



Afghanistan National Horticulture  
Development Organization



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موسسه ملي انکشاف باغداری افغانستان



# Horticulture Value Chain Development Project (HVP)

Donor Agency: **Pôle de Développement / AFD**

Project implemented by: **Afghanistan National Horticulture Development  
Organization (ANHDO)**

## ANHDO Governance and Organizational Development (Specific Objective 5 – Sub-Component 3: Gender)

### Mission Report

Reporting Period: 20 April – 04 June 2016

Prepared by: **Michelle Glenn, International Gender Expert (Short-term Consultant)**

Reviewed and submitted by: **Akbar Bayani, HVP Project Coordinator**

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## ACRONYMS

AAEP/WIA	Afghanistan Agriculture Extension Project / Women In Agriculture
ANHDO	Afghanistan National Horticulture and Development Organization
ANDS	Afghanistan National Development Strategy
ANNGO	Afghanistan National Nursery Grower's Organization
CDC	Community Development Council
CHAMP	Commercial Horticulture and Agricultural Marketing Program
DAIL	Department of Agriculture, Irrigation and Livestock
EC	European Commission
FAO	Food and Agriculture Organization of the United Nations
FFS	Farmer Field School
GBC	Gender-Based Constraint
GMS	Gender Mainstreaming Strategy
HLP	Horticulture and Livestock Project
HVP	Horticulture Value Chain Project
IGWG	Inter-agency Gender Working Group
MAIL	Ministry of Agriculture, Irrigation and Livestock
M&E	Monitoring and Evaluation
MRRD	Ministry of Rural Rehabilitation Development
NADF	National Agriculture Development Framework
NGA	National Growers Associations
NHLP	National Horticulture and Livestock Project
PM&E	Participatory Monitoring and Evaluation
PHDP II	Perennial Horticulture Development Project
ROP	Roots of Peace
RI	Relief International
SO	Specific Objective
SoW	Scope of Work
ToR	Terms of References
USAID	United States Agency for International Development
WB	World Bank
WFW	Women For Women International

## **Annexes**

- Annex 1      Gender In Horticulture Literature Review
- Annex 2      ANHDO Anti-harassment Policy
- Annex 3      Implementing Gender into existing ANHDO Programs
- Annex 4      Training Staff on ANHDO Anti-harassment Policy
- Annex 5      Training Staff on ANHDO Gender component of existing programs

## Introduction

In order for the Afghanistan National Horticulture Development Organization (ANHDO) to become a key actor in the long run towards the development of the horticulture industry in Afghanistan and a permanent bridge between the public and the private sector, it is essential that the organization concentrates its efforts towards improving its governance and management capacities, and developing a long-term strategy that will enable the organization to fulfill its mandate and ensure its sustainability.

To achieve this critical objective, a specific component fully dedicated to the organizational development of ANHDO has been integrated into the 3-year AFD funded Horticulture Value Chain Development Project (HVP) that started in October 2014. This component, referred to as “Specific Objective 5” (SO5), has been formulated as followed: “Increased awareness and management capability of ANHDO and its partners lead to enhance ownership self-confidence, governance and sustainability”<sup>1</sup>.

In order to reach this specific objective and coordinate the various organizational development activities under this component, three main sub-components have been identified, as well as their respective results to be achieved within the timeframe of the project:

- (i) *Sub-Component 1: Governance and Management*  
This sub-component aims at developing an “increased awareness and management capability that leads to a better governance for ANHDO and its partners” (Result 1).
- (ii) *Sub-Component 2: Strategy*  
The objective of this second sub-component is to develop a long-term strategy owned by ANHDO (Result 2).
- (iii) *Sub-Component 3: Gender*  
This last sub-component is meant to lead to an “increased awareness on gender issues and gender role in the horticulture sub-sector” (Result 3).

The present document summarizes the main activities performed by the consultant during this mission that took place during 20 April to 04 June 2016 within the SO5 Sub-Component 3, Gender. The first section of this report provides a summary of the mission and presents the main opportunities and challenges identified by the consultant during the period. In the second section, the activities implemented during the mission will be described in detail. In conclusion, the consultant will present her own assessment of the mission and provide an outlook for next steps. Deliverables are presented in Annexes.

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<sup>1</sup> See the HVP Logical Framework

# 1. Mission Summary

## 1.1. Objectives of the Mission

The purpose of this assignment was to successfully implement the Sub-Component 3 of the HVP project dedicated to Gender as listed above. Therefore, the Gender expert is responsible for increasing the awareness of ANHDO staff about gender roles in horticulture and developing a gender component into ANHDO's programs and organization.

In order to achieve this objective, the Gender expert was expected to:

- 1) Provide a study report about the role of women in horticulture in Afghanistan and identify in which specific parts of the horticultural value chain they are the most active, while highlighting the main regional differences;
- 2) Propose, develop and provide awareness rising and capacity building activities to ANHDO staff about: (i) general gender issues (ii) women's role in horticulture in Afghanistan and (iii) the development of a gender component into ANHDO's programs and activities.
- 3) Based on the main findings of the study report mentioned above, lead the participatory development of, and propose, a gender component to be included into ANHDO's programs and activities, as well as a monitoring tool and guide for project management team and staff to properly monitor the implementation of activities specifically designed for women.
- 4) Develop a gender and anti-harassment policy for the whole organization to be included into ANHDO's internal rules and regulations.
- 5) Develop a training module about ANHDO gender and anti-harassment policy.

## Methodology

Regarding the study of the role of women in horticulture, the Gender expert was expected to review the existing literature about the role of women in horticulture and to interview ANHDO technical staff and beneficiaries as necessary. And if required, the Gender Expert would design a survey to refine the results of the literature review in order to be able to provide more specific recommendations about how to integrate a gender component into ANHDO's programs and activities.

Based on the main findings of the study about the role of women in horticulture, the Expert will provide awareness rising trainings to ANHDO staff members presenting the main findings of the study, and will provide capacity building and methodological tools in order to develop a gender component.

In order to develop the gender component, the Gender Expert is first expected to identify and map all the activities that ANHDO is already implementing with women through its various projects. The development of the gender component will be performed in a participatory way involving ANHDO management and technical staff. Deliverables are

reported as Annexes as well as the handouts and presentations used during the two days of training and attached are all to this Mission Report.

This literature review (Annex 1) will draw on the available evidence to study in which areas and to what degree women participate in agriculture and specifically in the horticulture value chain in Afghanistan. It is intended to inform ANHDO researchers and practitioners undertaking agriculture research and value chain analysis on tools that have been used in gender and value chain analyses. The review documents past work on tools and approaches that have been used in gender analysis of horticulture value chains in other parts of the world. The search for documents was conducted through a web search as well as ANHDO documents. A total of more than 30 documents composed of workshop materials, manuals, guidebooks, handbooks, reports, toolkits and working papers were reviewed. Recommendations will be provided on how ANHDO can increase the awareness of ANHDO staff about gender roles in horticulture and develop the framework for a gender component into ANHDO's programs and organization.

The development of the ANHDO Anti-harassment Policy (Annex 2), was to be conducted in a participatory manner that would allow ANHDO staff to be as involved as possible in the process and hence have more ownership of the policy. Given the time constraints, it was decided to develop this policy and procedures from existing information from similar organizations. Then this information was translated into Dari (by Amir Bigum) so that all staff would have a chance to review the information. Three small group leaders were selected and trained on the participatory process and a half day workshop was held with all staff from all of the provincial offices, including the support staff. Three small groups reviewed the information, made recommendations for changes or additions to the policy and then presented their input to the larger group. All of this information is reported in the results of the half day training on 30 May 2016 (Annex 4).

Annex 3 is the section that reports on the issues and processes recommended for implementing the Gender Component into the ANHDO programs. Some topics are suggested for starting as well as a process for sustaining these gender programming efforts which included staffing suggestions as well as organizations for collaborations. Much of this information was gathered throughout the consultancy but validated and enhanced by information gathered from the one day training event on Gender in Horticulture.

The one day training event on 29 May focused on Gender Equity within Horticulture Value chain and is reported in Annex 5. Based on the Literature Review, the consultant chose the Project Management Cycle process as the basis of developing Gender Disaggregated data for building the Gender Component of ANHDO. Staff were trained on Gender Awareness within the agricultural value chains, the different tools for conducting Gender Analysis and then specific training on the tools for collecting this data in a participatory manner with partners and implementers in the field.

## 1.2. Main Opportunities

Throughout this assignment, the commitment and support of ANHDO staff was instrumental to the successful completion of the assignments. Staff gave generously of their time and shared valuable information. Everyone from the security staff, cooks, and the cleaners to the senior management were greatly supportive and warmly welcomed me into the ANHDO family environment.

One of the main opportunities of this mission was the identification of partner organizations that are already conducting technical training for women in horticulture projects. As there was very little specific written information on how gender has been incorporated into agricultural programs in Afghanistan, it was very helpful to learn first-hand from program staff from other similar programs. The Program Manager was instrumental in setting up appointments and attending these meetings with me when we met with AAEP/WIA, CHAMP, and NAEC staff.

## 1.3. Main Challenges

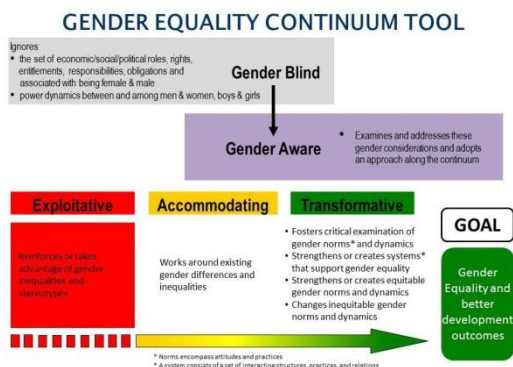
Security was a major challenge during this assignment. There are few guest houses left in Kabul and guest houses that have accommodation for women are even fewer. As I had stayed in Kabul before, I secured housing with a friend who was living in Kabul for more than 20 years. Unfortunately, she was kidnapped on a mission to Jalalabad and I had to find different accommodation. Given the shortage of acceptable housing, the ANHDO staff made a room available in the ANHDO offices. This was very generous and I am very thankful. It was a good short term solution but had its share of difficulties also.

One of the deliverables was to recommend how to incorporate gender into existing activities. I found it difficult to identify reports on what are the existing ANHDO activities. I was able to gather some information from technical reports and meetings with ANHDO field staff but not certain if this is a full accounting of existing activities. There are also many terms and processes that are specific to ANHDO that are difficult for an outsider or consultant to understand; for example, Producers Groups vs ANHDO Membership.

There does not seem to be any specific Monitoring and Evaluation staff within ANHDO. It was difficult to develop M&E indicators without collaboration from the M&E staff. Also, there are very few female professional staff. It seems that all gender component work was automatically assigned to female staff even if that is not their technical area of expertise.

In the implementation of this assignment, there was a restriction or boundary placed on the recommendations to work only within existing gender roles and not to add to or improve upon the contributions of women in the horticultural value chain. It was difficult to work within this constraint as much of the existing work of women within the horticulture value chain is exploitive. Just because women are involved is not necessarily a good thing if their work is not valued or paid. Increasing production often increases their work on cash crops and can diminish their time to provide for their families food needs, sometimes having a negative impact on household food security. Future efforts should also consider the Gender Equality Continuum Tool.

The Gender Equality Continuum Tool takes users from gender blind to gender aware programs, towards the goal of equality and better development outcomes. Awareness of the gender context is often a result of a pre-program/policy gender analysis. “Gender aware” contexts allow program staff to consciously address gender constraints and opportunities, and plan their gender objectives.



The gender integration continuum is a tool for designers and implementers to use in planning how to integrate gender into their programs/policies. Under no circumstances should programs take advantage of existing gender inequalities in pursuit of health outcomes (“do no harm!”), which is why, when printed in color, the area surrounding “gender exploitative” is red, and the arrow is dotted.

## 2. Activities implemented during this mission

### 2.1. Mission Activity Log

Date	Activities
20 April	Travel USA to Amsterdam
21 April	Travel Amsterdam to Kabul
22 April	Weekend
23 April	Briefing & Introductions to HVP Staff by Program Manager (Akbar) HR & Logistics of Mission Review of TORs with Org & Gov Dev. Expert (Amir Degum Rezaie) Start Literature Review
24 April	Security Briefing Literature Review Skype call with Marina Charpentier
25 April	Contact partner agencies and organizations Literature Review
26 April	Outline Mission Report Meetings at Kabul University, Faculty of Agriculture & AAEP
27 April	Literature Review Begin Draft of Gender Survey Tool for Field Staff
28 April	Literature Review
29 April	Weekend
30 April	Security issues – Change Accommodation / Literature Review
01 May	Develop outline for Workshop/Training and propose dates with ANHDO Complete background on ANHDO provinces
02 May	Propose meetings with ANHDO at Badam Bagh, CHAMP and PARSA. Read ANHDO Log frame for M&E component
03 May	Meetings with SO2 and SO3 Program Staff in Kabul and Badam bagh.
04 May	Outline for Literature Review Study Report Draft report section on ANHDO Office Gender Component



05 May	Security Door construction – Literature Review
06 May	Weekend
07 May	Create Tables, Format Provincial Data
08 May	Meeting ANHDO Kabul female staff, Draft ANHDO Gender and Anti-harassment Policy
	Meeting with Prof. Samadi to review Gender roles in horticulture
	Skype Marina – Consultancy Update
09 May	Literature review and Outline for Literature Survey
10 May	M&E and Baseline Tools, Problem Tree to ID capacity building needs
11 May	Meeting AAEP/WIA, Focused interviews on Women in Agriculture
12 May	Reading of ANHDO Value Chain reports from Prof. Samadi
13 May	Weekend
14 May	SO1 Group to review Membership Criteria, Literature Review
15 May	Visit NAEC School (planned/cancelled), Writing Literature Review
16 May	(Demonstrations – staff working from home) Writing Literature Review
17 May	Draft Anti-Harassment Policy finished and shared. Training Planning .
18 May	Developing handouts and Power Point for training
19 May	Handouts and for training
20 May	Weekend
21 May	Handouts and Power Point for training
22 May	Site visit with CHAMP at MAIL office and also the NAEC school
23 May	Select and contact small group leaders, training materials and logistics
24 May	Literature Review
25 May	Visit Women for Women International, Power point presentation
26 May	Training preparation
27 May	Weekend
28 May	Train 6 ANHDO staff on Gender Analysis tools to lead small groups
29 May	Training on Gender in ANHDO Programs
30 May	Training on Anti-harassment Policy for ANHDO
31 May	Write up workshop results
01 June	Follow-up mtg with AAEP regarding appropriate technology.
02 June	Meet with SO group leaders regarding training results
03 June	Weekend
04 June	Meetings with Workshop small group leaders
05 June	Travel home

Work from home for 5 days

21 June	Write up workshop results
22 June	Complete Literature review, Annex 1
23 June	Complete Annex 5
24 June	Complete Annexes 2 & 4
25 June	Complete Annex 3

### 3.1 *Conclusions & Recommendations*

#### A. Additional ANHDO Staffing

- a. Short term: Establish Gender Focal Points within ANDHO. Other short-term approaches could be to hire previous CHAMP women trainers on seasonal or short-term basis.
- b. Long term: Hire Gender Training Experts. Should probably hire two women into these positions to start. One who is a Dari speaker and the other a Pastu speaker. Other long term approaches could be to identify women in the field who could be trained to be lead farmers within the women's groups.
- c. M&E Specialist who is responsible for leading and organizing the collection of Gender Disaggregated Data and also supervises Gender Training Experts in addition to other responsibilities.
- d. Communications Expert. There is a need for someone to catalog the technical reports that have been generated and to develop a method for sharing this information with partners. Also, there should a method for sharing this information on the website. More information should be made available about ANHDO and an information campaign should be launched about women working in the horticultural value chains emphasizing the importance of the role of women in increasing profits in agricultural export markets.
- e. Invite female DAIL extension workers to all ANDHO training and programming events to improve the communication with these offices.

#### B. Continued Staff Training

- a. More Gender Awareness Training for Senior Management staff from Women for Women International. It has been documented that awareness training has been largely should in English and utilizing western concepts. The Women for Women training is conducted in local languages and using only the Holy Koran as guidance.
- b. Training to ANHDO partners in the field. Little gender awareness raising has taken place in insecure areas. (Adlparvar, N. et.al. 2014). Once Senior Management has completed the 3 month Women for Women training, they should take a decision on who and how training should be given to men working with ANDHO staff in the field.
- c. Technical training on Gender in Budget Analysis for Financial Staff by NAEC.
- d. Additional training for all ANDHO field staff on Project Management Cycle and the inclusion of Gender in the PMC. Specifically, more training on the Problem Tree Analysis and development of Indicators from this analysis. Could be conducted by NAEC and/or outside consultant.
- e. On-going Gender Awareness training of all ANDHO staff emphasizing the successes of incorporating women into the ANDHO programs. Could also set up rewards for staff who help to reach the programming goals established. Should be conducted by ANDHO Gender Focal Point or M&E Specialist.
- f. On-going Gender Awareness training of all ANDHO staff emphasizing the

restrictions of society on women. For example, nine out of 10 women say they have faced harassment at some point on the way to work or school, and out of those, 14 percent say they stopped going to school because of it. Eighty-seven percent of Afghan women have faced verbal, sexual or physical violence at home. This type of training could be conducted by NAEC staff.

#### C. Continued Data Collection

- a. Each Horticulture Value Chain. Continue using the data collection tools used during the ANDHO training on 29 May 2016. This should be done following participatory approaches with all members of the value chains in the field. Need to develop a Gender Disaggregated Data Analysis on each of the ANHDO existing horticulture value chain including value chains of Pomegranate, Cherry, Apple, Apricot, fresh Grapes, Raisins, Plums, Citrus, Almonds, Pistachio, and Peaches as well as the research to support the selection of appropriate varieties. This can be led by the Gender Focal Point and then turned over to the M&E Specialist. Data should always be gathered by the technical field staff with support from the Gender Training Specialists.

#### D. Base technical training topics and training methodologies on Gender Disaggregated Data collected from the field.

- a. This effort should be led by the Gender focal points and then continued on the long term by the Gender Training Specialists and M&E Expert.
- b. Training in Numeracy and / or Business Record Keeping for women should be considered. Could be done with CHAMP Women's groups.
- c. Start with trainings for women farmers on Plum Peeling and Drying; Apricot Processing and Pistachio Nut Cracking. Other topics that might be relevant to women in the value chain would be GAP Training, Aflatoxins in Nuts, HACCP and other field testing techniques to improve fruit or nut quality.
- d. Additional companion planting of food crops could be done in the fruit tree orchards that would increase family food availability and also support sustainable orchard management and production. Such as Alliums to reduce aphid infestations.

#### E. Office Policy and Procedures

- a. Changes to Membership policy to allow women groups to join (remove restriction of land ownership for female members.)
- b. Publish the ANDHO Gender Policy for all staff and partners.

#### F. Continued partnerships with other organizations working with Women in Agriculture to explore programming efforts that would focus on how can Afghan producers, specifically Afghan women, increase their household income? How could women improve their position in the value chain? Within the value chains analyzed, what key steps and potential interventions could improve women's position?

- a. Collaborative training on Nut cracking could be conducted with AAEP on

appropriate small-scale, commercial nut cracking technologies such as the Drill Cracker ([drill-cracker.com](http://drill-cracker.com)) or on the development of small-scale cold storage facilities utilizing the Cool Bot Technologies.

- b. Using the information in the Literature Review, reach out to partner organizations in each of the ANDHO operating provinces to collaborate on training topics and training events. DAIL staff could help to build these partnerships.