



**WOMEN IN HORTICULTURE VALUE CHAINS,  
SOCIAL PROTECTION AND KNOWLEDGE  
MANAGEMENT : PERSPECTIVE FROM AFRICAN  
DEVELOPMENT BANK**

**INCLUDE MEETING**

**11 May, 2015**

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## 2015 – An Interesting Crossroad

- Declaration of 2015 as Year of Women Economic Empowerment and Development towards AU Agenda 2063
- 20<sup>th</sup> anniversary of the adoption of the Beijing Declaration and its Platform for Action (1995)
- 5<sup>th</sup> Anniversary of the African Women's Decade (2010-2020)
- 15<sup>th</sup> Anniversary of the UN Security Council Resolution 1325
- Post 2015 MDG and SDG



## Women in Agricultural Sector

- Women are the backbone of African Agriculture
- They constitute 60-80 percent of the labour force
- Make up the majority of smallholder farmers
- Produce more than 80 percent of Africa's food
- make essential contributions to rural enterprises.
- But they have limited access to productive farm inputs (land, improved seeds and fertilizer, credit and technology)

# Global Value Chains



- Promoting value chains is gaining increasing recognition within the realms of private sector development as a strategy to help countries get out of primary production into processing and manufacturing activities.
- Actors in a value chain may range from micro enterprises to multinational cooperation.
- A global value chain (GVC) might involve the link between rural producers and urban processing and marketing enterprises in a developing country at the domestic end and then linked on to firms in the developed countries
- GVC presents an unprecedented opportunity for African economies to move beyond producing raw materials and build dynamic and competitive manufacturing sectors capable of processing abundant natural resources and agricultural products creating sustainable jobs and stimulate sustainable inclusive growth as new markets for value added products evolve both in the continent and externally

# Example: Nigeria Cocoa in the Ferrero Group Global Value Chains





## More African Countries Employing New Strategies

- More African countries are employing new strategies to enable better access to value chains
- Cote d'Ivoire, the world largest producer of cocoa beans is mobilizing foreign investment resources to expand local capabilities for processing cocoa into chocolate.
- It has attracted three multinational companies – Cargill, Archer Daniels Midland and Olam – placing the country higher up the ladder of the global confectionary market estimated to be worth USD84 billion
- Largest shoe exporter in China Huajian – has set up factory in Ethiopia as part of a plan to invest USD2 billion over 10 years in developing manufacturing clusters focused on shoemaking for exports.
- The company has the potential to create 100,000 jobs over the period and will integrate local input manufacturers to global supply chains.



## HVAVCs in Africa

- Studies show that in Africa, **rapid population growth, urbanisation, rising incomes,** and the growing number of **women in wage employment** are increasing the demand for high-value commodities, processed products, and pre-prepared foods;
- Foreign demand for commodities and high-value exports is projected to grow from **US\$8 billion** and **US\$3 billion** in 2000, respectively, to roughly **US\$10 billion** in each category in 2030 (NEPAD Secretariat );



## HVAVCs in Africa

- Demand in local and regional urban food markets across Africa is expected to jump from **US\$50 billion to US\$150 billion** during the same period;
- By 2030, farmers could derive potential income from these various markets totalling **US\$4.5 billion** from foreign export markets, and as much as **US\$30 billion** from domestic and cross-border markets (FIMA).



## The Developmental Impact of HVAVCs

- HVAVCs have a significant role to play in **job creation**
- **Crop system diversification** as a measure is a key benefit of HVAVC;
- It is estimated that 60% of the world's food is produced by smallholder agriculture in developing countries, where crop diversity is key for the resilience of farming systems (ICRISAT);
- **Reduction of Post-harvest Losses;**
- Africa loses food valued at **USD 4 billion** on an annual basis due to post-harvest inefficiencies across the staples agricultural value chain (AGRA).



## The Case for Women in HVAVCs in Africa

- As the landscape of **high-value agriculture markets evolve**, the **vulnerability** of women producers in the absence of necessary support, **grows in equal proportion** – excluding them from potential participation and economic gains;
- In the last three decades, high-value agricultural markets have become increasingly **sophisticated, consolidated** and **regulated**;
- Greatly challenging for women producers and exporters to competitively participate in these value chains;

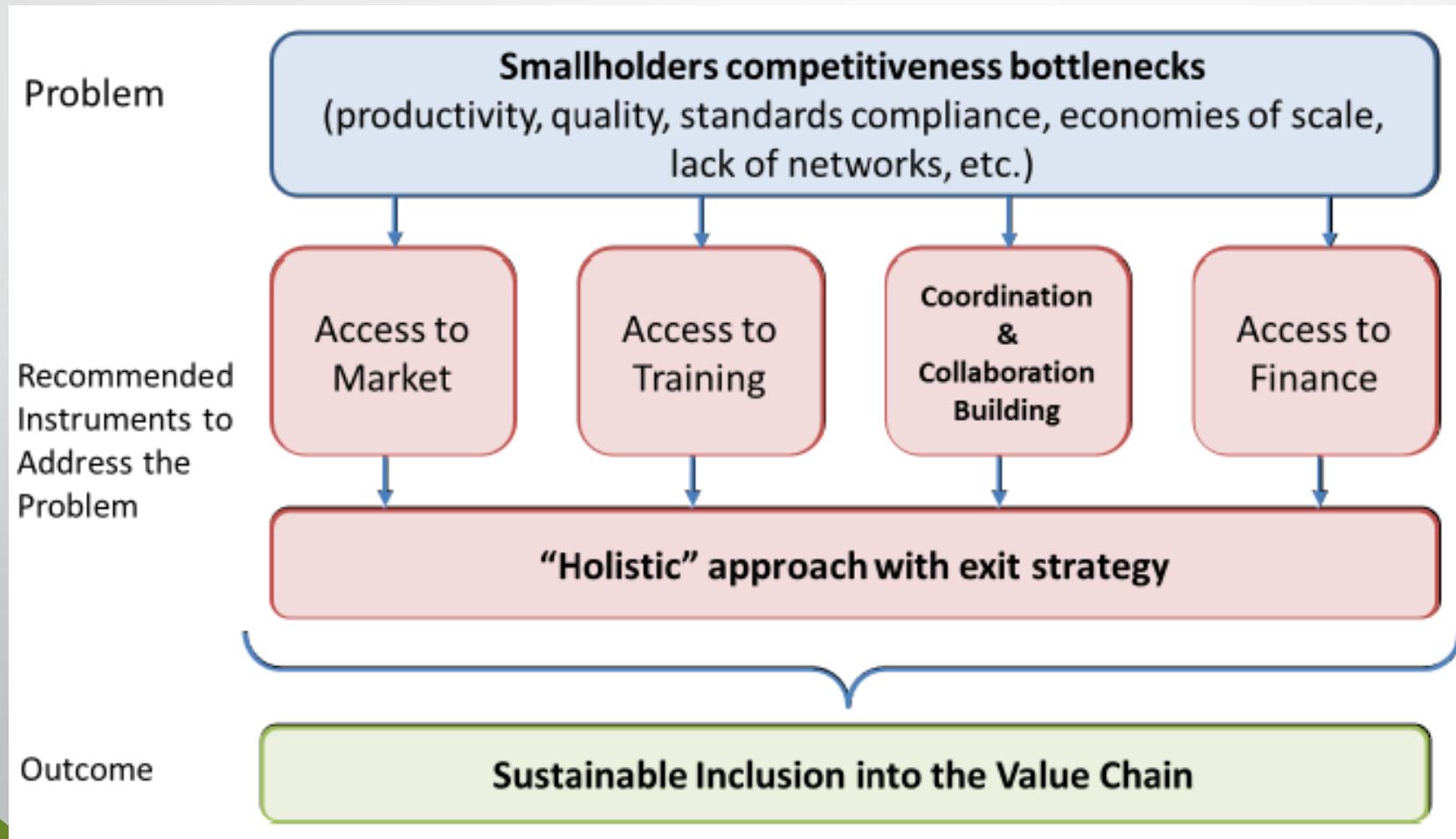


## **Opportunities for Women along the Horticulture GVC. Inputs – cultivation – harvesting- trade and transport – processing - selling**

- Develop women agri-business entrepreneurs.
- Secure land rights for women in order to facilitate access to income for savings and credit
- Provide legal counsel, launch information campaigns and target policy to enhance adherence to land ownership law
- Leverage women's value chain specialization to promote microenterprises
- Develop and target micro lending and financial education opportunities to women to improve access to inputs.



## Model for Sustainable Inclusion (Duke University)





## Sustainability of Small Producer Inclusion in the Value Chain

- **Economic sustainability** must be taken into account, post intervention, the ability for women producers to operate as independent economic actors, accessing the resources they need in the market;
- **Social sustainability:** projects can help resolve social challenges such as improved housing, better education of children and job generation;
- **Environmental sustainability:** as global agriculture expands, it can take a significant toll on the environment. Interventions should consider how they can improve the producer's management of their environment (Duke University).



## Research areas in Horticulture Value Chain

- **Conduct value chain diagnostic on role of women in competitiveness, constraints, case studies, opportunities and benchmark.**
- **Analyse sources of competitiveness**
- **Benchmark economic performance**
- **Map gender activities**
- **Identify and quantify income determinants**
- **Calculate economic opportunity from empowering women**

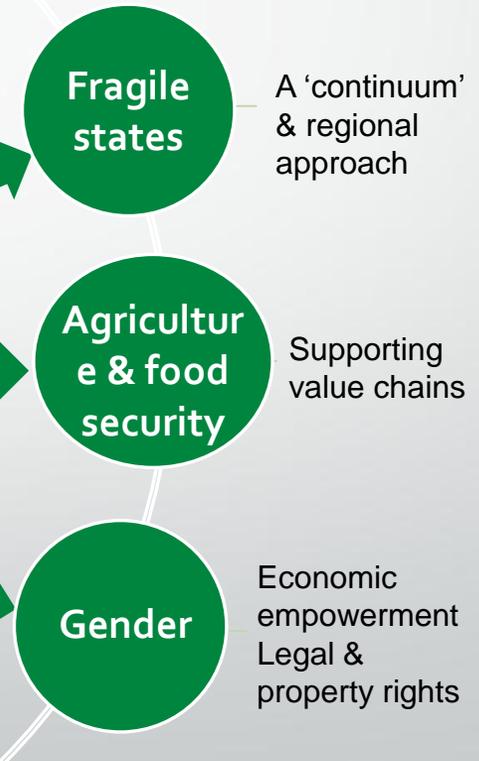
# Strategy 2013-2022



Two objectives to support transformation



Three areas of special emphasis



# Bank Investments to Support the Agricultural Value Chain and Increase Food Security



	Inputs/R&D	Production	Processing	Logistics	Marketing	
Role of the Bank		Irrigation				
			Community units			
			Storage			
					Rural markets	
		Rural roads				
		Power generation and distribution				
Results	<ul style="list-style-type: none"> <li>Improved access to seeds and fertilizer</li> </ul>	<ul style="list-style-type: none"> <li>Increased productivity</li> <li>Reduced vulnerability to climate shocks</li> </ul>	<ul style="list-style-type: none"> <li>Value addition</li> <li>Reduced post-harvest losses</li> </ul>	<ul style="list-style-type: none"> <li>Increased market access</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced food security</li> <li>Increased farmer incomes</li> </ul>	



# Social Protection in HCS

Building coherent, inclusive and sustainable  
social protection systems

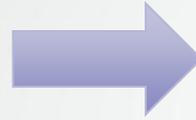


# Social Protection Components



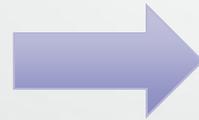
## 1. Governance

Voice and  
Accountability



Citizens voice in the design and delivery of services and service providers are held accountable

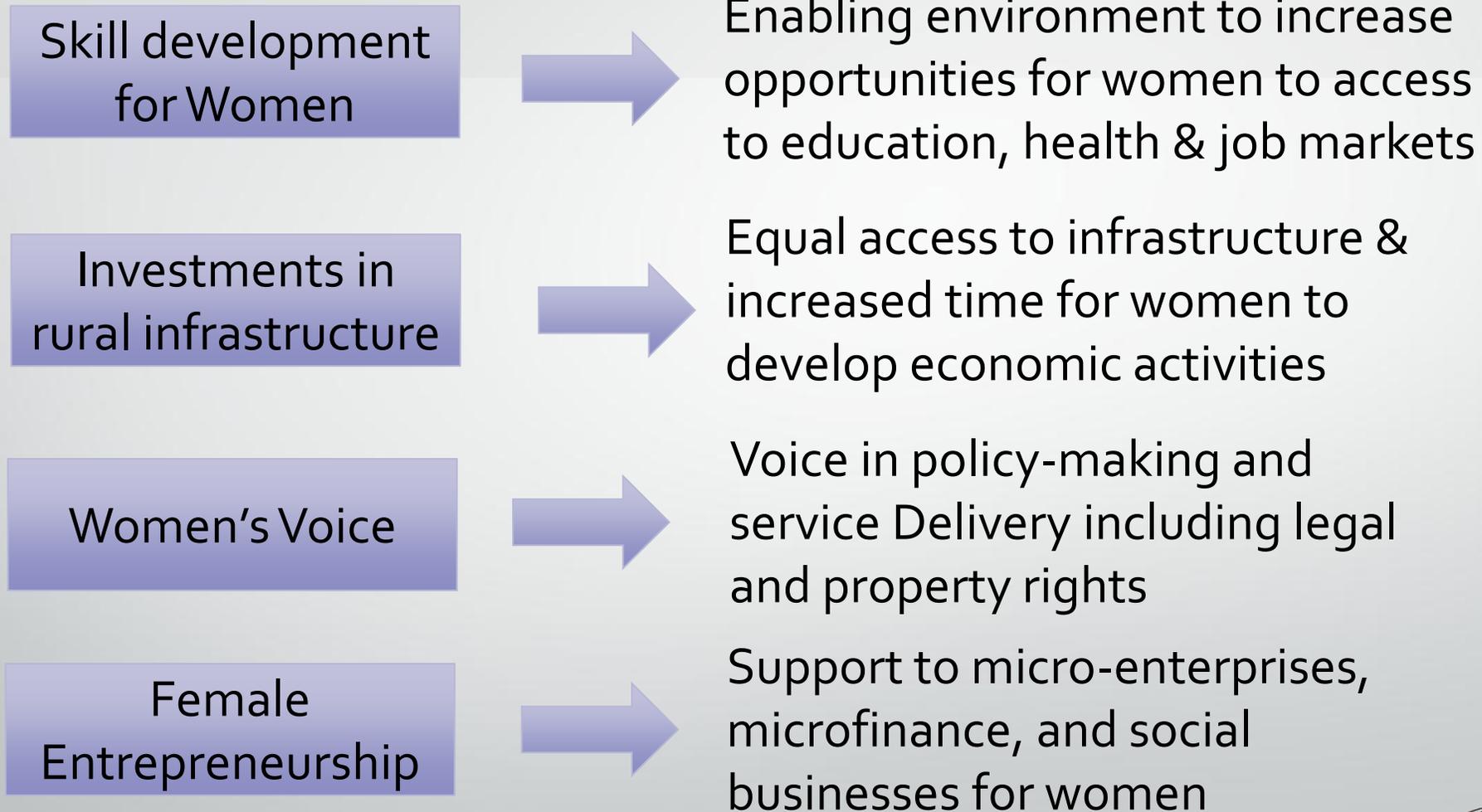
Better governance  
of safety nets



Governance of safety nets (CCTs, nutrition, food security) to cushion the impact of shocks on household income



## 4. Gender



# Bank Financing of Social Protection Operations



Focus	Type of Funding	Country	Allocation (Million Euro)
Social protection reform	Budget	Tunisia	600.00
Health system strengthening	Project	Côte d'Ivoire, Guinea, Liberia & Sierra Leone	176.00
Social health protection	Budget	Morocco	115.00
Skill development	Project	Rwanda	89.60
Youth development	Project	Senegal	32.80
		Zimbabwe	3.20
		Mauritania	3.00
Inclusive service delivery	Project	Sudan	33.60
		Togo	4.32
		Namibia	0.75
Emergency assistance	Project	Nigeria	0.80
PPP in social protection	Project	Burkina Faso, Malawi, South Africa & Uganda	0.74



# The Bank Group's Knowledge Management Strategy

2015 – 2020

# I. Motivation and Context

- Knowledge as a source of competitiveness and quality growth (inclusive & green)
- The quest for 'Knowledge Bank' started in mid-2000s (with the CE Office, 1<sup>st</sup> KMS)
- Country clients increasingly demand from the Bank analysis and knowledge solutions
  - The new KMS responds:
    - anchored in the TYS
    - aims to place the Bank 'at the center of Africa's knowledge transformation'

# II. Knowledge Management: Where Are We Now?

- **Strengths to maintain and to build on**

- **Explicit knowledge as public good (flagships, databases)**
- **Knowledge brokering**
- **Strategic partnerships in several areas**

- **Weaknesses to address**

- **Low share of KPs in 'mission critical' knowledge (e.g., infrastructure)**
- **Limited transfer of knowledge to internal audience (staff) & clients (RMCs)**
- **Emphasis on quantity rather than quality of KPs, differences in KM activities across the Bank**
- **The lack of planning and incentivizing KM activities**
- **Supply-driven approaches and 'silo' mentality**

# III. Vision, Objective and Pillars

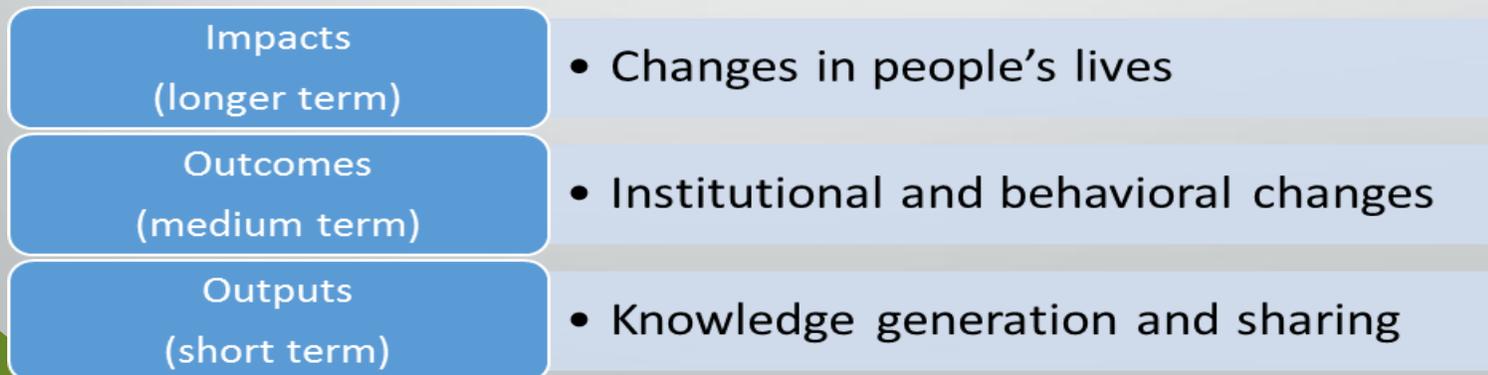
- Vision of the KMS 2015 – 2020: The African Development Bank as a premier knowledge institution on the continent in the area of economic development in its main area of focus – financing and supporting inclusive and green growth as well as poverty reduction across the continent.
- Strategic Objective:
- To provide or facilitate access to knowledge solutions to Africa's pressing development challenges in the strategic priorities of the TYS and help RMC become knowledge economies.
- Pillars:
- *Knowledge-enhanced lending*: Focusing the Bank's KM to enhance effectiveness of Bank's lending operations to help address pressing development needs;
- *Organizational performance*: Using knowledge to strengthen the quality of the Bank's policy dialogues, advisory services, and involvement in the development debate.

# IV. Implementation: Approaches and Tools

- **A. Approaches – Varied but Interconnected (addressing all 3 audiences)**
  - Strategic and Forward-looking Selection of Knowledge Work
  - Strengthening and Expanding Strategic Partnerships
  - Knowledge Sharing and Learning
  - Learning from Own Experiences and Independent Evaluations
  - High Impact Dissemination and Branding
  - Leveraging ICT for dissemination and learning
- B. Tools (addressing mostly internal audience)**
  - Communities of Practice
  - Transfer of Good Practices
  - Knowledge Market Place

# Results Measurement

- **Links to the Bank-wide Framework:**
  - Are African countries becoming knowledge-based economies?
  - How is AfDB's knowledge contributing to the TYS (and hence development of Africa)?
  - Is the AfDB managing its knowledge efficiently and effectively?



# KMS Implementation: What Will It Take?

- *Assumptions:*

- Strong commitment by both the AfDB senior management and staff;
- The AfDB staff and key partners enhance their capacity to deliver high quality policy dialogues & advisory services and capacity to contribute to key development debates;
- Close cooperation among Complexes and Departments as well as with strategic partners is ensued;
- The 'lending culture' in the Bank changes to integrate knowledge; it incorporates learning and innovation culture. Synergy is created between operations and knowledge;
- Effective mechanisms for capturing tacit knowledge are developed and consistently applied;
- Adequate resources for implementation are available and effectively utilized.



THANK YOU