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Building Resilient Commercial Smallholder
Agriculture
(BRECSA)

**GENDER MAINSTREAMING AND SOCIAL
INCLUSION (GMSI) STRATEGY**

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ROYAL GOVERNMENT OF BHUTAN
MINISTRY OF AGRICULTURE AND LIVESTOCK

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**BUILDING RESILIENT COMMERCIAL SMALLHOLDER
AGRICULTURE (BRECSA)**

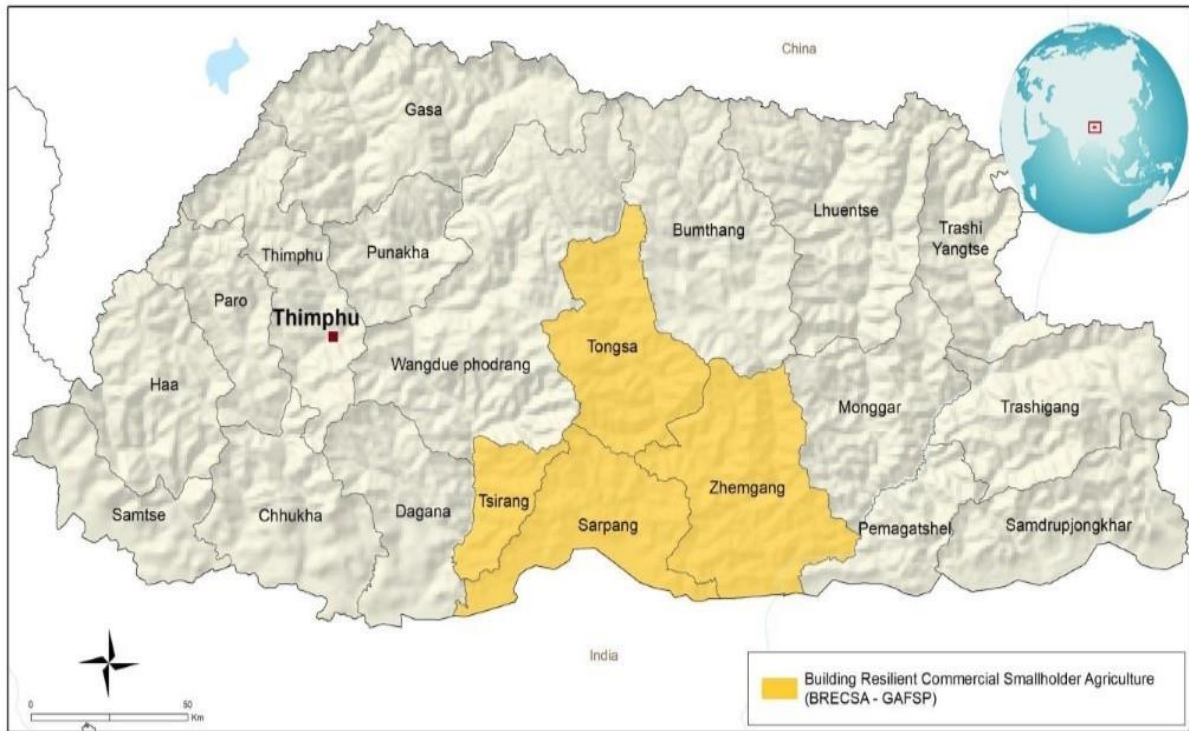
**GENDER MAINSTREAMING AND SOCIAL
INCLUSION (GMSI) STRATEGY**

April, 2025

Project Management Unit

Gelephu, Sarpang

Project Area Map



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.
Map compiled by IFAD | 27-06-2022

Figure: Project landscape districts

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Abbreviations and Acronyms

ABS	Ability Bhutan Society
AWPB	Annual Work Plan and Budget
ARP	Agriculture Resilience Plan
BRECSA	Building Resilient Commercial Smallholder Agriculture
FCBL	Food Corporation of Bhutan Limited
GAD	Gender and Development
GAFSP	Global Agriculture and Food Security Programme
GEP	Gender Equality Policy
GKMO	Gender and Knowledge Management Officer
GM	Gender Mainstreaming
GSI	Gender and Social Inclusion
IFAD	International Fund for Agricultural Development
KMO	Knowledge Management Officer
M&E	Monitoring and Evaluation
MAGIP	Market Access and Growth Intensification Project
MSP	Multi-Stakeholder Platform
NCWC	National Commission for Women and Children
PMU	Project Management Unit
PWD	Person with Disability
RENEW	Respect, Educate, Nurture and Empower Women
RGoB	Royal Government of Bhutan

GENDER MAINSTREAMING AND SOCIAL INCLUSION (GMSI) STRATEGY

1. Background

The Building Resilient and Commercial Smallholder Agriculture (BRECSA) project, implemented across the four Dzongkhags of Sarpang, Tsirang, Trongsa, and Zhemgang in Bhutan, aims to transform smallholder agricultural production into inclusive, resilient, and profitable agri-food systems. Covering 37 Gewogs and 539 villages, the project targets 12,074 farming households (47,088 beneficiaries) and seeks a 30% increase in resilient commercial agricultural production while enhancing food and nutrition security by 2030. BRECSA is committed to fostering sustainable agricultural practices, particularly for women, youth, and vulnerable groups, ensuring inclusivity and equal participation. The project supports 60% women, 30% youth, and 600 persons with disabilities or other vulnerable groups.

According to Global Gender Gap Report (2021), Bhutan is ranked 130th out of 156 countries in the world. Interestingly, while women's representation in government, including parliament, has increased signaling progress, women in top leadership roles, such as Prime Minister and ministers still remains underrepresented, highlighting the need for greater inclusivity and empowerment. In the agricultural sector, women make up 58.8% of the workforce, with 77.49% of rural women in the project's target Dzongkhags engaged in agriculture. While traditional beliefs do not restrict women's roles in agriculture or household decision-making, societal norms often limit their participation in public and professional spheres. The BRECSA project recognizes the critical need for gender parity, emphasizing women's active engagement in leadership roles, livelihood skills and commercial practices. This contributes to their economic independence, community development, and broader socio-economic progress.

Bhutan's National Gender Equality Policy (NGEP) of 2018 and other government initiatives promote gender mainstreaming, addressing issues such as domestic violence, women's entrepreneurship, and civil society engagement. BRECSA's Gender and Social Inclusion (GESI) strategy aligns with these policies, aiming to create equitable opportunities across all project activities. Through tailored support, the project enables subsistence farmers to adopt improved practices, semi-commercial farmers to scale up market operations, and commercial farmers to invest in value chains, fostering sustainability and resilience.

The project is implemented in partnership with IFAD as the lead supervising entity and WFP providing technical assistance. It collaborates with the Ministry of Agriculture and Livestock (MoAL), State-owned Enterprises (SoEs), Financial Institutions (FIs), and Civil Society Organizations (CSOs). BRECSA's structure consists of three interconnected technical

components: 1) Resilient Production Systems, 2) Strengthened Value Chain Coordination and Market Linkages, and 3) Competitive and Innovative Agri-Food Sector, with a fourth component dedicated to project management, monitoring and evaluation, and knowledge management. This multi-stakeholder approach ensures the efficient implementation of its inclusive and gender-responsive objectives, driving sustainable agricultural development and socio-economic progress in rural Bhutan.

2. Context

Bhutan has made notable progress in gender equality and social inclusion, though challenges persist. The country's strong legal framework and policies, such as the National Gender Equality Policy, demonstrate its commitment to mitigate these issues. However, cultural norms and societal attitudes still significantly influence gender roles and opportunities.

In education, Bhutan has achieved high enrollment rates for both boys and girls at the primary level. Yet, disparities remain in higher education and vocational training, with fewer women pursuing advanced studies, especially in technical fields.

The government has made efforts to promote social inclusion, focusing on vulnerable groups like ethnic minorities and person with disabilities. Despite these initiatives, cultural norms and stereotypes still hinder the full inclusion of women and girls in many developmental arenas in the society.

Economically, women contribute significantly to the agricultural sector, but their opportunities in non-agricultural fields, particularly in urban areas and leadership positions are limited. Gender-based wage gaps continue to reflect systemic inequalities across various industries. Government initiatives, including the National Gender Equality Policy and the establishment of the National Commission for Women and Children (NCWC), play a crucial role in advocating for gender equality and protecting the rights of women and children. Bhutan's commitment to the Sustainable Development Goals (SDGs) further underscores its dedication to gender equality and social inclusion. Despite these efforts, significant challenges remain. Gender-based violence continues to be a major issue, and changing deep-rooted cultural attitudes and stereotypes is essential for achieving true gender equality. Expanding economic opportunities for women, particularly in non-agricultural sectors is crucial. Additionally, promoting women's participation in leadership roles at all levels is necessary for creating a more inclusive society. Overall, while Bhutan has made strides toward gender equality and social inclusion, addressing these challenges is essential for building a more equitable and inclusive society

2. Rationale

Given that gender equality is a core development agenda of the Sustainable Development Goals (SDGs), it's crucial to address the unique challenges and opportunities faced by women and vulnerable groups. Investing in women's empowerment has proven to enhance project outcomes. By involving women in decision-making and providing them with resources, we can achieve deeper and more sustainable impacts. Addressing gender inequality and promoting social inclusion fosters stronger community bonds and reduces tensions. Our strategy aligns with the Government of Bhutan's priorities and strengthens our partnership. It also ensures compliance with IFAD's requirements.

This strategy aims to increase women's participation, improve their access to resources, enhance livelihood and strengthen community resilience. By addressing gender-specific vulnerabilities and promoting social inclusion, we can create a more equitable and inclusive environment.

Women in Bhutan continue to play a major role in agriculture and livestock development, household food and nutrition security and natural resource management. BRECSA focuses on social inclusion, addressing common IFAD, WFP and Global Agriculture and Food Security Programme (GAFSP) crosscutting priorities: i) gender and empowerment of women and girls ii) climate resilience, and iii) improved nutritional outcomes. In addition, the project is designed to be youth-sensitive and inclusive of vulnerable populations, such as households having persons with disability and women-headed households. Toward this, the project will deploy a range of targeting mechanisms to ensure that the project interventions are sensitive and responsive to the needs and constraints of smallholder farmers, women, youth Agri-entrepreneurs, value chain actors and persons with disabilities.

BRECSA's multi-dimensional targeting approach focuses on poverty alleviation and improved food and nutritional security while boosting commercialization. The direct targeting ensures social inclusion of women, youth and vulnerable groups like women-headed households and person with disabilities. Against this backdrop, this strategy outlines detailed action plans and implementation modalities for mainstreaming gender and social inclusion to ensure that the distinct needs, constraints, knowledge, and decision-making roles of rural women and men are analyzed and addressed so that both genders can equally participate, contribute and benefit from the project interventions.

3. Goals

The broad goal of this strategy is to ensure gender equity, equality and social inclusion in four target Dzongkhags. However, the specific goals are to:

- i. Promote inclusive and sustainable rural development in Bhutan by empowering communities with knowledge and resources for social inclusion; and
- ii. Enhance gender and social inclusion within the four target districts by ensuring the full participation and empowerment of all individuals.

5. Objectives

In line with the overall goal, the main objectives of this strategy are to:

- a) **Ensure gender equality in all aspects of the project:** This involves ensuring that both genders have equal access to resources, opportunities, and benefits within the project.
- b) **Strengthen women's empowerment:** This involves enhancing women's decision-making power, economic independence, and social status.
- c) **Integrate gender considerations into all project activities:** This involves ensuring that gender perspectives are taken into account at all stages of project planning, implementation, and monitoring.
- d) **Build the capacity of project staff and stakeholders on gender equality and social inclusion:** This includes providing training and capacity-building opportunities to enhance understanding and knowledge of gender-related issues.
- e) **Monitor and evaluate the project's progress in achieving gender equality and social inclusion outcomes:** This involves establishing a monitoring and evaluation system to track progress and identify areas for improvement.

By achieving these objectives, the Gender and Social Inclusion strategy will enable the project to effectively address gender-specific issues and ensure that all beneficiaries have equal opportunities to participate in and benefit from the project interventions.

6. Gender Concept

- a) **Gender:** It refers to the socially constructed roles and responsibilities, attributes and opportunities associated with being male and female and the relationships between women, men, girls and boys, as well as the relations between each other. They are context/time-specific and changeable. Gender determines what is expected, allowed and valued in a woman

or a man in each context.

- b) **Gender Equality:** It refers to the equal rights, responsibilities, opportunities, treatment and valuation of women and men, girls and boys in life and at work. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration - recognizing the diversity of different groups of women and men. Gender equality is not a 'women's issue' but should concern and fully engage men as well as women. To achieve gender equality (goal), or equality of outputs, sometimes unequal inputs or gender equity are needed (process).
- c) **Gender Equity:** It refers to the fair treatment of both sexes taking into account and addressing the different needs that men and women, boys and girls have due to biological differences, imbalances in gender roles, the effects of (current or past) discrimination and the resulting barriers they may face in society Gender
- d) **Mainstreaming** - is the process of assessing the implication for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.
- e) **Empowerment:** Gender empowerment refers to women gaining power and control over their own lives. It has five components: Women's sense of self-worth; their right to have and to determine choices; their right to have access to opportunities and resources; their right to have the power to control their own lives, both within and outside the home; and their ability to influence the direction of social change to create a more just social and economic order, nationally and internationally.
- f) **Gender and Development (GAD):** It is an approach to development cooperation that emphasizes the importance of including both men and women in the development process. It is based on the premise that development initiatives cannot be successful or sustainable without the support and participation of the people they affect. GAD examines how the different roles, responsibilities, resources, and priorities of men and women influence project implementation and outcomes. It was developed in the 1980s to overcome perceived

weaknesses of the Women in Development (WID) approach that emphasized exclusively on women.

- g) **Social Inclusion:** Process of improving the conditions and empowering poor and vulnerable individuals and groups to take part in society. It ensures that people have a voice in decisions which affect their lives and that they enjoy equal access to markets, services and political, social and physical spaces. (National Gender Equality Policy, 2020)

7. Gender Mainstreaming within Project Objectives

To ensure that gender mainstreaming is integrated throughout the program implementation, a delivery mechanism responsive to gender aspects is needed. A checklist (Annexure 1) guides field implementers to ensure their actions are gender responsive.

Gender mainstreaming in BRECSA will follow a Gender and Development (GAD) approach aiming to have both women and men participate, make decisions and share benefits from the project. Furthermore, this approach also aligns with the IFAD Gender Equality and Women's Empowerment Policy and the Bhutan Gender Policy note. The strategy seeks to operationalize our commitment to ensuring that the BRECSA project effectively reaches women and maximizes their benefits from all activities and outputs.

It will actively monitor and evaluate the extent of women's participation and the impact of the project on their livelihoods, ensuring that gender inclusivity is at the core of our implementation efforts. This involves collecting gender disaggregated baseline data and ensuring the monitoring and evaluation system captures gender impacts. The collected data is periodically analyzed to track gender performance, inform stakeholders, and design appropriate mitigation measures.

One of the major challenges in agriculture is the inadequate capacity for skilled labor and lack of awareness in recognizing gender as an issue, primarily due to socio-cultural perceptions. Based on the experiences from the Market Access and Growth Intensification Project (MAGIP), it is recommended that the program continually build capacity and awareness among staff and implementing partners at all levels on gender and gender mainstreaming. This ensures gender integration becomes part of the regular planning, monitoring, evaluation, and implementation. BRECSA, with technical assistance from the WFP, will be facilitated to provide tailored capacity strengthening and development for implementing partners and targeted beneficiaries, including

women, youth, and persons with disabilities, on gender awareness, financial literacy, and social inclusion by integrating with social inclusion and gender mainstreaming activities.

The project has the opportunity to ensure women participation in value chains from the planning to decision making. The value chain selection process needs to consider the potential for women's involvement. Their specific roles in the selected value chains need to be studied so that their needs and priorities can inform value chain development. An analysis of workload and working conditions by men and women themselves is essential, followed by interventions to promote more equitable rates of participation of women in production and marketing.

BRECSA will facilitate women in building assets and role in making decisions both at household and community level. It will build their confidence to participate in household as well as cluster and larger decision-making processes. Time-efficient techniques and technologies will be introduced to reduce women's workload and maximize profit from involvement in value chains. These will contribute to strengthening the agency of women, enhancing their economic earning, labor productivity and leadership. To foster a deeper transformation of women's roles in the rural economy, the project will also actively encourage the strengthening of women's producer and processor groups through capacity building and business development support to increase the profitability of their business.

To maximize the impact of gender mainstreaming training, several factors must be considered. This is crucial because some participants, including women, may not initially see the direct relevance to their work.

Checklist for creating enabling environment

In order to create an environment conducive to ensure full participation, the following checklist should be considered while conducting training to create an enabling environment:

- a) Choosing the right venue:** the venue should easily be accessible for the targeted communities and should consider special needs, such as those of mothers with babies.
- b) Choosing the right time:** It is important to ensure that women are not overburdened with training activities in addition to their reproductive and productive roles. Consult with the community to determine the most convenient times (both in the year and during the day) for both genders. This may require adjusting training methods, such as different times of day for women than men or splitting the training over several days. Such adjustments may entail

additional costs, which need to be budgeted during the Annual Work Plan and Budget (AWPB) preparation.

c) Using methods and training materials that encourage women to actively participate:

Considering female literacy rate (45% compared to 65% for males, particularly in rural areas), training methods need to be adapted to the audience. The use of participatory methods and visual aids is particularly useful in encouraging active participation of women. Facilitators may need to form smaller groups to encourage active participation and pre-select the target audience with proper information provided well in advance.

d) Encourage male and female facilitators:

Agriculture and farming are often undervalued and not given the recognition they deserve. To change this perception, organizations should focus on strategies to elevate the status of farming and make it a respected profession. For example, Desuung involves physically demanding tasks, yet youth take pride in participating. A similar approach can be applied to agriculture by fostering a sense of purpose, skill development, and community contribution, making it an appealing and dignified career choice.

Promotion of gender responsive and inclusive interventions

Additionally, BRECSA emphasizes gender responsive and socially inclusive targeted interventions in the selection of the pro-poor value chains. The selection of priority commodities was based on potential for inclusion and empowerment, additional benefit to poor youth and women, opportunity to promote household nutrition; climate resilience; market demand, competitive advantage, economic and financial analyses; and national priorities for poverty reduction and agricultural commercialization. The priority commodities include dairy, poultry, vegetables, mushrooms, ginger and turmeric.

Furthermore, targeted groups comprising women, youth, and vulnerable groups should be facilitated in availing financial services while the project would also provide matching grant as a one-time start up fund to set-up enterprises, building confidence in the beneficiaries and leading to their participation in the market system.

Over the course of project implementation detailed gender analysis (from the collection of sex disaggregated data) will be undertaken periodically. This will help to streamline service delivery based on the needs of the situation and generate information on activity profile and access and control aspects to develop and refine the gender strategy for the project.

Thus, the gender and social inclusion strategy will be a dynamic document that will be updated as needed by the PMU based on the experiences with project implementation. The Gender Focal Person at the PMU will provide input for decision-making on project interventions and ensure mainstreaming of gender and social development issues at the various levels of the project activities. Table provides a summary of gender responsive economic engagement target in four landscape Dzongkhags.

Table 1: Women economic engagement in Dzongkhag

Dzongkhag	Labour force participation (%)			Unemployment (%)		
	Male	Female	Total	Male	Female	Total
Sarpang	66	63.8	64.9	4.8	4	4.4
Trongsa	71.7	67	69.2	3.9	3.9	3.9
Tsirang	76.1	66.2	71.1	0.9	1.8	1.3
Zhemgang	75.2	76.1	75.7	1.2	2	1.6

Strategies	Action Plans
Increase access to resources and training for women	<ul style="list-style-type: none"> - Organize separate training sessions for women farmers on topics like leadership, financial management, and new agricultural techniques. - Create a conducive environment for mother and child
Promote participation in decision-making	<ul style="list-style-type: none"> - Encourage women to join and actively participate in farmer groups and cooperatives. - Develop a system for ensuring women's voices are heard in project planning and implementation.

<p>Address gender-specific needs in value chain development</p>	<ul style="list-style-type: none"> - Identify and address any gender-based barriers within targeted value chains (e.g., access to land, credit, or market opportunities). - Develop strategies to ensure women benefit equally from participation in these value chains.
<p>Promote social inclusion for marginalized groups</p>	<ul style="list-style-type: none"> - Develop training materials and resources that are accessible to people with disabilities. - Offer targeted support to marginalized groups (e.g., youth, ethnic minorities) to help them participate in project activities.

Table 2: Matrix outlining strategies and action plans for gender and social inclusion

8. Gender Mainstreaming at Organizational Level

To achieve gender equality within the BRECSA project, a multi-pronged approach can be implemented at the organizational level. This includes developing a gender policy with SMART goals, allocating resources, conducting gender analysis of project activities, integrating gender considerations into planning with disaggregated data, and designing gender-responsive activities.

Building capacity through tailored gender sensitization training for all stakeholders and mentorship programs for women's leadership development is crucial. Effective monitoring and evaluation require clear gender equality indicators and regular reviews, while partnerships with relevant organizations and government agencies can amplify the project's impact. Finally, raising awareness about gender equality within BRECSA and advocating for broader change in the agricultural sector through communication and success stories will reinforce BRECSA's commitment to an inclusive and equitable future for Bhutanese agriculture.

To achieve gender equality within the BRECSA project, a multi-pronged approach is essential at the organizational level. This includes establishing a gender-responsive system through a well-defined policy with SMART goals, adequate resource allocation, and gender analysis of project activities. Integrating gender considerations into planning with disaggregated data and designing gender-responsive initiatives will ensure inclusivity in implementation.

Building capacity through tailored gender sensitization training for all stakeholders, mentorship programs for women's leadership, and fostering an accessible work environment are crucial steps. Strengthening collaboration and linkages with relevant agencies such as RENEW and the ABS will enhance support mechanisms for gender mainstreaming. Additionally, forming self-help groups (SHGs) will empower women at the grassroots level, fostering economic and social resilience.

Human Resource policies should incorporate gender-sensitive recruitment and career advancement strategies, while partnerships with implementing agencies must prioritize gender-equitable practices. Effective monitoring and evaluation with clear gender indicators, regular assessments, and success stories will reinforce BRECSA's commitment to inclusive and equitable agricultural development in Bhutan.

9. Implementation

The Project Management Unit (PMU), BRECSA will oversee the overall implementation of the gender mainstreaming (GM) and social inclusion strategy. Specifically, the Social Inclusion and Nutrition Officer (SINO) and the Gender and Knowledge Management Officer (GKMO,) in collaboration with the Planning and M&E Officer will lead the successful execution of the strategy.

As an inclusive project, BRECSA will ensure that Project planning and execution are transparent and participatory. Proportional participation from women, youth, indigenous and marginalized communities, and people with disabilities will be prioritized, with their concerns integrated into the project's planning and implementation processes.

Within the PMU, the GKMO will report to the Project Director and provide updates and suggestions on implementation of the gender action plans. The GKMO will also be responsible for ensuring that gender mainstreaming activities are adequately captured and incorporated into the regular M&E system for BRECSA. The PMU will, to the extent possible capture, monitor and follow-up all the on-going field activities from a gender perspective and co-ordinate/facilitate capacity development and awareness of stakeholders on gender issues. The PMU will also ensure that activities identified for GM are reflected/mainstreamed in the AWPB meetings henceforth will ensure integration of gender and social inclusion during the planning process without the need for a separate GM action plan development.

Dzongkhag sector heads, agriculture and livestock officers will be responsible to ensure integration of and reporting on gender mainstreaming in their respective sectors. Similarly, the

Agriculture Research & Development Centre (ARDC), Department of livestock and Regional Agricultural & Marketing Cooperatives Office (RAMCO) will also focus to mainstream gender and social inclusion in intervention areas. The strategy will be a dynamic document, updated as the program progresses to incorporate new ideas, actions, and plans for gender mainstreaming.

10. Cost and Financing

The implementation of the GM strategy as it stands does not entail additional costs as this is a mainstreaming initiative that can be financed under regular activities that have already been planned and budgeted. The actions for gender mainstreaming and social inclusion have thus been developed with the intention that gender and social inclusions are taken on board during the preparation of the AWPB. However, there are few actions that will require additional costs, such as those pertaining to gender sensitization to the local government officials and other implementing partners and conducting a gender audit. Since this is very critical for the effective implementation of this strategy and the programme itself, provisions to finance these activities may need to be considered through reallocation of funds within activities/components. The GM strategy will be a dynamic document that will be reviewed during the Project Mid-Term Review (MTR) to include proposal recommended for additional financing

11. Risk Management

The potential risk and the possible mitigation measures are presented in the table 3 below.

Table 3: Potential risk and the possible mitigation measures

Risk foreseen	Recommendation Mitigation measures
Potential increase on the workload on women due to engagement in project activities.	<ul style="list-style-type: none"> i) Providing water storage tanks, irrigation facilities, chain link fencing and appropriate tools in the subsistence farming specially for the homestead garden. ii) Facilitating access to labour reducing machinery on cost-sharing. iii) Promotion of permaculture which will result in eventual reduction of labour. iv) Ensuring that capacity building activities are scheduled, in consultation with beneficiaries, at a time when agricultural activities are minimal.

Women's and youths need and priorities not sufficiently addressed in agriculture resilience plans (ARPs) and strategic investment plans	<ul style="list-style-type: none"> i) Skilled facilitation to ensure that the youth and women's needs and priorities are elicited and factored into formulation of ARPS.
Limitation participation of women and youth in decision making forums in multi-stakeholder forums (MSPs)	<ul style="list-style-type: none"> i) Offer stipends to cover travel, childcare, or other participation-related costs. ii) Proactively reach out to youth organizations and educational institutions to raise awareness of MSP opportunities. iii) Gender and youth sensitive facilitation of MSPs to ensure active participation
Limited or less than optimal investment on land or enterprise led by women and youth	<ul style="list-style-type: none"> i) BRECSA increases women and youths' access to required investment on a cost-sharing basis for semi-Commercial farmers and as a grant for vulnerable household. ii) BRECSA provides youth and women with financial literacy to enable them to make sound investment decisions.
Limited participation of youth in agricultural production and processing	<ul style="list-style-type: none"> i) By giving the grant for youth in project activities for the support. ii) Promotion of models of youth friendly agri-enterprises involving less physical labour and quicker returns. iii) Access to machinery through provision of machinery on a cost-sharing basis and through retaining from hubs.
Limited participation of person with disabilities in project activities	<ul style="list-style-type: none"> i) Conduct targeted outreach and capacity building programs for the person with disability. ii) Develop the activities that cater to specific needs and constraints faced by person with disabilities (e.g., Providing accessible transportation or materials in alternative formats).
Limited capacity of project staff on social inclusion	<ul style="list-style-type: none"> i) By providing workshop related to social inclusion activities.

12. Results Based Framework

BRECSA will follow the Results based approach for mainstreaming gender and social inclusion as per the detailed framework shown in Annexure 1.

Annexure 1: Results Based Framework

Component	Sub-Component	Outputs	Activities	Sub-Activity	Indicator	Women (End Target)	Youth (End Target)	PWD (End Target)	Implementor	
1. Resilient production system Outcome 1 Enhance agri-food sector contribution to GDP, economic opportunities, food and nutritional security and income of smallholder farmers, women and youth	1.3.1. support to vulnerable groups to improve income and nutrition status	1.1.8. Persons provided with targeted support to improve their nutrition (GAFSP Tier 2.12)	Livelihood Investment	Support backyard poultry farms.	Number of backyard farm supported	18150	3450	600	PMU/Dzongkhag/ABS/RpENEW	
				Small green house supply for vegetable production	Number of greenhouses supplied					
				Nutrition Garden support	Number of nutrition garden supported					
	Home garden and Nutrition education	Nutrition-sensitive Agriculture Interventions			Women headed household and PWD baseline data collection	Number of PWD and women-headed household data collected	1158	570	172	WFP/SJ/Gewog
					Survey on minimum dietary diversity for women	Number of women surveyed				
					Qualitative behavior research	Number of research conducted				
					Nutrition education for Women and Youth.	Number of youth and women participated				
					Home garden	Number of home garden established				
					Need assessment of Women and PWD	Number of needs assessment conducted			595	PMU/ABS/RENEW

				Formation of new women's group	Number of women groups formed	300			PMU/ABS/RENEW
			Inclusion and readiness support for differently abled persons (PWD)	Consultation meeting between Dzongkhag, LG, ABS, RENEW and PMU	Number of consultation meeting conducted				PMU/ABS/RENEW
				Annual work planning	Number of activities prepared				PMU/ABS/RENEW
				Provide disable friendly assistive devices (Hearing aids, air materials, anti-bedsore mattress, bedside toilet, corner chair)	Number of assistive devices issued to PWDs			595	PMU/ABS/RENEW
Sub-component 1.4: Investment in commercial farming systems	Number of farmers receiving inputs or service on climate resilient or sustainable agriculture practices (GAFSP Tier 2.13)	TA for Climate Resilient Commercial Agriculture Production and Business Management (Permaculture)		Conduct permaculture training programs targeting women and youth farmers.	Number of Trained women and youth farmers	3000			PMU/Dzongkhag
				Supply of vegetable seeds and fruit saplings	Number of seeds and sapling supplied				
	1.1.3. Rural producers accessing production inputs and/or technological packages (GAFSP Tier 2.3)	Promotion of commercial dairy production		Establish milk collection and processing centers near farming communities.	Number of milk and processing centers established	6000	600		Dzongkhag
	2.2.1. Persons with new jobs/ employment opportunities	Promotion of commercial poultry production		Link poultry farmers with institutional buyers (hotels, schools, government programs).	Number of poultry farmers and institutional linked	2040	4000	360	Dzongkhag

			Commercial production of high value commodities	Provide training on organic certification and value chain management	Number of trainings conducted				Dzongkhag
			Support to Infrastructure Development	Set up gender-friendly workspaces for agro-processing activities	Number of workshops conducted				Dzongkhag
		2.2.6. Households reporting improved physical access to markets, processing and storage facilities	Support to market infrastructure	Support and establish sales outlet at strategic location to enhance market linkage (Agri and livestock products) (Youths)	Number of sales outlets established	3000	500		RAMCO/ Dzongkhag
2. Strengthen value chain coordination and market linkages	Sub-Component 2.1: Enhancing efficiency of value chain operations	2.1.3. Farmer groups supported (GAFSP Tier 2.4)		training of existing women group for ginger processing	Number of existing women groups trained	1500	500		RAMCO/ Dzongkhag
Outcome 2 Fostered business-oriented environment for farmers groups to developed private sector enterprise in the agrifood sector and for engaging youth in lucrative commercial ventures	Sub-Component 2.2: Business linkages and multi-stakeholder platforms (MSP)		Infrastructure for E-hubs	Develop an online platform for women and youth farmers to network and trade	No of. Online network developed				RAMCO/ Dzongkhag
			Research / Studies	Document success stories of women and youth entrepreneurs in agriculture.	Number of success stories documents produced				WFP TA/SJ
			MSP, Market linkages, youth and women forum formation	Organize multi-stakeholder platforms (MSPs) to address market challenges for women/youth	Number of youth and women participated in MSP				WFP TA/RAMCO/S J
3. Innovative and com		1.1.5. Persons in rural areas accessing financial services (GAFSP Tier 2.5)	Leveraging private sector investment (Matching Grant)	Small green house supply for veg production	Number of greenhouses supplied	75	60		RAMCO/PMU /FI
Agri-food sector			Improving financial and business literacy of smallholders	Create awareness/advocacy and train on book and record keeping/basic	Number of awareness and advocacy crated				

Enabling financial and policy environment to promote a competitive and modernized food sector			and rural enterprises	accountancy to Women headed groups/cooperatives and youths.					
				Train women and youth on farm economics and entrepreneurship	Number of women and youth trained				RAMCO/SJ/ Gewog

ANNEXURE 2: Gender and Social Inclusion Checklist

Gender Checklist	GM and SI strategy response
1.The design document describes - and the project implements operational measures to ensure gender- equitable participation in, and benefit from, project activities. These will generally include:	Women, youth, and Vulnerable groups are actively engaged in project planning and implementation through inclusive consultations and leadership opportunities.
1.1. Allocating adequate focal person and financial resources to implement the gender strategy	The programme will provide adequate financial resources for implementing this strategy document developed. The gender focal person at PMU will spearhead gender and women empowerment related activities.
1.2. Ensuring and supporting women’s active participation in project-related activities, decision-making bodies and committees, including setting specific targets for participation	Equal participation and representation in all farmers groups/production and marketing groups and cooperatives will be ensured; vegetable groups could be largely formed by women only membership as is being done in MAGIP.
1.3. Ensuring direct project/programme outreach to women (for example through appropriate numbers and qualification of field staff), especially where women’s mobility is limited	The design will put upfront for the government to consider equally qualified women candidates.
1.4. Identifying opportunities to support strategic partnerships with government and others development organizations for networking and policy dialogue	The programme will work with various line departments of MoAF in RGoB including FCBL, Dzongkhag administration and other government agencies for coordinated efforts to reach the target households. The programme will also explore to collaborate with other women organizations of Bhutan working in the programme areas for coordinated activities related to women and children.
2. Strengthen women’s decision-making role in the household and community, and their	Market-led agricultural and livestock production intensifications are proposed to be undertaken

<p>representation in membership and leadership of local institutions;</p>	<p>through farmers' group/production groups and cooperatives as per the prevailing cooperative law of Bhutan. As women should participate in all these groups with more numbers. Women-specific capacity building programme including leadership training programme should go together keeping in mind in their participation in decision-making processes both in the households and in the community or groups. The programme will enable women to take active roles in decision-making processes of the community as members and/or leaders in the groups.</p>
<p>2.1. Achieve a reduced workload and an equitable workload balance between women and men</p>	<p>Sensitize men and women on sharing workloads equally at household level. Ensure equal pay for equal work on Programme activities and promote this policy at the community level. The introduction of agricultural farm mechanization through power tillers along with sprinkler irrigation in vegetable farming with new technologies will reduce the workload of women farmers. Similarly, households taking up dairy cattle would be provided with cattle shed, water storage facilities and fodder development to reduce work burden of the women and men.</p> <p>The establishment of Agri hubs will facilitate the major activities (sales of agricultural inputs, provide services to farmers and purchase/collect farmers' produce) will also contribute to reducing workload of the farmers, both men and women.</p>
<p>3. Monitoring and Evaluation (M & E)</p>	<p>All programme documentation and knowledge products contain analysis that is disaggregated for gender and social inclusion. All programme related studies, surveys, analyses and reports should include a discussion of gender and social inclusion-related concerns and issues.</p> <p>Groups/cooperatives and partner organizations are sensitized to diverse issues.</p>

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ANNEXURE 3: List of contributors for the Writeshop

Sl. No.	Name	Designation	Dzongkhag
1.	Jigme Chopel	DLO	Trongsa
2.	Karma Wangchuk	Chief DAO	Trongsa
3.	Samten Nidup	Sr. Livestock Production Officer	Sarpang
4.	Pema Dorji Tamang	Officiating DAO	Sarpang
5.	Geeta Deval	RENEW Center Manager	Sarpang
6.	Gyem Tshering	DLO	Tsirang
7.	Mon Rita Subba	RENEW Case Manager	Tsirang
8.	Younten Thinley	Asst District Coordinator (ABS)	Tsirang
9.	Ugyen Dhendup	EDMO	Tsirang
10.	Prem Lal Sharma	ADAO	Zhemgang
11.	Karma Yangzom	Center Manager	Zhemgang
12.	Pema Namgay	Livestock Production Supervisor	Zhemgang
13.	Sonam Lhazom	Assistant District Coordinator	ABS, Zhemgang
14.	Ugyen Zangmo	Assistant EDMO	Zhemgang Dzongkhag
15.	Sangay Dorji	Officiating DLO	Zhemgang Dzongkhag
16.	Bhawan Kafley	Programme Officer, Tarayana foundation	Thimphu
17.	Yam Nath Acharya	Livestock CM	BRECSA-PMU

18.	Dawa Drakpa	Value Chain & Marketing CM	BRECSA-PMU
19.	Yonten Norbu	ARP Coordinator	BRECSA-PMU
20.	Yeshi Choden	M&E Officer	BRECSA-PMU
21.	Jigme Lhendup	Social Inclusion & Nutrition Officer	BRECSA-PMU