



**Integrating Women into the Commercial Dairy Value Chain**

# Why invest in women?

- Why is it important for women to become more involved in decision-making in the dairy sector?
- How will more women's involvement increase
  - Productivity levels
  - Capacity to produce for the global market
  - Overall competitiveness
- What can be done to increase women's involvement?



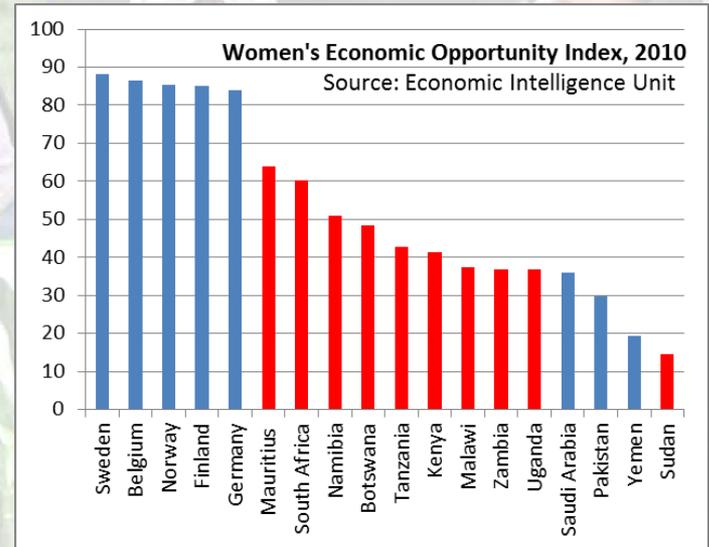
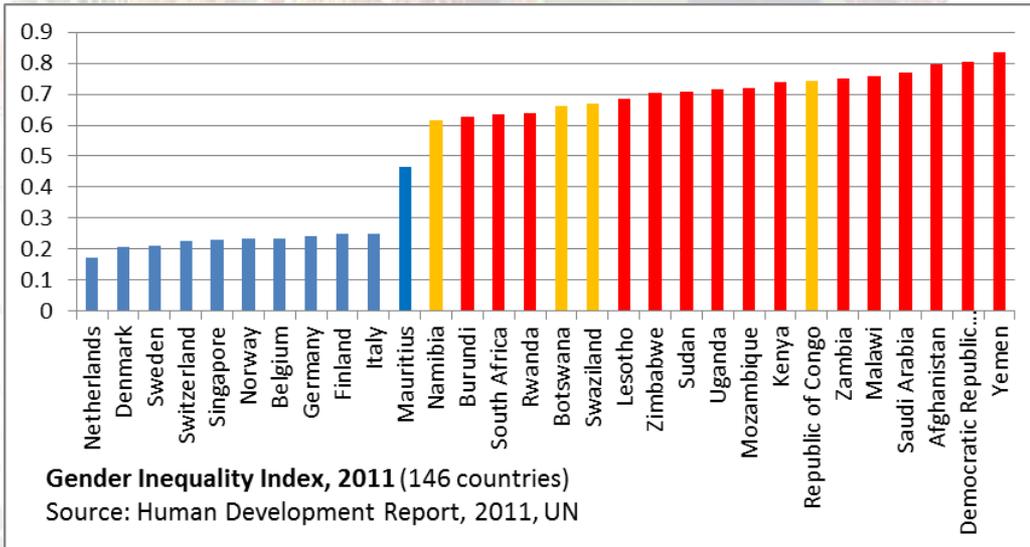
# Why invest in women?

**“Women are the backbone of farming in Africa, just as they are in most of the world. They plant the seeds, they till the fields, they harvest the crops, they bring them to market, they prepare the meals for their families. So to succeed in this work, we must work with women. And so we need a good collaboration to make sure that women are equal partners with men farmers all the way through the process... to enable... farmers who are women to make a contribution that will transform agriculture, add to the gross domestic product of their country, give them more income to educate their children to have a better life.”**

- U.S. Secretary of State Hillary Clinton  
(Kenya, 5 August 2009)

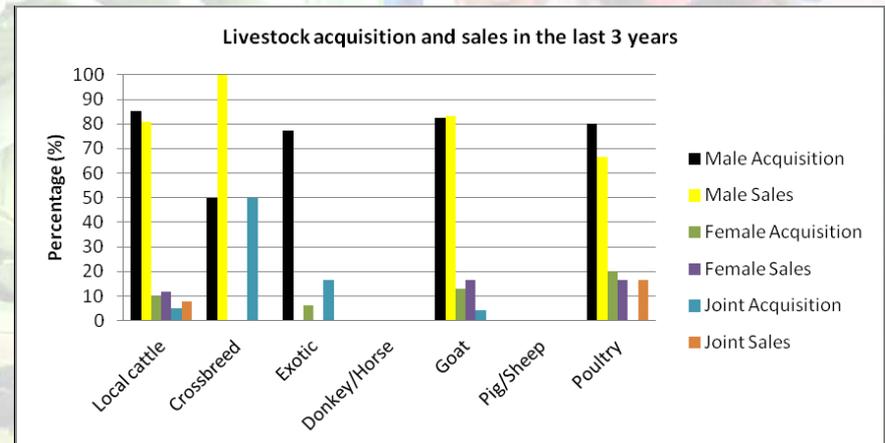
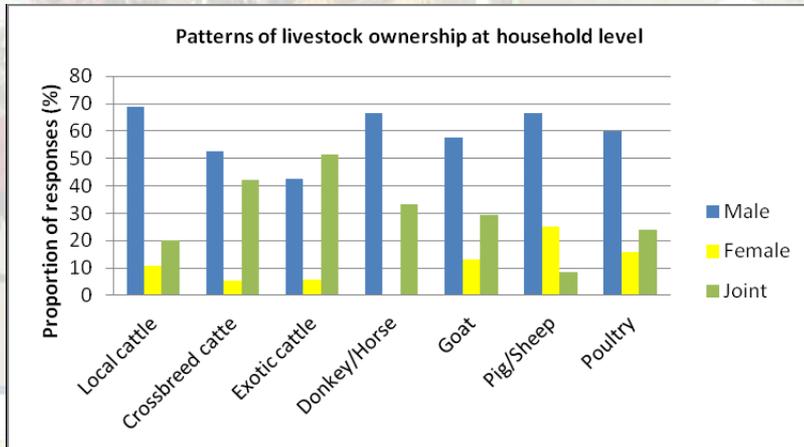


# Current gender gaps: Inequality and Economic Opportunity

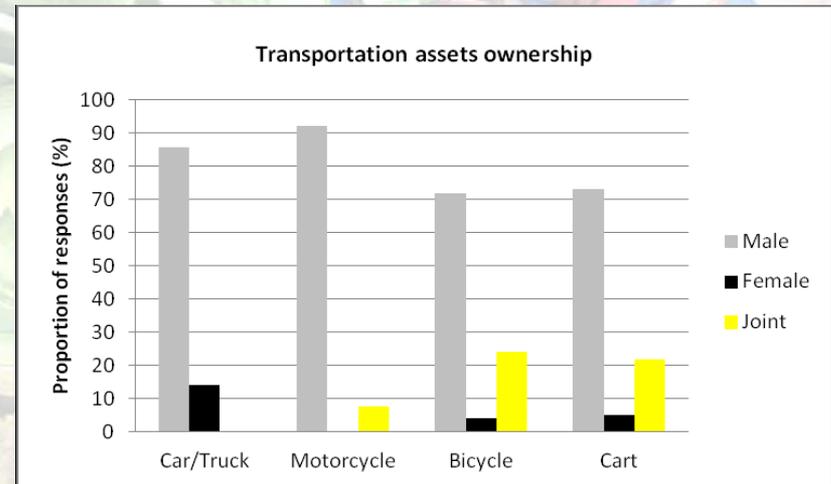
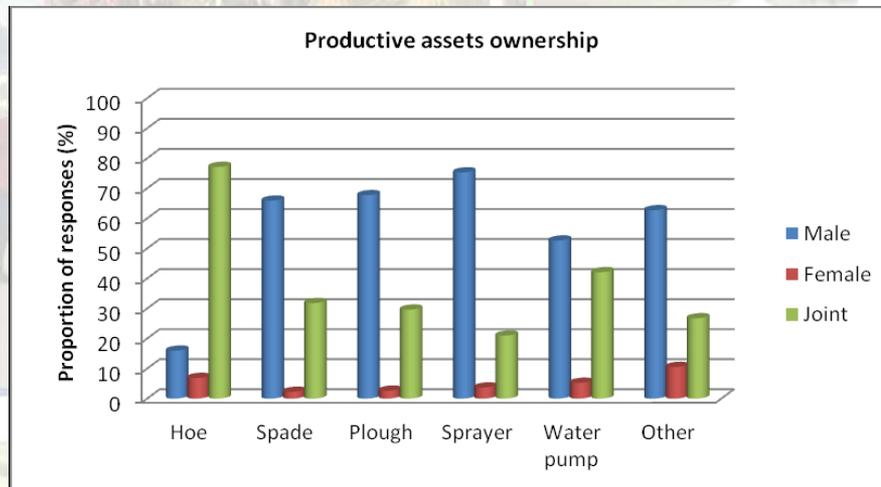


# Current gender gaps: Asset ownership

## Gender, Agriculture, and Assets Project, Mozambique



# Current gender gaps: Asset ownership

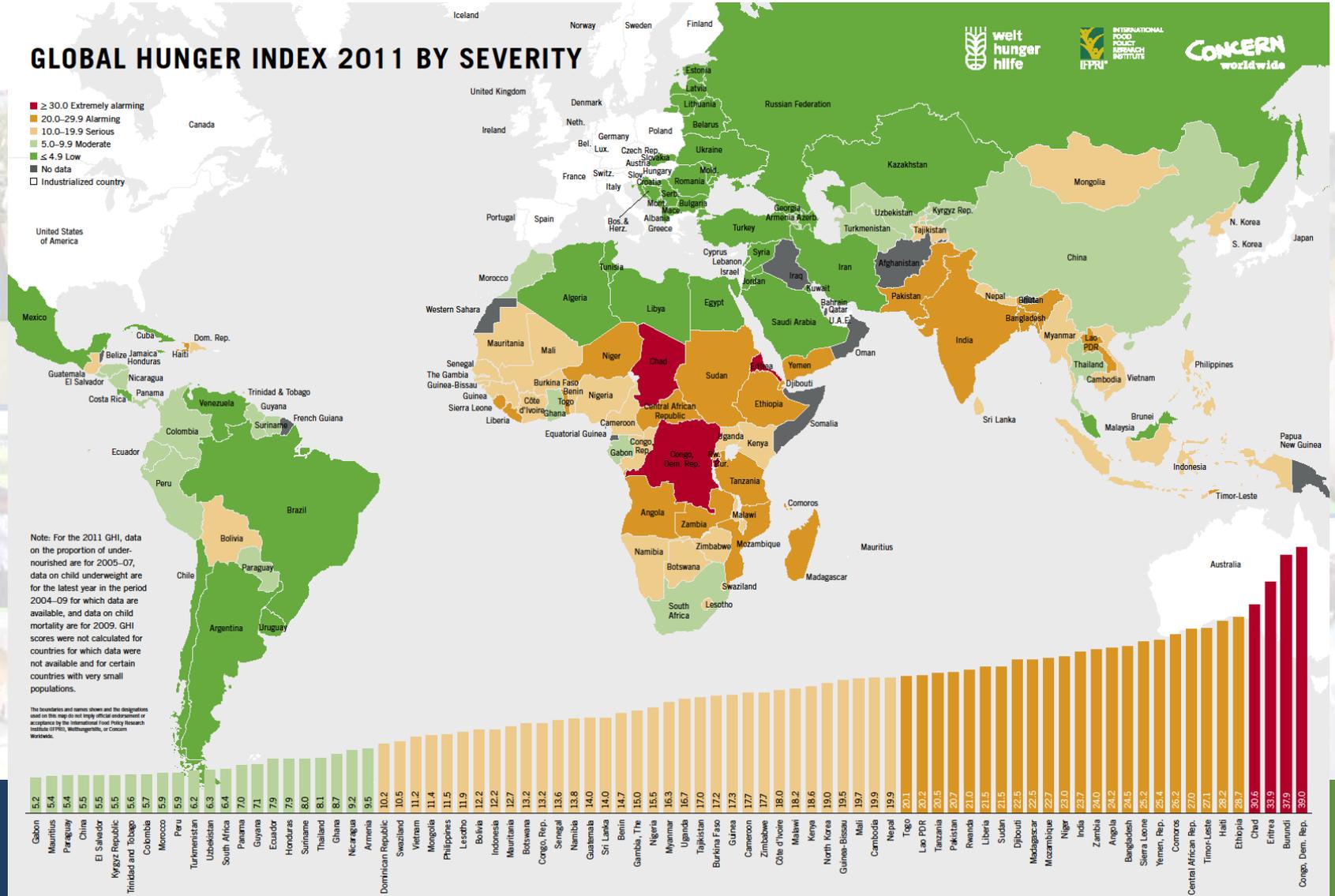


# Costs of gender gaps: Food security and hunger

## GLOBAL HUNGER INDEX 2011 BY SEVERITY

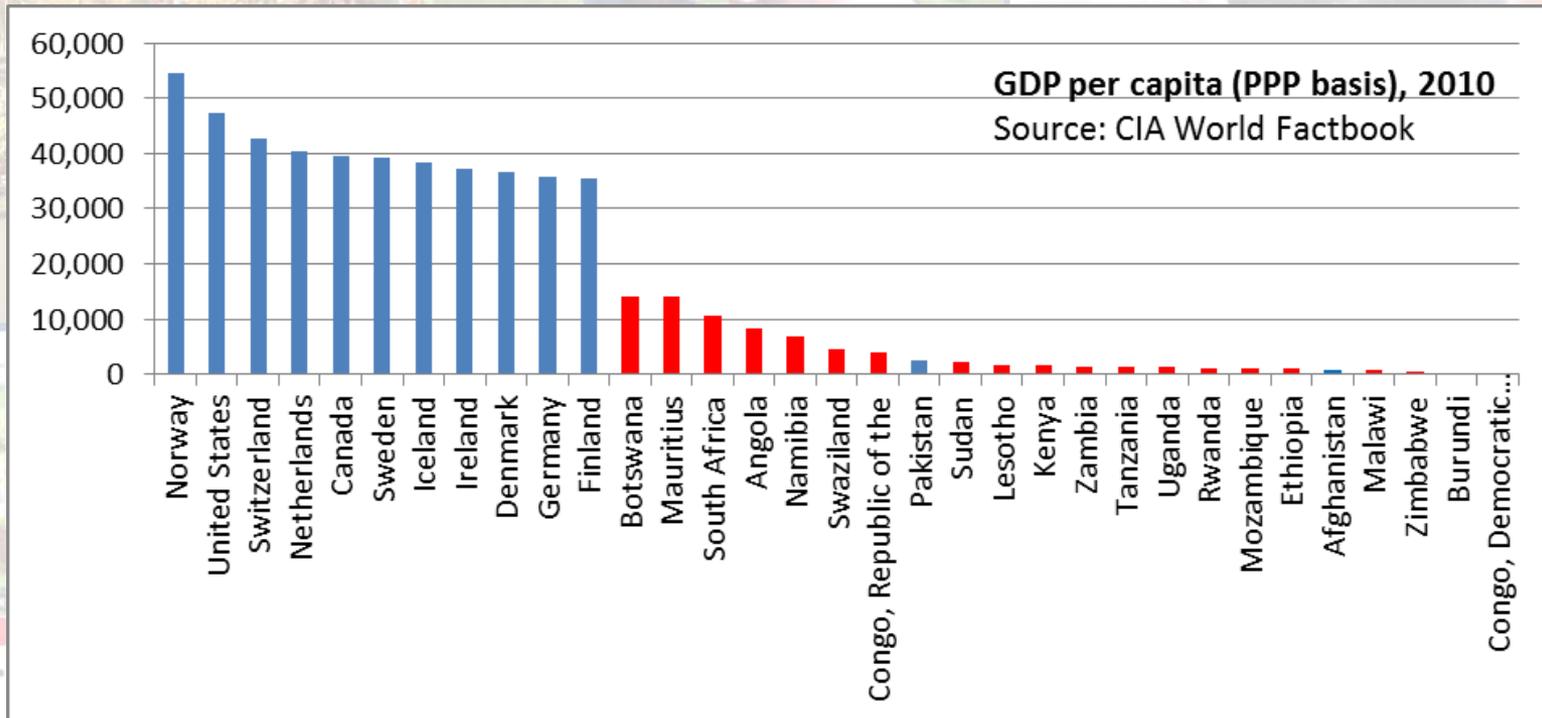


- ≥ 30.0 Extremely alarming
- 20.0–29.9 Alarming
- 10.0–19.9 Serious
- 5.0–9.9 Moderate
- ≤ 4.9 Low
- No data
- Industrialized country





# Costs of Gender Gaps: Gross Domestic Product

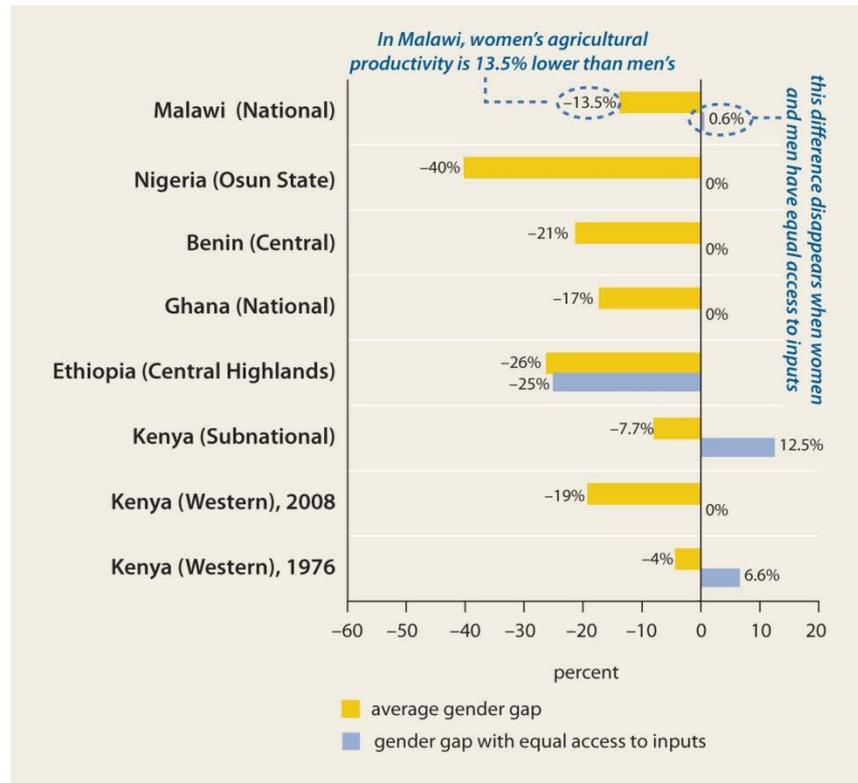


# What happens when gender gaps are removed?

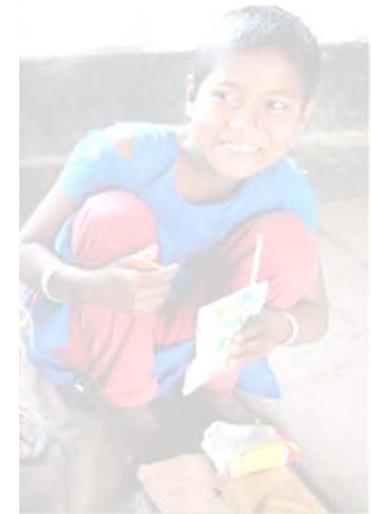
“Women comprise, on an average, 43 per cent of the agricultural work force in developing countries, ranging from 20 per cent in Latin America to 50 per cent in Eastern Asia and Sub-Saharan Africa. Yet women have less access than men to agriculture related assets, inputs and services. Had they enjoyed the same access to productive resources as men, women could boost yield by 20-30 per cent; raising the overall agricultural output in developing countries by two and a half to four per cent. This gain in production could lessen the number of hungry people in the world by 12-17 per cent, besides increasing women’s income.”

- FAO, “The State of Food and Agriculture,” 2011

# What happens when gender gaps are removed?



Sources: Alene and others 2008; Gilbert, Sakala, and Benson 2002; Kinkinginhoun-Médagbé and others 2010; Mook 1976; Oladeebo and Fajuyigbe 2007; Saito, Mekonnen, and Spurling 1994; Tiruneh and others 2001; Vargas Hill and Vigneri 2009.



**Gender gaps in agricultural productivity disappear when access to productive inputs is equalized**

# What happens when gender gaps are removed?

## - Tanzania Dairy Development Program: community perceptions on women becoming AI technicians

- Punctuality
- Follow-up visits
- Rapport
- Customer retention

## - Results

- Higher positive pregnancy rates
  - Zambia DAP: 1.3-1.5 (women) vs. 1.8-2.5 (men)
  - Attention to detail; maintaining status



**Women AI technicians achieve higher positive pregnancy rates than their male counterparts**

# What happens when gender gaps are removed?

- Calf-rearing mortality reduced by up to 10% when managed by women
- Maintain better overall livestock health
- Women more concerned with milk hygiene and milk quality than men
  - Therefore, desirable to have women in managerial roles in dairy co-ops to help strengthen quality control processes



**Women dairy farmers maintain better livestock health and produce better quality milk**

# What happens when gender gaps are removed?

- Most dairy co-op leaders are men
- Private-sector studies show that gender-balanced leadership creates a strong competitive advantage:
  - Return on Invested Capital: 60% advantage
  - Return on Sales: 84% advantage
  - Return on Equity: 46% advantage
- **Mary Rono, Koitogos Co-op**



Organizations with high representations of women in board leadership (30% or more) demonstrate increased competitiveness by out-performing those with none.

# Why do gender gaps persist?

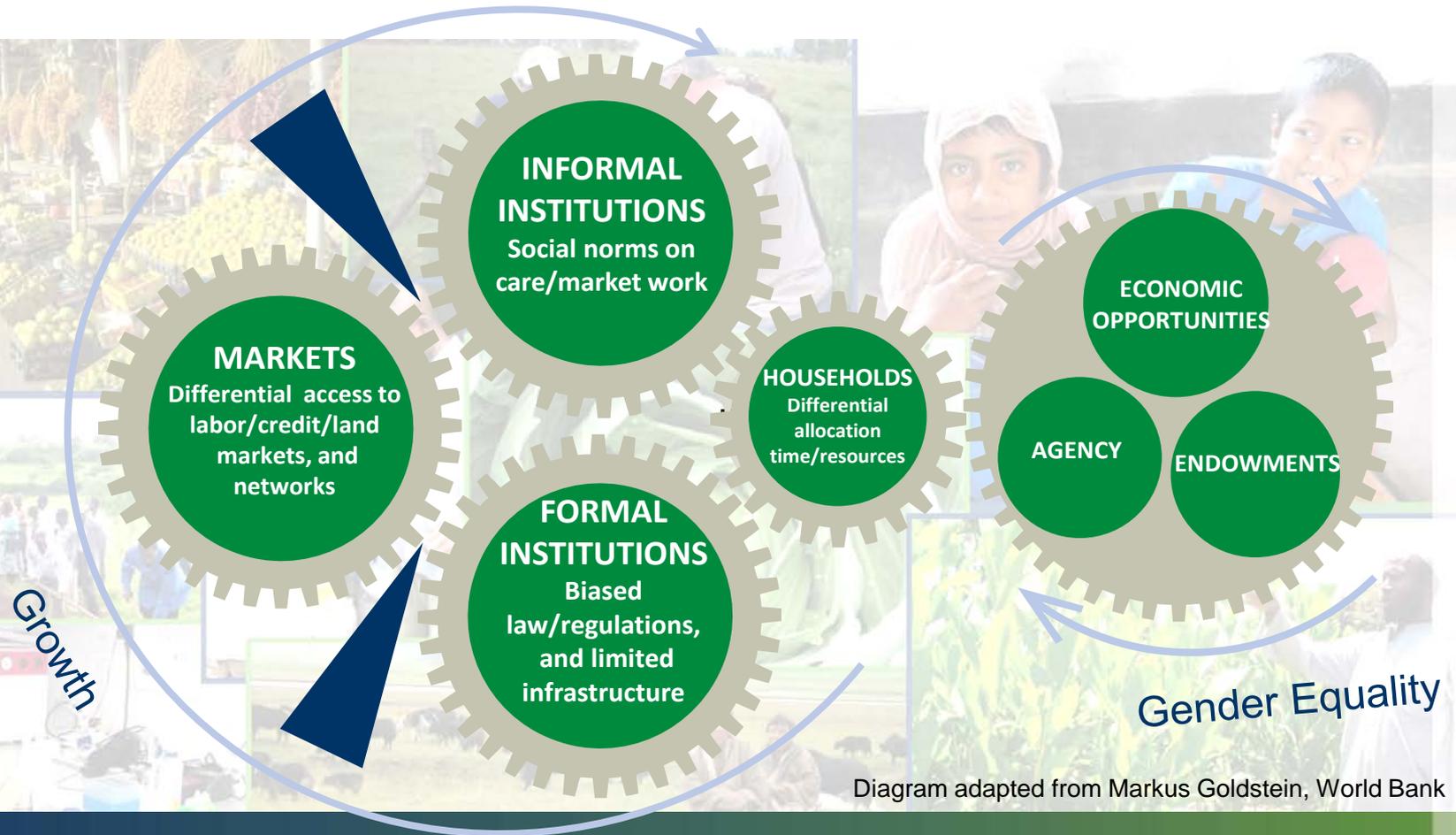


Diagram adapted from Markus Goldstein, World Bank

**A hypothesis of a low productivity trap for women**

# How to eliminate gender gaps?

- Understand men's and women's roles and relations (sociocultural norms)
- Foster equitable participation and leadership (cooperative memberships, technical education, etc.)
- Address women's constraints – from the **START** - in order to promote their economic advancement



# How to address women's constraints?

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- Address time and mobility constraints
  - Improve access to productive inputs
  - Improve access to technical education
  - Strengthen land tenure
  - Strengthen livestock ownership
  - Increase access to credit
  - Utilize innovative payment mechanisms
  - Strengthen opportunities for women's leadership
  - Foster community-led change

For norms to change, men and women representing diverse stakeholders need to be involved at every stage

# General approach for addressing women's constraints

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- **As we design dairy interventions:**
    - Are there (formal) institutional constraints that are holding women back?
    - Are there (sociocultural) norms that are an issue?
    - How are markets working for women?
    - How are decisions within households going to impact the intervention activities proposed?
  - **How can program design/company policy/national laws be adjusted to ensure gender equity? What can we do to advance these changes?**

**Developing strong dairy value chains and supporting gender equity are mutually supportive goals that increase productivity, competitiveness, food security, and profitability**

# Questions?



Thank you!