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USAID's Collective Action to Reduce Gender-Based Violence (CARE-GBV)

Foundational Elements for Gender-Based Violence Programming in Development

SECTION 3.5. SECTOR-SPECIFIC PROGRAM ELEMENTS

Addressing GBV through Agriculture Programs

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ACRONYMS AND ABBREVIATIONS

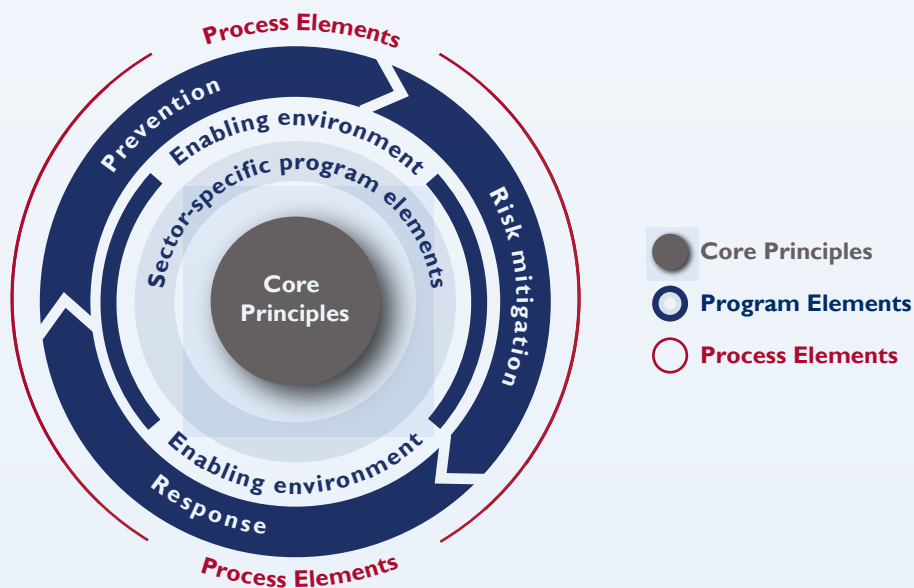
AWE	Advancing Women's Empowerment
CARE-GBV	Collective Action to Reduce Gender-Based Violence
dTS	Development and Training Services, Inc.
FAO	Food and Agriculture Organization of the United Nations
GBV	Gender-based violence
GBV in Ag Toolkit	Toolkit to Address Gender-Based Violence in Agriculture and Market Systems Development
IAM	Inclusive Agricultural Markets
IPV	Intimate partner violence
LGBTQI+	Lesbian, gay, bisexual, transgender, queer, and intersex people, and those of other diverse sexual orientations and gender identities
MSD	Market systems development
SEAH	Sexual exploitation, abuse, and harassment
SOBA	Sierra Leone Options for Business Action Project
SOGIESC	Sexual orientation, gender identity, gender expression, and sex characteristics
USAID	United States Agency for International Development

Introduction

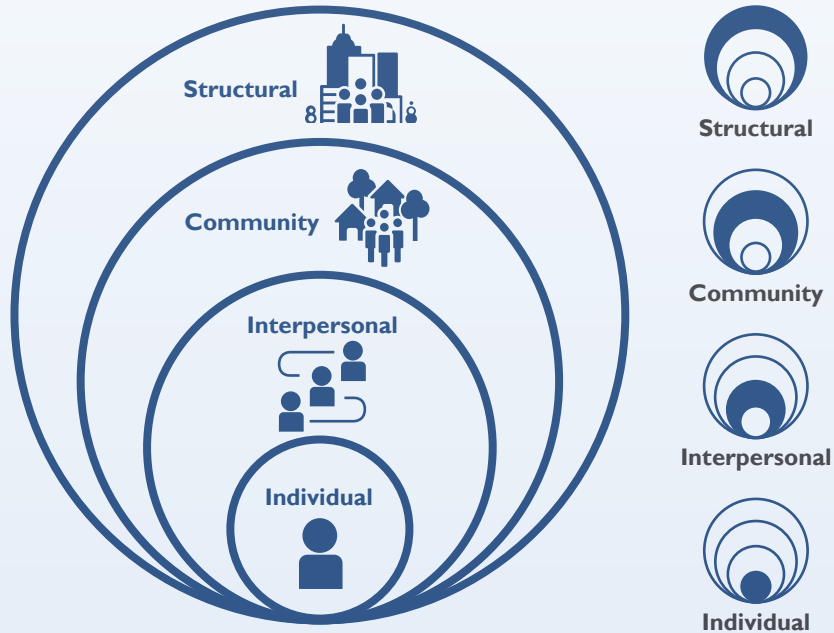
This brief describes why USAID’s agriculture programs should address gender-based violence (GBV) and details specific strategies for doing so. Program examples are provided to illustrate how the strategies can be incorporated into agriculture programs, and links to tools and resources are provided for additional information.

This brief is part of the *Foundational Elements for Gender-Based Violence Programming in Development*, which include core principles, program elements (prevention, risk mitigation, response, enabling environment), and process elements. Ideally, readers will familiarize themselves with these sections of the *Foundational Elements* before reading this brief. At a minimum, readers should be familiar with the following sections before reviewing this brief:

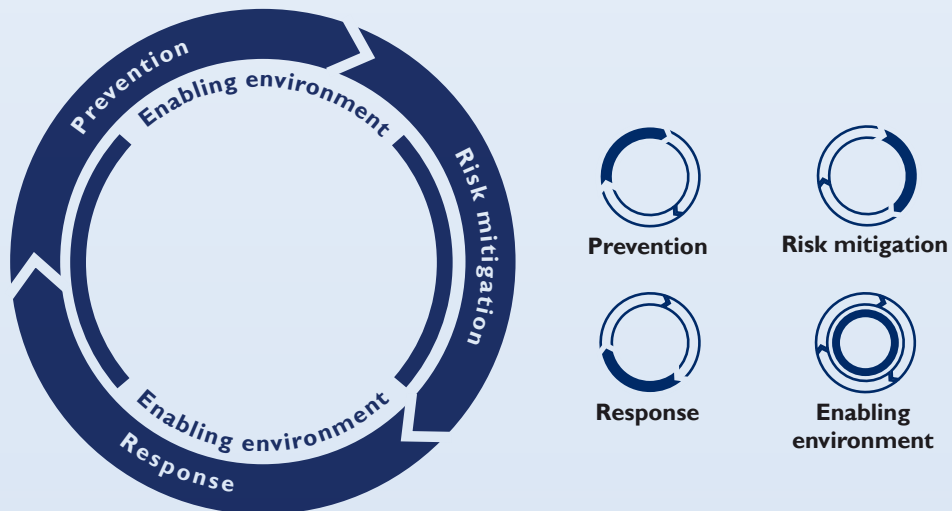
- Section 1.0. Introduction
- Section 3.2. Program Elements: Risk Mitigation
- Section 4.0. Process Elements:
 - Values, Organizational Culture, and Leadership (Program Example: A Framework for Safeguarding Program Participants)
 - Strategic Planning and Design (Gender Analysis and Referral Network Mapping)



The strategies described in this brief are organized by levels of the socio-ecological model: individual, interpersonal, community, and structural. Effective GBV interventions typically include strategies that address multiple levels of the socio-ecological model.



Each strategy is also labeled as prevention, risk mitigation, response, or enabling environment.



This brief serves as a companion piece to the USAID Feed the Future Advancing Women’s Empowerment (AWE) [Toolkit to Address Gender-based Violence in Agriculture and Market Systems Development](#) (GBV in Ag Toolkit) (USAID and Feed the Future AWE 2022) (Box 1). It summarizes why and how to address GBV in agriculture market systems and provides callout boxes for reference and further reading when using the GBV in Ag Toolkit.

Box 1: Toolkit to Address Gender-Based Violence in Agriculture and Market Systems Development (GBV in Ag Toolkit)

The GBV in Ag Toolkit curates and tailors practical, user-friendly, how-to guidance for agriculture and market systems programs to improve users’ ability to: (1) recognize how GBV intersects with agricultural market systems programming, (2) identify feasible, strategic entry points to address GBV in day-to-day program activities, and (3) draw from promising approaches to and examples of addressing GBV in agricultural market systems programming.

To situate the effect of GBV on agriculture and market systems programming, the GBV in Ag Toolkit translates the socio-ecological model into the corresponding levels of agricultural market systems levels as follows:

Socio-Ecological Model Level	Agricultural Market Systems Level
Individual Interpersonal	Household
Community	Workplaces and workspaces Supporting institutions
Structural	Supporting institutions Enabling environment Other contexts (such as seasonal stressors)

Why the Agriculture Sector Should Address GBV

GBV negatively affects the function of agricultural market systems by reducing agricultural productivity, workplace and worker productivity, and workforce readiness, as well as market competitiveness, stability, and resilience. Programming can exacerbate it without understanding and planning for the context. At the level of national economies, estimates suggest that GBV in agriculture could cost up to 2 percent of a country's gross domestic product (Chmielewski and Alnouri 2018). Types of GBV in agriculture can take many forms: physical violence, sexual violence (including sexual exploitation, abuse, and harassment [SEAH]), emotional or psychological violence, and economic violence. In the context of agriculture programming, economic violence, such as the denial of resources, opportunities, or services, is pervasive (FAO 2018).

As Figure 1 highlights, GBV exists within, and cuts across, all levels of agricultural market systems. Addressing GBV within different levels of agricultural market systems, such as through the MSD approach (Box 2), is a helpful way to pinpoint barriers and opportunities. A program's choice of actions will depend on what GBV issues have been identified, as well as feasible entry points for addressing these issues within the program and local community context. These actions are often interrelated, and programs may want to combine several approaches to address a given priority GBV issue of concern.

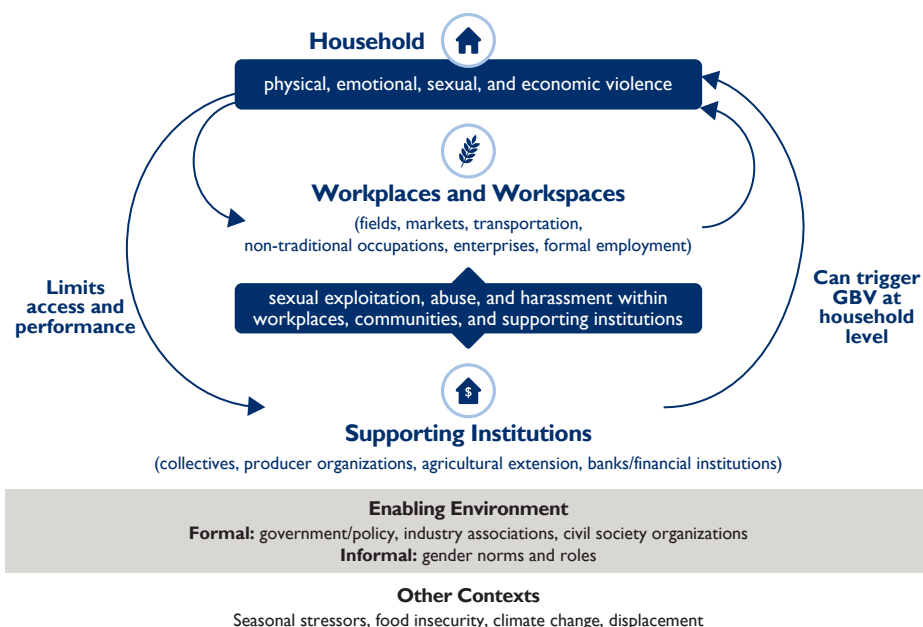
At the household level, incidents of intimate partner violence (IPV) and domestic violence may have economic consequences, limiting women's access to finances, mobility, and information.

GBV at the household level can restrict women's participation in multiple workplaces and levels of agricultural market systems where programming can occur—across the value chain and including training programs, when accessing inputs and financial services, and when accessing extension and business development services—and women's ability to enter higher-value commodities and positions in the value chain (Williams, Morris, and Robbins 2014). IPV may also affect women's ability or willingness to expand their businesses or their capacity to maintain control over their businesses and finances. For example, female *eru* (non-timber forest product) traders on the Nigeria–Cameroon border reported increased verbal and physical abuse by spouses related to time they spent on their exporting and intermediary business activities, and many subsequently had to give up their trading activities (Schulte et al. 2014).

Box 2: The Market Systems Development in Agriculture Approach

The market systems development (MSD) approach targets the root causes of poor market system performance to enable market actors to achieve inclusive growth. In the agricultural context, to strengthen agriculture and supporting markets, implementing partners do not intervene directly in the market system, but prioritize working through market actors. Broadly, MSD seeks to achieve high-level changes by fostering more competitive, inclusive, and resilient market systems.

Figure 1: Seeing GBV Links Across Agriculture and Market Systems



Source: USAID and Feed the Future AWE 2022

GBV and harassment can also be experienced at the community level. Women and men can experience backlash from others in the community for their participation in activities and roles that are seen as violating social and gender norms. For example, women participating in greater roles in agricultural and market systems may experience backlash from other women in the community; similarly, men might be shamed or ridiculed by other men and even other women in the community for “allowing” their partners to participate in male-dominated roles or for their partners possibly out earning them, thus challenging their role as the “breadwinner.” The potential for experiencing backlash from others in the community can deter women from expanding their businesses or participating in nontraditional roles, or lead men to discourage their partners from doing so.

GBV also occurs in workspaces and workplaces, supporting institutions, and transit routes to and from work. Specifically, SEAH is pervasive, occurring in fields, pack houses, aggregation centers, processing centers, trade routes, markets, producer organizations, business centers, financial institutions, factories, and other such sites. A recent compilation of global data (Rubin, Bonabaana, and Mafre 2019) documenting the pervasiveness of this pattern notes that in Ethiopia, 137 of the 160 women sampled said they had experienced some form of sexual violence and harassment themselves; in Tanzania, 89 percent of female workers across farms had personally witnessed one or more incidents of SEAH, mainly perpetrated by managers (Mlynska, Wass, and Amoding 2015). In Mexico, women reported that if they refused their supervisors’ sexual advances, they would be denied a bus ride to the farm, leaving them without transport to work and jeopardizing their livelihoods (Galvez and del Carmen 2014).

In agriculture and food systems, as with other sectors, vulnerabilities to GBV are often exacerbated for people with disabilities; lesbian, gay, bisexual, transgender, queer, and intersex people, and those of other diverse sexual orientations and gender identities (LGBTQI+ people), and other at-risk groups. While evidence on the impact of GBV on individuals with diverse sexual orientation, gender identity, gender expression, and sex characteristics (SOGIESC) is nascent, a 2018 gender and social inclusion analysis for the USAID/Honduras Transforming Market Systems Activity found that LGBTQI+ individuals frequently described being kicked out of their homes and denied access to housing, food, and work, in addition to facing harassment and physical violence. LGBTQI+ people reported facing difficulties in securing employment due to their sexual orientation and gender identities, and that employer discrimination against LGBTQI+ people frequently limited them to work in the informal sector (ACDI/VOCA 2018).

The broader enabling environment, including laws and policies, also shapes vulnerability to, or protection from, GBV within agriculture market systems. Notably, formal laws and customs that support women's land ownership can profoundly shape whether a woman can access this key asset—and, in turn, her relative power to access credit and reduce vulnerability to sexual exploitation in gaining access to fields. Civil society organizations and community groups, traditional leaders, and faith-based organizations also play a strong role in shaping the resources available to prevent GBV—including existing social and gender norms that play a powerful role in shifting (or reinforcing) GBV in communities. Patterns of GBV may also differ depending on other environmental contexts, such as forced displacement or seasons during the year (and related, increased stressors, including food insecurity) (Schulte et al. 2014) (see also Section 3.5. Sector-Specific Program Elements: Land and Property Rights and Environment and Natural Resource Management).

Importantly, GBV occurring at one level can have an impact at other levels. For example, control over a woman's mobility through use or threats of violence can restrict women's participation in agricultural workspaces or supporting institutions; alternatively, a woman's participation in agricultural market systems activities deemed "inappropriate" for women can trigger violence at the household level (Heise 2020).

Cutting across different levels, GBV affects agriculture programming in two significant ways:

- **GBV can be a barrier to achieving agriculture and market systems program goals**, as well as broader women's economic empowerment and gender equality and social inclusion aims. Along with other gender-related constraints, GBV can present barriers to women's participation and performance in agricultural and market systems, and to their ability to benefit from them (Rubin, Boonabaana, and Manfre 2019).

If women cannot safely negotiate time and resources within their households, or if they face harassment in public spaces, markets, or farmer organizations, they may neither fully participate in nor benefit from agricultural activities at their discretion. Unless women are reached and can benefit from programs, agricultural programs will fail to be inclusive and sustainable and have a sufficient impact.

Read more:

See *Chapter 2* in the *GBV in Ag Toolkit* for further examples of GBV within each level of the market system.

- **GBV can also be an unintended consequence of program activities**, where activities inadvertently put people at (increased) risk of GBV. For instance, many agriculture programs include inherent GBV risks due to unequal power dynamics within households and communities related to access and decision-making about economic resources. Programs have the potential to mitigate and build resilience to economic stress and enable more equitable economic decision-making and access. Yet, without attention to gender and social norms and power dynamics, program activities can unintentionally introduce changes that may increase tensions within households or communities that can intensify conflict or GBV (FAO 2018). If women or other at-risk individuals experience violence because of their involvement in program activities, their participation may drop off or the harm they endure may outweigh any potential benefits (economic, social, or otherwise) associated with program opportunities. To uphold the core principle “do no harm,” it is imperative that agriculture and market systems programs understand and address gender and social norms and monitor potential impacts or responses to shifts in power dynamics in addressing GBV.

How the Agriculture Sector Can Address GBV

USAID agriculture and food systems programs can use the following strategies to address GBV. Preventing and responding to GBV in all its forms may not be in the purview of agriculture programs. These strategies are primarily geared to agriculture programs without a current GBV focus, providing approachable strategies to address GBV within the context of existing activities. In some cases, the strategies also include scope to develop GBV-focused activities to complement existing interventions.

Strategy #1: Use agriculture-centric tools across the program planning cycle designed to prevent, mitigate, and respond to GBV



Program elements:
prevention, risk mitigation,
response, enabling
environment



Levels of socio-ecological model:
individual, interpersonal, community,
structural

To identify specific GBV risks in the context of day-to-day agricultural market systems program activities and prioritize GBV issues to address and feasible actions to take, the GBV in Ag Toolkit includes a suite of agriculture-specific steps and tools across agricultural market systems for integrating GBV. These include (1) a table of agricultural market systems-specific entry points across the program life cycle; and (2) GBV safety mapping tools tailored for application both within specific agriculture work settings and across value chains, along with worksheets that guide planning for how to learn about GBV in an agriculture program, organize GBV-related information, and prioritize GBV concerns and promising actions within planned agricultural market systems activities. It is important to note that these tools can be applied at any point in the program life cycle (see Section 4.0. Process Elements: Strategic Planning and Design; Coordination and Collaboration; Iterative and Responsive Decision-Making).

Read more:

See the GBV in Ag Toolkit for agriculture-centric steps, tools, and case studies for integrating GBV in the program cycle, such as Chapter 5 and Annexes 2–6.

Strategy #2: Decrease risks to GBV and increase access to resources and services at the household level through household and market engagement



Program elements:
prevention, risk mitigation



Levels of socio-ecological model:
individual, interpersonal

To address GBV at the household level, programs can seek to decrease risks of GBV by considering adjustments to increase access to resources and services (e.g., extension services or financial resources) for women and other at-risk individuals. To mitigate and prevent the consequences of potentially triggering GBV at the household level, programs can:

- Use an intersectional approach to identify program participants' risk of GBV, including the risks different groups experience based on their unique identities and lived experiences (see Section 2.0. Core Principles: Intersectional)
- Identify the highest-value commodities (e.g., crops, livestock, fisheries) for women and other at-risk individuals that will be acceptable within current gender and social roles, norms, and other mobility restrictions (and thereby, less likely to trigger household-level GBV)
- Conduct outreach and information-sharing sessions with households (particularly spouses) and community leaders to promote understanding of program activities and buy-in for participation of women and others who may transgress gender and social norms
- Promote safe access to markets for women and other at-risk groups by advocating for improved services within markets (e.g., lighting, toilets, police protection), infrastructure, and policy improvements
- Sensitize input and service providers to schedule delivery at times and locations that accommodate the specific safety, mobility, and scheduling needs of women and at-risk individuals
- Integrate gender-transformative, group-based training curricula into agricultural market systems programming—curricula that promote critical reflection on social and gender norms to reconsider women's contributions to agriculture and household economies, gender roles, social norms, collaborative decision-making, healthy conflict resolution, and other key topics help prevent GBV and support program outcomes (see Section 2.0. Core Principles: Gender Transformative).

Read more:

See the GBV in Ag Toolkit Chapter 4 for program actions and examples on how group-based curricula have been used to address GBV in agriculture and market systems programs. As described in the GBV in Ag Toolkit, promising approaches include Helen Keller International's Nurturing Connections, Care International and Promundo's Journeys of Transformation (village savings and loans), FAO's Facilitated Rural Community Conversations (farmer field schools), and the Gender Action Learning Systems.

Strategy #3: Assess and mitigate GBV in workspaces and workplaces



Program elements:
risk mitigation



Levels of socio-ecological model:
community

Programs have identified several promising practices to decrease risks of SEAH, ranging from mitigating GBV risks through restructuring physical workspaces to preventing GBV through coordinated policy, training, and infrastructural changes. To address sexual assault, including SEAH, in working environments and facilitate safe transport to and from workspaces and places, consider these actions:

- Include GBV in value-chain assessments and other formative research to identify risks of GBV within value chains and intervention areas.
- Ensure that training and other supportive services are offered in physically safe spaces that are well lit, with starting and ending times that do not require travel in darkness.
- Carry out safety mapping of the times and physical areas where women and other at-risk individuals are more vulnerable, which often includes isolated places (distant fields, solo interactions with managers) or crowded places where there is little accountability (e.g., transport, markets).
- Facilitate opportunities for women and other at-risk groups to collectively learn their rights and determine actions they can take to reduce their exposure to GBV risks (see Section 2.0. Core Principles: Rights Based).
- Train staff and partners on organizational anti-harassment and anti-exploitation policies and provide clear, accessible information to staff and program participants on grievance processes.

Read more:

See the GBV in Ag Toolkit Chapter 4 for program actions and examples on how workplaces and workspaces create safe, GBV-free markets and transportation.

Strategy #4: Build employers' capacity to prevent and respond to GBV, especially SEAH, within formal employment across agricultural market systems levels



Program elements:
prevention, risk mitigation,
response



Levels of socio-ecological model:
community

Regardless of whether programs are working directly with employers to build capacity or in partnership to facilitate market systems strengthening, programs have opportunities to build employers' capacity to prevent and respond to GBV. Illustrative actions to help prevent SEAH in formal employment include:

- Work with employers, industry, and community to examine and transform gendered, discriminatory, and stereotypical assumptions about occupations, employment opportunities, and management across multiple levels through activities such as messaging, technical training programs, and human resources policies.
- Using memoranda of understanding or grant agreements, require employers to maintain safe workplace environments that are free of harassment, exploitation, and violence, and to adopt and implement policies that prohibit discrimination, exploitation, and harassment.
- Support expanded opportunities for women and other at-risk groups to participate as members and leaders in trade unions; work with trade unions to further commitments to addressing SEAH.
- Strengthen employers' grievance procedures for SEAH.
- Strengthen employees' knowledge of and access to safe reporting procedures for SEAH.

Strategy #5: Reduce GBV risks by increasing women's access to financial services



Program elements:
risk mitigation



Levels of socio-ecological model:
community

For programs that work with agriculture extensions, producer organizations or cooperatives, financial institutions, or other supporting institutions, these can offer important and effective entry points for programs to address GBV with a broader systemic impact that reaches all the way to the household level. Increased access to financial services can help women and other at-risk groups to better withstand economic shocks and avoid risky behavior, susceptibility to sexual coercion, and transactional sex. Actions to increase equitable access to financial services can include:

- Structuring financial services to support access to credit and direct payments to maximize privacy, control, and safety—for example, using alternative payment schemes like setting up automatic payment mechanisms that deposit money directly into individual bank accounts or using a non-cash form of payment valued by the recipients that is more easily controlled, without triggering conflict.
- Working with financial institutions to equalize collateral requirements, thereby lessening women's need to have a male cosigner (or the need for at-risk individuals to rely on other family members) to open accounts and reducing the potential for economic violence.
- Working with banks to ensure that loan service centers are accessible to women and other at-risk clients. Loan agents have been trained in equitable lending procedures, and women can be listed as sole owners on financial accounts.
- Facilitating access to financial technology to increase access to mobile money or other services that increase privacy, as well as access to and control over funds.

Strategy #6: Work with agriculture associations and groups to respond to GBV



Program elements:
risk mitigation, response



Levels of socio-ecological model:
community

Agriculture associations and groups are another key supporting institution with potential GBV risks that should be assessed and understood to promote safe access and participation for women and at-risk groups. Given their linkages within and across the market system, agricultural associations and groups have the potential to influence changes not only within their organizations, but also within the industry and within the communities or contexts in which they operate. When working with agricultural associations, identify and consult with women's organizations and others with experience addressing GBV. Draw on the knowledge and assets of local partners, preferably those rooted in local systems (see Section 2.0. Core Principles: Led by Women's Rights Organizations and Other Local Groups Working on GBV and Human Rights). Build awareness and capacity among partners about the impacts of SEAH and IPV on their organizational goals, and work with them to develop a strategic plan. This could include:

- Engaging agricultural associations and groups in GBV data-collection efforts, such as safety mapping of physical areas, disaggregating data by sex, age, and other factors, and Activity-level assessments (see Section 3.2. Program Elements: Risk Mitigation).
- Engaging with key associations or groups to address GBV risk factors that may also inhibit achieving program goals (e.g., working with producer organizations to increase women's access to land).
- Building the capacity of extension service providers and other associations to incorporate GBV messaging in their training and communications.
- Linking agricultural extension service providers, associations, and groups to members of the GBV referral network to assist survivors of GBV in accessing services (see Section 3.3. Program Elements, Response).

Read more:

See the GBV in Ag Toolkit Chapter 4 for program actions and examples on how to work with agricultural associations and groups to reduce GBV.

Strategy #7: Prepare agricultural program and partner staff to respond to disclosures of violence



Program elements:
response



Levels of socio-ecological model:
interpersonal, community, structural

Agricultural program staff work directly with community members and can build an important level of trust with program participants. As a result of this trust, people in the community may disclose experiences of GBV to program staff (such as extension agents, field school staff, agronomists, and business-development services advisors). To prepare non-GBV specialist staff to respond to survivors in ways that uphold survivor-centered principles (see Section 2.0. Core Principles: Survivor Centered) at all times, project and partner staff need to apply a survivor-centered approach, which means that the survivor's rights, needs, and wishes inform actions. Recommended activities include creating and maintaining updated referral networks localized to the specific geographic areas in which program activities are implemented, training staff in guidelines for how to respond to a survivor disclosing an incident of GBV, providing staff with easy-to-use tips and job aids, and engaging staff in ongoing reflection and support related to their experiences (see Section 3.3. Program Elements: Response).

Read more:

See the GBV in Ag Toolkit practical tips and tools for responding to survivors geared to non-GBV specialist agricultural and MSD program staff.

Strategy #8: Reduce GBV risk by securing rights to land and property



Program elements:
enabling environment



Levels of socio-ecological model:
structural

Many of the underlying inequalities that increase vulnerability to GBV in agricultural market systems programming exist at the level of the broader enabling environment. Reducing GBV risk by securing rights to land and property is one such action. Women and other at-risk groups can be at risk of property grabbing, which may involve violence and intimidation. The loss of assets and property makes them further vulnerable to economic violence and risky coping strategies such as transactional sex, including for access to land or other resources needed for agricultural market systems activities. See Section 3.5. Sector-Specific Program Elements: Land and Property Rights for details on why and how programs should address GBV for land and property rights programming.

Strategy #9: Prevent GBV by shifting community norms that drive gender inequality and GBV



Program elements:
prevention



Levels of socio-ecological model:
individual, interpersonal, community

Expectations of men's and women's gender roles and authority cut across many levels of market systems and people's lives. These social and gender norms shape many of the GBV risks encountered in food security, agriculture, and market systems programs. Actions to engage communities, power holders, and market actors to reflect upon and shift inequitable social and gender norms can be an important component of preventing GBV (see Section 3.1. Program Elements: Prevention). Integrate gender-transformative, group-based training curricula into agricultural market systems programming. Curricula that promote critical reflection on social and gender norms to reconsider women's contributions to agriculture and household economies, gender roles, social norms, collaborative decision-making, healthy conflict resolution, and other key topics help prevent GBV and support program outcomes (see Section 2.0. Core Principles: Gender Transformative).

In addition, programs can design and implement specific norms-shifting interventions to engage the community in shifting norms to prevent GBV in agricultural market systems programming. For example, although women's increased leadership across market systems is key to helping to prevent GBV, in the short term, women's increased leadership can be met with backlash. Developing targeted actions by working with community members to identify and shift specific social and gender norms related to women's leadership can help to reduce the threat of sanctions, including GBV, that women may otherwise face. Promising approaches to shift norms within land and property rights and agricultural market systems programs include using transformative training, community dialogues, and group discussions, and working with local government or local agricultural authorities.

Read more:

See the GBV in Ag Toolkit's highlight of the UPWARD project in Tanzania that addresses gender norms to support women's participation in community-level water-related decision-making.

Program Examples

Example #1: Internal GBV Champions Enhance GBV Mitigation in Agricultural Market Systems Programming in Uganda

The Feed the Future Uganda Inclusive Agricultural Markets (IAM) Activity works to improve the sale of agricultural inputs, offers financial and advisory services for agriculture, and seeks to improve the value addition and trade of agricultural products. IAM piloted the GBV in Ag Toolkit over a 9-month period. Although IAM had already identified GBV as an important area to address, the GBV in Ag Toolkit helped staff develop practical ways to identify links between their agricultural programming and the potential for GBV, especially economic violence.

Following the pilot testing, IAM anchored explicit attention to addressing GBV within its internal organizational program structure, forming an internal GBV champion group drawn from all program areas (input distribution and agribusiness; food trade and value addition; financial services; monitoring, evaluation, and learning; communications; and administration) and allocating 10-percent level of effort for each participating staff member. A

key mandate of this group has been to roll out the GBV in Ag Toolkit in activities with local stakeholders and select local partners, as well as to foster ongoing, cross-project learning. For instance, because of these efforts, IAM partners who work in honey value addition and trade now can explicitly articulate GBV-related challenges and plan ways to overcome them. This was particularly the case with economic violence, which they had not thought of as GBV but as a “typical constraint” before the GBV in Ag Toolkit was shared. Since the training, the businesses have made changes in normal operations, such as relocating the sales office of honey products to ensure safer access for women.

IAM has also prioritized integrating explicit GBV risk assessments into a range of upcoming project-planning activities (see Section 4.0. Process Elements: Values, Organizational Culture, and Leadership; Strategic Planning and Design; Iterative and Responsive Decision-Making).

Example #2: Girl-Centered Value Chain Assessment Shifts Activities to Safer Settings in Kenya

From 2008 through 2012, Cardno implemented the “Value Girls” project co-funded by USAID and Nike Foundation, which seeks to develop a replicable and scalable model for economically empowering young women and girls through access to high-growth value-chain opportunities in Kenya. When the project undertook a girl-centered value chain assessment of tilapia and omena fisheries, it identified major barriers to increased participation among girls, including issues of vulnerability to sexual coercion, social isolation, fierce competition for supply, cultural barriers, and safety issues. The practice

of trading sex for access to fish illuminated the dangers of planning to incorporate additional girls into the value chain. As a result, the program shifted its focus away from introducing new girls into the tilapia and omena fish chains due to the serious safety and health concerns, and focused instead on strengthening the capacity, negotiation skills, and bargaining power of girls already in the program to mitigate the risks they faced (Schulte et al. 2014) (see Section 4.0. Process Elements: Strategic Planning and Design; Iterative and Responsive Decision-Making).

Example #3: Addressing Household-Level GBV through a Private-Sector Workplace Intervention in Sierra Leone

In Sierra Leone, the UK-funded Sierra Leone Options for Business Action (SOBA) project worked with Mountain Lion, a mid-sized rice processor, to identify the reasons for high absenteeism among female sales staff, with the lead cause being the GBV they experienced from their husbands. The company responded with a combination of relatively low-cost prevention and mitigation initiatives. To help shift the underlying dynamics related to household GBV being triggered by women’s potential increased independence through

shifted to include employees’ partners in staff inductions. In parallel, to respond to and provide support for staff who were experiencing GBV, Mountain Lion also established a referral network through which employees could access counseling services for GBV. As a result, Mountain Lion was able to positively affect staff well-being and retain high-performing female sales staff. Management also reported less time spent on employees’ “private” matters, allowing them to focus on business growth (Markel and Hakspiel 2019).

Tools and Resources

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The goal of the Collective Action to Reduce Gender-Based Violence (CARE-GBV) activity is to strengthen USAID's collective prevention and response, or "collective action" in gender-based violence (GBV) development programming across USAID. For more information about CARE-GBV, click [here](#).

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