunavant has no written gender policy and there are no deliberate measures put in place to incorporate gender concerns in the organization. Farmers are simply treated as small-scale farmers irrespective of their gender because the company's main focus is crop production.

Monze west has about 2,159 small-scale farmers of which less than 100 are women. Most of these women work as families in their husbands' fields.

This low participation by women was attributed to too much hard work involved in cotton production and especially the spraying component where almost 120 litres of chemicals need to be sprayed per day.

However, there are a few female headed households that grow cotton although it is at low production levels.

There is no gender disaggregated data that shows the numbers of male and female farmers as well as their yield. Cotton production by Dunavant is male dominated.

## 5.18 Kayuni East Farmers Cooperative – Monze

### Background

This cooperative started as a felt need by farmers to be able to work with ZNFU as a group. It started with 20 members but currently, has about 105 members.

### 5.18.1 Functions

- To source farming inputs especially seed and fertilizer for its farmers.
- To link the members to the market through the main ZNFU offices in Monze.

### Funding

It sources its funds from the membership fees of K5,000 per farmer and in addition, each member pays K500 towards the cooperative's bank account per month so that the account is not dormant.

### 5.18.2 Gender concerns that arose

The executive committee's organizational structure is as follows;

Position	Gender
Chairman	Male
Vice Chairman	Female
Secretary	Female
Vice Secretary	Female
Treasurer	Male
Vice Treasurer	Male
2 Committee Members	Males

It was learnt that there are a good number of women members in this cooperative but there was no available gender disaggregated data showing specific figures of male and female farmers in this cooperative.

The contributions of the female farmers to the cooperative are mainly through labour provisions in their husbands' fields.

When it comes to individual outputs, there are very few women engaged in producing high value crops.

The reasons that were given for this situation included the following;

The traditions and customs that prevail in the area are such that women are not supposed to be in the forefront in the community developmental programs.

There are women clubs in Kayuni whose main activities include cookery, knitting as well as producing specific crops that are considered to be women's crops. These include; sweet potatoes, groundnuts and beans.

The women stated that they concentrate on growing groundnuts and sweet potatoes because these do not require fertilizers and chemicals. Therefore, they are cheap to produce.

Women cited lack of access to credit facilities and chemicals as major hindrances to their involvement in producing high value cash crops like cotton and paprika.

They also cited prescriptions on the acres that they are given to cultivate their sweet potatoes and groundnuts as a hindrance to increasing their acreage. This has perpetuated the stagnation of yields each farming season.

## 5.19 Zambia National Farmers Union (Znfu)- Monze

This is a project office run in partnership with the Swedish Co-operative Centre (SCC). The project currently being implemented is called Local Level Farmer Business Development Project (LLBDP).

This office was started in 1997 as an outreach project as well as a crop diversification project which ran for two years. After the two years ended it was changed into a farmers union and youth support project looking at the issues of productivity.

### Functions

- To enhance farmer capacity in productivity and make them have a sense of business. The farmers are organised in what they call information centres.
- Capacity building and training the farmers.
- Sourcing inputs for farmers and links them to the market

ZNFU Monze has about 4,089 members and only four of these are commercial farmers and the rest are small scale farmers.

### Funding

Funding is two fold. 90% of the funding is from the Swedish Co-operative Centre mainly in management support. The remaining 10% is from the local association fees.

#### 5.19.1 Gender

There is no deliberate policy on gender. However, most of their members are women. They have 46 information centres which are headed by contact farmers. Only six of the contact farmers are women. The major problems that the women of Monze district face are non availability of water and access to inputs. 505 of the female farmers use land given to them by their husbands.

Therefore, although the majority of the members are females, their contributions are mainly in terms of cultivation of food crops and the more burdensome and time-consuming activities like weeding. They are disadvantaged in terms of access to agricultural services such as inputs and access to information and technologies and as such, they opt for traditional crops such as sweet potatoes and groundnuts. These crops are grown in small proportions because they are usually meant for home consumption.

## 5.20 Tobacco Association Of Zambia – Taz

### Background

The association was formed to look at the interest of the tobacco farmers.

### **Functions**

TAZ does the marketing of tobacco, offers credit in terms of input and extension services.

### **Funding**

It is funded by the European Union as an annual loan.

Initially all tobacco farmers were mandated to sell through TAZ but with the introduction of the liberalisation policy, the farmers can sell tobacco on their own.

#### **5.20.1 Gender**

TAZ has no written gender policy and there are no deliberate intervention in place to address gender concerns. However, there are very good female farmers engaged in tobacco production.

In terms of yields, men and women compete very well. The association has no gender disaggregated data to show the exact yields of women compared to their male counterparts. So far, there have been no deliberate interventions to address gender issues mainly due to the lack of a gender focal point to analyse the cross-cutting gender issues.

#### **5.20.2 Major conclusions**

An analysis of the findings from the RPOS that were interviewed has led to the following critical conclusions;

#### **5.20.3 Institutional gender orientation**

Most of the RPOs do not have gender-oriented programmes in place to promote full participation of both men and women in the RPOS. However, some institutions such as CLUSA and ZNFU have capitalised on the government policy of ensuring that 30% of their members are females.

This has worked out in terms of numbers but when it comes to actual productivity, very female women have performed as well as their male counterparts.

#### **5.20.4 Lack of gender planning**

Except for CLUSA, all the institutions that were visited did not have the gender focal points for purposes of identifying and analysing gender issues. This was the major cause of the lack of gender planning. The mission noted that most of the RPOS are still weak in terms of their appreciation of mainstreaming gender concerns in their programmes and activities from the management to the grassroots levels.

#### **5.20.5 Lack of resources**

The lack of resources to address gender issues came out very strongly. Most of the RPOS source resources that are for specific gender issues from the NGOS that they work with to support farmers. These NGOS include; Women for Change, Africare and SHEMA.

The mission noted that in most of these RPOS, human resources targeted at addressing gender issues is non-existent. This can mainly be attributed to the lack of gender focal

points with qualified personnel who would have the capacity to analyse gender imbalances in terms of representation between men and women in the boards and other policy-making bodies within the institutions.

There is also the lack of materials and finances set aside specifically to address gender concerns in the RPOS from management to the grassroots level. The study team noted that, the lack of appreciation of gender issues was one major reason for the lack of financial resources targeted at addressing gender issues. This has led to the low numbers of RPO staff that have undergone gender training. Some of the few RPOS that have been exposed to some gender training are the ZNFU offices in Kabwe and Monze districts.

Training emphasises or is biased towards crop production skills while the crosscutting gender issues have received minimal attention.

### 5.20.6 Inadequate monitoring and evaluation methods

There are no tools that have been developed for monitoring and evaluation purposes. In instances where gender sensitisation has been conducted, there has been no deliberate measures taken to monitor the impacts of the gender training as well the impacts of the lack of mainstreaming gender in RPOS in terms of productivity, yields and participation by both men and women.

Most of the RPOS have not developed any tools aimed at evaluating the impacts and the effects of gender sensitisation or the lack of it especially at the grassroots level.

This has tended to perpetuate the gender imbalances that exist between men and women farmers.

### 5.20.7 Limited networking and co-ordination

There is limited co-ordination and networking between RPOS and institutions such as the NGOs work with the communities and that address gender issues in their programmes. The few instances of networking that the mission noted is between Women for Change and the Mukonchi Multipurpose cooperative and the Kayuni East Cooperative.

This lack of coordination between and among the RPOS has limited their exposure to institutions that are engaged in gender mainstreaming activities.

### 5.20.8 Inadequate capacity in gender analysis

The mission noted that most of the RPOS are still weak in terms of their capacity to analyse gender issues. They admitted that there is need for these institutions to build their capacities through training to be able to analyse and address gender issues that affect their operations.

In most of these RPOS, data has not been gender disaggregated to show the numbers of male and female farmers as well as their productivity in terms of yields. This has tended to perpetuate the gender imbalances between men and women and the downside has been that, women farmers have remained stagnant in terms of decision-making at the management level and the yields at the farm level.

The scenario from the RPOs that were interviewed, indicates that the number of female farmers may be statistically visible, but their actual involvement in production in the

RPOs and out grower schemes is very low due to their lack of access to resources such as inputs, credit and capacity building programs like training. The downside is that their productivity has stagnated compared to that of men. Therefore, a lot needs to be done to build the capacity of both men and women to participate fully in the RPOs activities and programs in order to achieve gender equality and equity.

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# Annex 1

## People interviewed

<b>NAME</b>	<b>POSITION</b>	<b>ORGANISATION</b>
Mr. Benny Zimba	Board Secretary	Coffee Board of Zambia
Mr. Robert Sankosa	Economist	ZNFU
Mrs. Sula Mahoney	Assist. General Manager	ZCGA
Mr. Rueben Banda	Assist. Programme Coordinator	CLUSA
Mr. Bobi Nebwe	Programme Officer	ACF
Mr. Chitambaika	General Secretary	ZAHVAC
Mr. Peter Aagard	Chairperson	ABF
Mr. Phonto Mumbi	Marketing Manager	TAZ
Ms. Brenda Kachapulula	Assistant Technical Manager	AGRIFLORA
Mr. Andrew Hamaamba	Chairperson	Makeni Co-operative Society
Mr. Chigantu	Chairperson	Mukonchi Multi-purpose
Mr. Chisowa	Board Member	Mukonchi Multi-purpose
Mr. Eric Rhodes	Senior Agronomist	STANCOM
Mr. G. V. Sampa	Cotton Development Manager	ZCMT
Mr. Wonani	Director	Kabwe Farmers Co-operative
Mr. Banda	Acting Vice-chairperson	Kabwe Farmers Co-operative
Mr. Berry Mungabo	Programme Facilitator	ZNFU- Kabwe
Mr. Banda	Executive Secretary	Central Growers Association
Dr. Mwale	Director	Cotton Development Trust
Mr. Kasalu	Programme Facilitator	ZNFU- Monze
Mr. Kenny Mungambata	Shed Area Manager	Dunavant- Monze
Mr. Pearson Chembo	Chairperson	Kayuni East Co-op- Monze
Mr. Passmore Nkolola	Contact Farmer	Kayuni East Co-op- Monze
Mr. J.M. Chizuni	Board Secretary	TBZ
Proffessor. Chinene	Coordinator	SHEMP



## Annex 2

### BEEP field data collection tools (gender)

#### RPO'S

- Is there a gender policy in the institution
- Do the objectives of the project address gender issues
- Are there any specific strategies put in place to address gender issues
- Are your offices exposed to gender sensitization and analysis training
- Does the data base allow for gender desegregated data
- Have gender specific indicators been developed to assist in monitoring and evaluation of the project from a gender perspective
- Are there specific programmes or activities targeted at female farmers
- Does gender training constitute a component of your training programs
- Are there budget lines for gender specific activities (e.g. gender training, supporting women's groups, training female extension officers)
- Does procurement of human resource take into account the concept of equal opportunity employment
- Does the institution ensure that consultancy teams comprise both men and women or do you ensure gender sensitivity among consultancy teams
- Do consultancy TORS incorporate gender dimensions
- Do you have a gender focal point
- Do men and women participate in organizational policy making
- Are both men and women involved in decision making if so at what levels
- Is there consideration for mainstreaming gender
- Are men and women involved in planning programming and implementation

**LOCAL LEVEL RPOS (ASSOCIATIONS)**

- Is there a deliberate gender policy in the association
- Is there a gender policy in the institution
- Do the objectives of the project address gender issues
- Are there any specific strategies put in place to address gender issues
- Are your offices exposed to gender sensitization and analysis training
- Does the data base allow for gender disaggregated data
- Have gender specific indicators been developed to assist in monitoring and evaluation of the project from a gender perspective
- Are there specific programs or activities targeted at female farmers
- Does gender training constitute a component of your training programs
- Are there budget lines for gender specific activities (e.g. gender training, supporting women's groups, training female extension officers)
- What positions do men and women in the association hold
- How many male and female members do you have
- How do you judge the competence of women compared to men in their execution of duties
- Have women been exposed to any capacity building programs, if yes what has been the impact of this capacity building on their execution of their work (if not)
- Are both men and women involved in resource mobilization
- What constraints do men and women face in the organization
- What training programs specifically target women
- What is the social economic status of the women who are involved in the association (educational background, marital status, social standing in the community, background in agriculture)
- What benefits do men and women access in the association
- How does the gender division of labor affects the participation of men and women in the association
- What is the level of gender sensitivity amongst the members
- What do you regard as the specific contributions made by men and women