



**Integrating gender  
into Inclusive Markets  
Development programmes**

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## Acronyms

<b>ACRE</b>	Access to Capital for Rural Enterprises
<b>GALS</b>	Gendered Action Learning
<b>IMD</b>	Inclusive Markets Development
<b>MSMEs</b>	Micro, small and medium-sized enterprises
<b>PMSD</b>	Participatory market system development
<b>TOC</b>	Theories of Change

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**Cover photo:** Joyce Waceke is a member of the Bairunyi Bee Keepers Association in Kenya. Christian Aid is helping poor farmers to become more efficient using the honey hub model, where enterprises in strategic locations enable the pooling of honey, coordination of sales, and access to inputs, finance and services.

**Photo credit:** Christian Aid/Matthew Gonzalez-Noda

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# Introduction

Women smallholder farmers are typically located at the base of the agricultural economy, and are involved mainly in manual labour such as tilling land, weeding, harvesting and small-scale processing. Low levels of literacy, inadequate access to training and market information, and gender-blind policy and regulatory environments are among the constraints that block women from fully tapping into opportunities in any market system.

Christian Aid is committed to:

- meaningful participation of women in the development, implementation and monitoring of programmes
- ensuring that programmes do not worsen inequalities between women and men
- continuous improvement in its practice on gender.

We also expect our partners to adhere to these commitments.

We are committed to inclusion of all.<sup>1</sup> To date, gender has been given primary emphasis, but there is a growing realisation within Christian Aid that for programming to be gender-transformative, it must also recognise the impact of intersectional aspects of vulnerability such as

age, disability or ethnicity. Where the overlaps are two- or threefold, the result is increased risk and reduced voice and power.<sup>2</sup> Christian Aid's new inclusive programming policy and guidance note on inclusive programming encompasses much of this renewed commitment.

This guidance focuses primarily on how to systematically integrate gender into Inclusive Markets Development (IMD). Other aspects of social difference between women (and men) are highlighted as relevant. These guidelines aims to support Christian Aid programme staff and partners to **ensure that they design gender-transformative and gender-sensitive market programmes**. The guidance supports the delivery of key outcomes set out in the corporate gender strategy:<sup>3</sup>

- Business and market activity and regulation are more gender equitable and provide sustainable benefits for both women and men.
- Women and men have equitable access to adequate and appropriate goods, benefits services and resources to ensure voice, choice and control over their own lives.

The boxes below summarise Christian Aid's definitions of the core concepts of gender and inclusive markets.

## Gender

Gender is a universal power relationship – shaping men's and women's choices and opportunities in every sphere (political, economic, social, and interpersonal) and at every level from household to global. While other structures (such as ethnicity, age, disability, caste and sexuality) may have a more profound impact on individuals, gender is all-pervasive – we are all gendered, and we all act every day within and upon a web of gender relationships. Every one of us is personally implicated in gender as a question of power. However, although we're all part of the problem, we're also all part of the solution. (*Gender Justice for All*)

## Inclusive markets

Christian Aid understands markets as systems that are dynamic, shifting in response to the blockages and opportunities created by the relationships between market stakeholders. In our programmes, we improve market access, enable access to finance, build up enterprises through business support, enable access to goods and services, and use advocacy to change the systems and structures that keep producers poor. We are able to draw from this unique combination of approaches to empower marginalised actors, making their livelihoods more resilient and the markets they operate within more inclusive.

This guidance assumes some familiarity with the market systems development approach ([Christian Aid briefing paper](#)) and the [participatory market system development \(PMSD\) methodology](#). It also assumes a basic awareness of concepts and approaches to gender and IMD.

The guidance is particularly likely to be useful when IMD programmes are:

- in the design stage
- under review (eg, annual or mid-term review), where there are opportunities to adjust plans and to shift further towards gender-sensitive or gender-transformative approaches.

There is no one-size-fits-all blueprint for integrating gender into IMD programmes, just as there is no blueprint for designing IMD interventions. What works depends on the specific context, eg, market system, characteristics of population/target group, environment and natural resource base.

**If we take a gender-blind approach when we engage with market actors and systems, there is a risk that our interventions both worsen gender inequalities and undermine the effectiveness of markets interventions.**

## Gender-sensitive market development

Gender-sensitive market development ensures that women as well as men participate in markets, though often along prevailing gender divisions of labour across or within value chains. This does not necessarily challenge existing gender roles or stereotypes, or address power imbalances in how men and women are positioned in markets or households. This might involve:

- Building women's technical capacity to improve their skills and productivity.
- Ensuring that women producers can access finance, technology, extension or other services.

- Enabling women to access market information and supporting or organising them to sell their products directly in markets.
- Addressing inequalities in entitlements and ownership of productive assets like land and enterprises.

## Gender-transformative market development

In IMD programmes, a gender-transformative approach tackles power relations in households and markets to ensure not only that women participate, but that they gain a fairer share of benefits from markets, and hold visible, strategic and leadership positions within the market, or even influence the rules governing markets. This might include:

- Challenging prevailing norms regarding the markets with which women should engage.
- Supporting a redistribution of roles between men and women within households to better enable women to engage in markets, and ensure women have decision making power over revenue generated by market engagement.
- Transforming the ways in which market services are delivered (by and for women).
- Addressing inequalities in asset and enterprise ownership.
- Changing governance in market systems to ensure better outcomes for women, including greater participation of women in strategic decision making platforms.

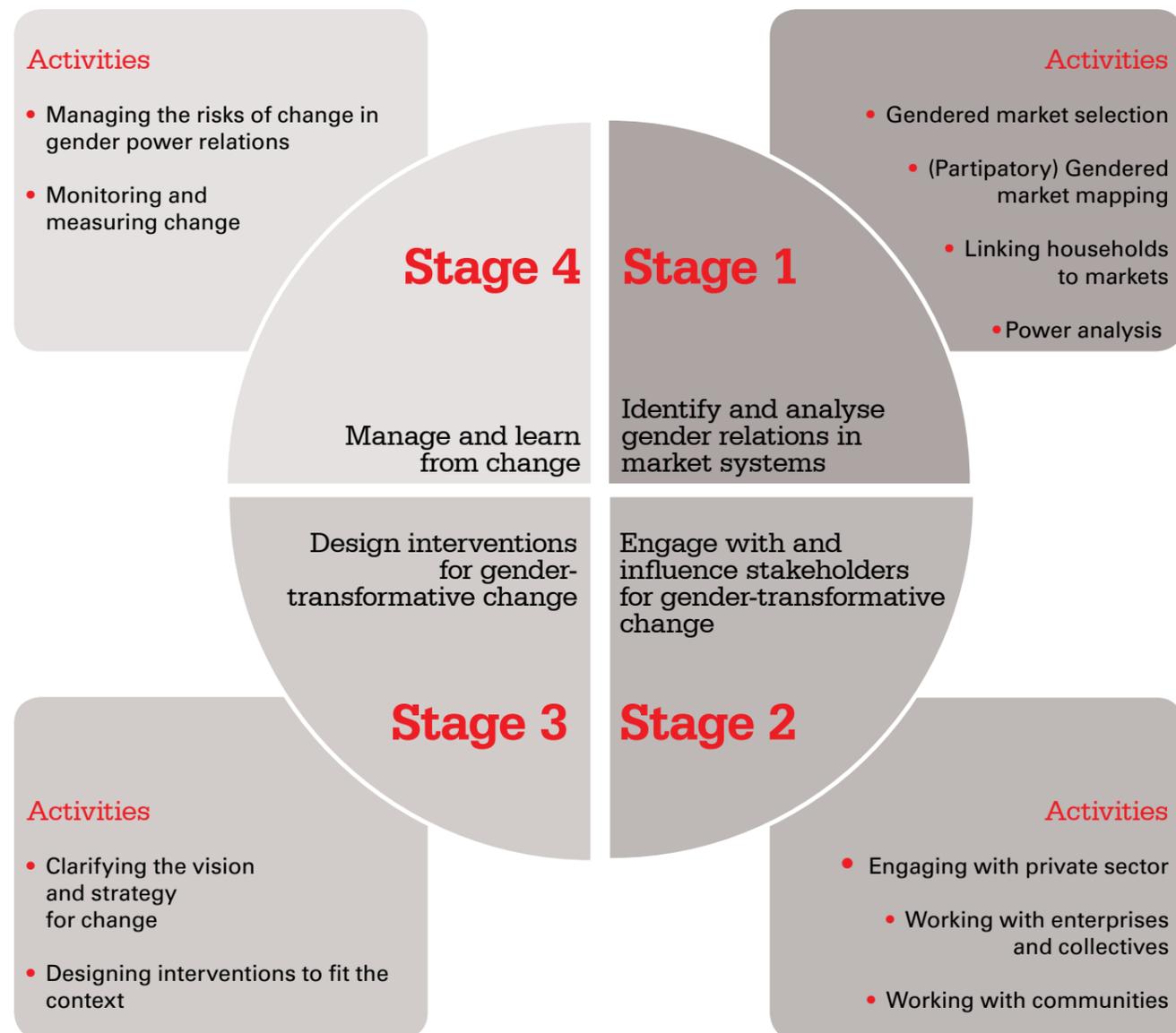
# Part 1. Identifying markets and analysing gender relations in market systems

## Framework for integrating gender into IMD

Figure 1 shows the different stages at which gender can be integrated into inclusive markets programming and the activities for each stage. These stages are

not linear or sequential – some steps are likely to be carried out in parallel or to be iterative and involve different stakeholders.<sup>4</sup>

Figure 1. Entry points for including gender in markets programming.



## Gendered market selection

Christian Aid's market selection criteria can be found [here](#). Questions for gendered market selection should be used in conjunction with the standard guideline questions.

### Some considerations of the types of value chain that work best for women

It is easy to increase women's participation in existing low value chains (eg, staple grains). For example, in Kenya and Burundi, Christian Aid is working on sorghum, millet and maize. The challenge with these types of value chains is to improve women's social position.

In traditional export commodity chains where men currently dominate, it may be hard for women to compete if they lack assets, networks or leadership in established organisations. However, new niche markets (eg, Fairtrade or organic) may provide opportunities to build women's assets and leadership over time.

In newer high value domestic or export markets, there may be more openings, especially for smaller scale producers and women with fewer assets. For example, it may be possible to establish new producer organisations where women's roles are built in from the start, or for quality improvements/ value addition to meet consumer expectations. However, meeting quality standards may present different barriers.

Examples of such markets where this approach has worked include Christian Aid's work on Fairtrade hibiscus in Zimbabwe and Nicaragua.

### Key issues and questions about gendered market selection

Key issues	Questions to consider
Define criteria for selecting a market that 'works for women' and weight these appropriately.	<ul style="list-style-type: none"> <li>Can this market opportunity work for women? For example:                             <ul style="list-style-type: none"> <li>Do women participate in significant numbers and/or have the possibility to do so?</li> <li>Do women own/control the necessary equipment or assets?</li> <li>Do they have, or can they acquire, the required skills?</li> <li>Are there profitable value addition opportunities for women (eg, through processing or product diversification)?</li> <li>Is the market opportunity one that women can physically access/near to home?</li> <li>Do women directly earn income from this market and have control over the benefits?</li> </ul> </li> </ul>
Involve women in decisions about selecting markets which work for them.	<ul style="list-style-type: none"> <li>Are there existing women's producer/savings groups (formal or informal) or women members of mixed producer groups that can be involved in decisions?</li> <li>What do women already know about the range of possible market opportunities?</li> <li>What other market stakeholders can women identify?</li> </ul>

Oxfam's [Gendered Enterprise and Markets](#) website contains resources on how to undertake gendered market selection, including examples of a gendered market selection matrix (Figure 2). The matrix illustrates a method for market selection which takes women's needs and market demand into account. Cells highlighted in green

indicate where there is high or medium potential that the product works for women as well as high or medium market demand. This approach helped Oxfam's team in Tanzania to decide which markets to focus on to ensure that women would benefit from the intervention.

Figure 2. Market selection matrix produced by Oxfam in Tanzania.

Market demand			
High		<ul style="list-style-type: none"> <li>Organic cotton</li> <li>Piggery</li> <li>Sisal</li> <li>Red meat (beef)</li> </ul>	<ul style="list-style-type: none"> <li>Local chicken</li> <li>Rice</li> <li>Groundnuts</li> <li>Chickpeas</li> <li>Sunflower</li> </ul>
Medium	<ul style="list-style-type: none"> <li>Tobacco</li> </ul>	<ul style="list-style-type: none"> <li>Dairy</li> <li>Conventional cotton</li> <li>Legumes (beans)</li> <li>Sorghum</li> <li>Millet</li> </ul>	
Low		<ul style="list-style-type: none"> <li>Jatropha</li> </ul>	<ul style="list-style-type: none"> <li>Sweet potato</li> </ul>
	Low	Medium	High
Women's participation – product 'works for women'			

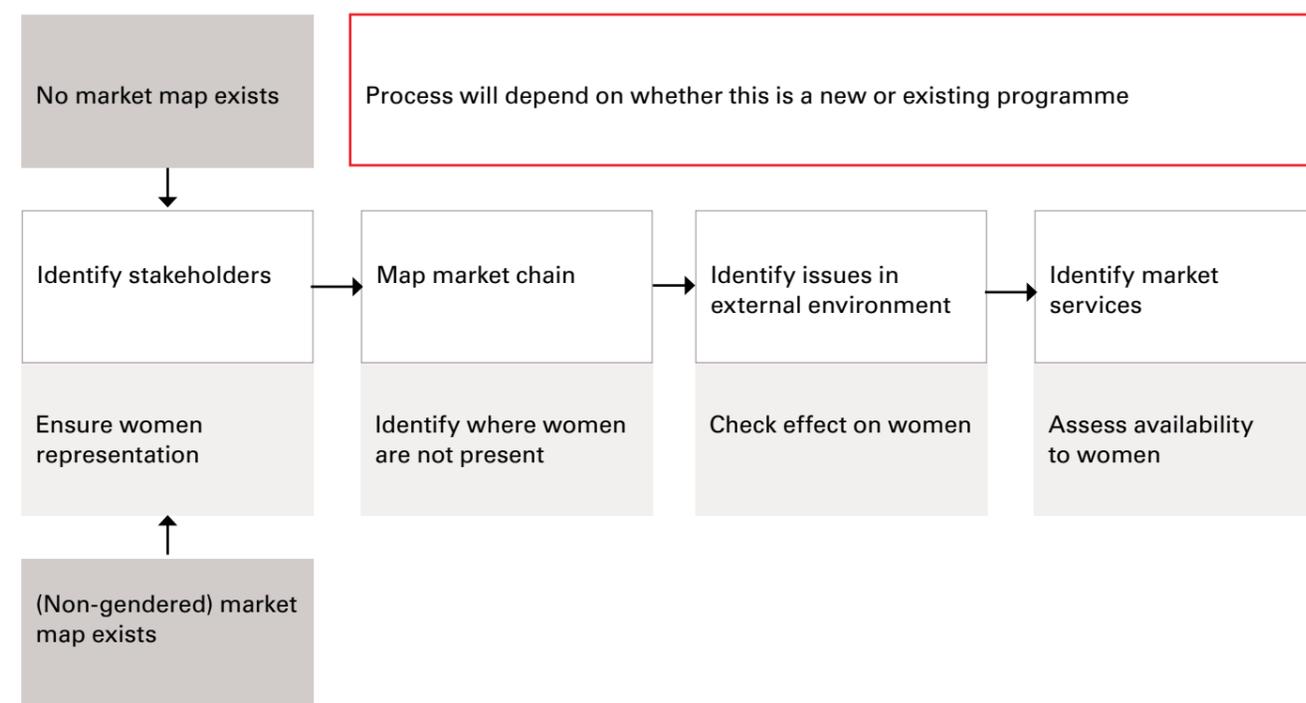
Tools and resources for gendered market selection	
<a href="#">PMSD Roadmap: Market System Selection</a>	Guidance on how to select a single or small number of market systems on which to focus facilitation energies.
<a href="#">Gendered Enterprise and Markets</a>	Oxfam's website contains resources on how to undertake gendered market selection, including examples of a gendered market selection matrix.
<a href="#">AgriProFocus Toolkit</a>	This toolkit includes a section on Gendered Value Chain Selection, which gives a detailed example of a gendered market selection process.
<a href="#">Gendered Action Learning (GALS)</a>	Includes tools to engage poor marginalised women and men when deciding which markets will be engaged in.

### Gendered market mapping

Market maps are snapshots of the market system which depict the market chain at the centre, the market service providers supporting this, and the wider enabling environment (Figure 3).

Figure 3. Gendered market mapping process.

Source: Oxfam<sup>5</sup>



Once a market has been identified, 'gendering' the market map is the next stage to inform programme design. This involves gathering and analysing data on:

- the activities and roles of women and men in the market system
- differences in the resources they can access and control
- their relationships to market actors
- the returns they gain from the market
- the constraints specifically faced by women at different levels of the market system
- how these constraints fit with gender roles and responsibilities at the household level.

Working with other stakeholders on mapping helps to identify who is supportive of gender-transformative or sensitive change (see Part 2: Engaging with Stakeholders). With care, the gendered market map can also help to design key indicators and be used as a monitoring tool (see 'measuring change' below).

The **key issues and questions** below give some pointers to help with gendering a market map. Some of these require gathering data and can be incorporated into rapid market assessments. The questions for discussion and analysis indicate key focus areas that can inform the design of the intervention (see below).

Key issues and questions about gendered market mapping	
Key issues	Questions to consider
Capturing gender differences and inequalities in the market chain	<ul style="list-style-type: none"> <li>• Are women and men differently located in the value chain and what roles do they play?</li> <li>• Are there seasonal highs and lows in activities that differ for men and women?</li> <li>• Are women and men differently represented in different parts of the market chain? Are more women engaged in primary production? In processing? NB: Gather data to enable you to estimate proportions.</li> <li>• Are men and women differently represented among service providers? (eg, working as veterinary agents, or among seed or input suppliers)</li> <li>• Alongside gender differences, are there other notable social differences in participation across the value chain? Are certain ethnic groups, age groups, etc more or less involved in different aspects?</li> </ul> <p><i>For discussion or analysis:</i></p> <ul style="list-style-type: none"> <li>• Why are women and men differently located and represented in the market system?</li> </ul>

Understanding relationships within the market system	<ul style="list-style-type: none"> <li>• Are women directly engaged in sales and do they directly receive payments? If not, what is preventing this?<sup>6</sup></li> <li>• How are women organised at different levels of the value chain: in mixed groups; women only groups; or in individual, family or collective enterprises? Are they involved in decision making? Or mainly working as unpaid labour?</li> <li>• Are networks and relationships in the market system structured by gender (and/or other social factors), eg, are women selling primarily to other women?</li> </ul> <p><i>For discussion or analysis:</i></p> <ul style="list-style-type: none"> <li>• How do gender relationships and networks in the market system affect market outcomes?</li> </ul>
Understanding the key constraints to women benefiting from engagement in the market	<ul style="list-style-type: none"> <li>• Do women have access to or control of the key assets, skills, information and services required to engage at different levels?</li> <li>• What are the wider factors shaping women's engagement in or benefits from this market (eg, unpaid care responsibilities; social norms/attitudes; discriminatory policies)?</li> <li>• Do the constraints identified affect some women more than others (eg, older women may have fewer childcare responsibilities and more assets; younger or unmarried women may be more mobile or educated and have greater access to information and skills)?</li> </ul> <p><i>For discussion or analysis:</i></p> <ul style="list-style-type: none"> <li>• Where are the most notable gender gaps in access to assets and services? What are the specific reasons for these differences?</li> <li>• How does this affect market functioning?</li> </ul>
Analysing current and potential benefits from market engagement	<ul style="list-style-type: none"> <li>• How important is engagement in this market for women's and men's livelihoods (eg, a share of their total income)?</li> <li>• What are the differences in benefits to women and men from engagement in this market (eg, at value chain level: value addition in different levels or segments; at cooperative or enterprise level: share of sales value to male/female members; at individual producer level: differences in gross/net margins)</li> <li>• What are the demand trends in the market segments where women are involved?</li> </ul> <p><i>For discussion or analysis:</i></p> <ul style="list-style-type: none"> <li>• What explains these differences in benefits to women and men?</li> </ul>

Tools and resources for gendered market mapping	
<a href="#">Christian Aid: Market mapping guidelines</a>	These guidelines do not currently contain questions or specific criteria to ensure gendered market selection and mapping, and should therefore be combined with other tools and questions.
<a href="#">PMSD: Preliminary mapping and analysis</a> <a href="#">PMSD: Participatory market mapping</a>	The PMSD toolkit developed by Practical Action provides detailed guidance on how to develop a map of the market system covering the market chain, the market services supporting these and the wider enabling environment, and engaging key actors in the analysis in participatory ways.
<a href="#">Oxfam: Gendered market mapping</a>	Gives an excellent overview of the purpose and process and includes detailed worked examples and guidance on best practice in gendered market mapping.
<a href="#">AgriProFocus: Value Chain Analysis</a>	Provides a good overview of a range of approaches on including gender in value chain selection and analysis

## Linking households and markets

Power relations in households influence who participates in and benefits from markets:

- Social norms surrounding appropriate gender roles (in paid and unpaid work) affect the amount and types of work that women and men do inside and outside the home, and affect their receipt of and control over income from such work.
- Decisions made in households affect the use of assets and resources, and how benefits gained in markets are shared between household members.

Gender-transformative change requires long-term changes to these household dynamics in ways that

avoid backlash (see 'managing risks' in Part 4 of this guidance). This does not always mean directly intervening at household level; it does require designing market interventions with household dynamics in mind (eg, considering ways to ensure women retain control over income).

Gender-sensitive programming also requires an understanding of how household dynamics affect market participation and to adopt measures to ensure that women as well as men are able to engage in markets. For example, by bringing extension services close to women in the home and/or delivering them to women-only groups at times that accommodate women's unpaid work.

Key issues and questions about linking households and markets	
Key issues	Questions to consider
Understanding different types of household	<ul style="list-style-type: none"> <li>• Are most households nuclear or extended? Polygamous or monogamous? Single or joint headed? What proportion of households is headed by women?</li> <li>• How has migration affected households?</li> <li>• Do different types of household (eg, single-headed households, migrant households etc) engage in the market in different ways? Or face different constraints?</li> </ul>
Women's contribution to household economy	<ul style="list-style-type: none"> <li>• How much unpaid labour (in market and care work) do women vs. men do? How does this affect their ability to earn an income and be recognised for their contribution to the household, as well as having individual bargaining power?</li> <li>• How is women's contribution to the household economy perceived by women themselves and by other household members? How do perceptions of women's contribution affect household decisions about how resources are used?</li> </ul>
Household norms, power relations and market outcomes	<ul style="list-style-type: none"> <li>• Which of the constraints identified in the market mapping relate to power relations within the household?</li> <li>• Are there any changes in how household or wider social norms affect gender relations? What explains these changes?</li> </ul>

Tools for linking households and markets	
<a href="#">Oxfam: Linking Gendered Households Analysis and Market Analysis</a>	Provides guidance on how to link households with markets when designing programmes.
<a href="#">Oxfam: Rapid Care Analysis</a>	Toolbox and guidance developed for use across a wide range of programmes including markets work.

## Analysing gender power relations in markets

Achieving gender justice involves challenging existing gender unequal power relations. Power imbalances in markets contribute to inequality, including gender inequality. We need to analyse where power sits within markets, and design IMD programmes to rebalance power in the interests of marginalised groups, particularly women.

For example, due to limited mobility and household responsibilities, women are particularly dependent on traders who come to buy at the farm gate. They may

lack information or experience in price negotiation and awareness of market alternatives, or simply have fewer options. Women are also less likely to be in leadership positions in formal organisations and enterprises which can increase small-producer bargaining power in markets in the face of larger buyers. Even where women do form a significant proportion of the membership of cooperative societies or marketing associations, it is often men's produce that is sold through the collective.<sup>7</sup> Women's voices are also less influential in forums where market rules are set.

### Including a care analysis in market systems programming

Unpaid care work is a significant and regularly overlooked factor that affects women’s economic, political and social activities. Oxfam is currently promoting the use of the participatory care analysis toolkit in a number of its programmes, including markets work. From early findings, Oxfam emphasises the importance of analysing gendered care responsibilities during analysis.

‘Having less care work for women would definitely increase the productivity of enterprises. Women would be able to earn more money and join activities outside the house if childcare was available.’ (Rapid Care Analysis participants, Occupied Palestinian Territories)

For more information on how Oxfam is using the Rapid Care Analysis see this [presentation](#). The full toolkit can be found [here](#).

The key issues and questions can highlight power imbalances at different levels, and suggest ways of engaging less powerful actors.

Key issues and questions about gender power relations	
Key issues	Questions to consider
Identifying and redressing key power imbalances	<ul style="list-style-type: none"> <li>• At what points in market system are women disadvantaged by unequal power relations and why (eg, single buyer, lack of organisation)?</li> <li>• Are there specific policies that can redress power imbalances?</li> <li>• Are there hidden or invisible forms of power that affect women in this market system?</li> <li>• How can women be supported to enter into formal contracts with buyers to reduce vulnerabilities associated with farm gate buying?</li> </ul>
Building market awareness, organisation, leadership among women	<ul style="list-style-type: none"> <li>• Are there formal or informal spaces where women from can meet to discuss their common issues and interests?</li> <li>• How representative/diverse are these spaces? Are marginalised women heard within these groups?</li> <li>• Are women organised? Are there leaders who can effectively represent interests of women as a group?</li> </ul>

### Tools for analysing gender power relations in markets

<a href="#">Christian Aid: Power Analysis – Programme Practice</a>	Some general tools on power analysis can potentially be adapted for understanding gender power relations in markets. This guide for Christian Aid staff and partners explains what power is, why it is important, how and when to implement power analysis, and which tools to use. It is relevant to all types of our work, and is supported by separate guides to the tools and processes identified.
<a href="#">PMSD: Empowering marginalised actors</a>	This module provides systematic guidance on how to prepare marginalised groups to engage in dialogue with market actors, although it does not explicitly cover women’s empowerment.
<a href="#">Powercube</a>	The Powercube can help to identify power at different levels (local, national, international, etc) and invisible or hidden as well as visible power.

## Part 2. Engaging with stakeholders

This section highlights possible entry points for engaging key actors on gender issues in market systems. The relevant entry point will depend on the context, the overall strategy for change, and the stage of programme development.

- When considering which stakeholders to engage with, it is worth considering all key actors, including less obvious ones, such as religious leaders and husbands.
- Think of allies, and blockers of change, including powerful ones.
- One-to-one meetings with key stakeholders are critical. Once key stakeholders have been identified and mapped, various groups may need to be brought together to agree on a joint strategy.

IMD programming also involves facilitating relationships between market actors, which can contribute to developing a shared understanding of opportunities and challenges, and building consensus for change (see Part 4 of this guidance). Engaging stakeholders together in dialogue on gender issues in market systems is an important step in building consensus for change. The PMSD toolkit has a number of modules related to [stakeholder engagement](#) and [facilitating change](#).

Tools for working with the private sector	
<a href="#">PMSD toolkit: stakeholder engagement and facilitating change</a>	In these modules, you will learn how to develop and implement a strategy to convince market actors to join the process of PMSD. The facilitating change module explains how to take a 'learning by doing' approach.
<a href="#">Oxfam: Stakeholder identification and engagement and Talking to private sector on gender equality</a>	These modules are part of Oxfam's Women's Economic Leadership methodology, which includes talking to the private sector about gender equality.

### Working with the private sector

Entry points:

- Engagement in gendered market mapping and/or other dialogue with private sector actors can help to identify firms and individuals that are supportive of change to promote gender equality.
- Joint action research with companies can help to build evidence/buy in from private sector to engage on gender issues.
- Develop a compelling business case on why paying attention to gender can pay off for companies (eg, with new markets, efficiency, quality).
- Service providers can create incentives to reach women who traditionally have not accessed their service, eg, with finance or market information.
- Helping companies to identify and organise women producers within their supply chain can raise awareness of opportunities or blockages.

### Working with producer groups and micro, small and medium-sized enterprises (MSMEs)

Entry points:

- Build market awareness, organisation and leadership among informal women's collectives.
- Link informal women's groups to more formal cooperatives to enable women's access to markets and build women's leadership capacity over time.
- Support the emergence of women-led and women-managed MSMEs from informal groups (separate or linked to wider producer group umbrella).
- Work with women-led or and women-managed MSMEs to ensure they understand opportunities and criteria for investment finance to accelerate growth. Work with established producer-led cooperatives and enterprises to ensure that membership criteria, rules and organisational practices (eg, distribution of contracts and payment systems) encourage women's membership, participation, leadership and benefits.
- Use blended finance (combining loans and grants) to incentivise enterprises towards gender-transformative change by setting clear gender-related eligibility and performance criteria.

Tools for working with producer groups and micro, small and medium-sized enterprises	
<a href="#">Christian Aid: Access to Capital for Rural Enterprises (ACRE)</a>	ACRE is a consortium of NGOs led by Christian Aid. The platform facilitates technical expertise and connects social enterprises with impact investors. <sup>8</sup>
<a href="#">Christian Aid: Introduction to Business Support</a>	Guidance for Christian Aid programme staff, which provides an overview of Christian Aid's business support programme.
<a href="#">Asian Development Bank: Gender Toolkit</a>	Guidance for micro, small and medium-sized enterprises finance and development.
<a href="#">International Labour Organization: Women's Enterprise Development</a>	A list of tools for Women's Entrepreneurship Development.

# Part 3. Designing interventions for gender transformative change

## Working with communities and households

Entry points:

- Engage communities, especially marginalised groups within communities, in mapping and analysing the markets and value chains.
- Use rapid care analysis to explore how to engage community leaders or male champions in dialogue on changing gender relations/roles in markets.
- Use community level discussions on gender issues or similar to explore the potential for positive change in gender relations, linked to market development (eg, changes in how domestic work is organised, household decisions over use of income, equipment, and community decisions over use or management of land and natural resources).

Tools for working with communities and households	
<u>The GALS methodology: Growing the Diamond in the Forest</u>	This outlines key stages for engaging communities in learning on value chains, then engaging other stakeholders to define strategies, and facilitating ongoing action learning.

## Clarifying the vision and strategies for change

A market mapping and analysis – as well as the associated household and power analysis – can help to define a vision for positive change in gender relations in the market system, and strategies to achieve this. To be sustainable, the vision will need to be a win-win scenario for gender relations and the market system, and owned by market actors. It will need to be based on sound market analysis and build on a key market opportunity (eg, expansion in demand) or solve an existing market system blockage (eg, quality constraints or market failure

in service or input provision). Sometimes this can involve changes that creatively disrupt the market or build on catalytic events.

The questions below are a guide to how to identify and prioritise potential opportunities in the market that can drive positive change for women, and then identify strategies to overcome gender-specific constraints, related to those opportunities.

Key steps and questions	
Key steps	Guiding questions
Identify <b>potential opportunities</b> for positive change in women’s position in, and benefits from, the market system that are also beneficial for market or value chain development (win-win opportunities).	<p>Is there scope for market expansion or value addition or product diversification in segments or products where women are already involved?</p> <p>Are there opportunities to improve information flows or strengthen relationship and networks in ways that address gender issues?</p> <p>Are there critical services or inputs that are in short supply or needed (such as for the promotion of women’s engagement in the market or supply of quality seeds)?</p> <p>Do new business models create opportunities for new roles for women, eg, in enterprise ownership?</p>
Decide <b>which opportunity is the priority</b> to create positive change (in gender relations and the wider market system) involving all stakeholders.	<p>Is this opportunity based on robust market analysis (demand, prices, competitors, costs, trends)? Will it lead to market development?</p> <p>Will it substantially change women’s position, visibility or benefits from their market engagement? (Note that this is not just earning more income.)</p> <p>Are women as a group motivated to engage with this opportunity?</p> <p>Is this opportunity compelling to all or most value chain or market actors?</p> <p>Who will your allies, investors and promoters be? (Drivers of change in the market.)</p>

<p>Identify specific strategies to <b>address the gender-related constraints</b> to enable women to take up or benefit from new opportunities identified as priorities.</p>	<p>For this market opportunity, what did your gendered market mapping show about barriers for women to achieve it? (It requires policy change, business, services, production or processing improvements, finance etc.)</p> <p>What did your household analysis show about barriers for women producers in this sub-sector, in this community?</p> <p>Can key services be 'embedded' into the market system that may overcome constraints/blockages faced by women to expanding their production/sales (eg, pre-financing by buyers)?</p> <p>Can women's or producer groups be supported to purchase or lease equipment to enable access for women lacking access to such resources?</p> <p>Can existing cooperatives or enterprises be encouraged to invest in childcare or other services that reduce women's unpaid work or enable their market engagement?</p> <p>How can men be encouraged to take on domestic responsibilities to enable women to participate in new market activities or leadership roles?</p>
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Tools for clarifying the vision and strategies for change	
<u>Oxfam: Identifying Opportunities for Women's Economic Leadership</u>	A training module from Oxfam's Women's Economic Leadership Programme.
<u>AgriProFocus: Intervention Strategies</u>	The tool provides guidelines to practitioners for participatory sessions with women and men in communities. The use of simple graphics and symbols enables participants to clearly visualise and understand their situation and collect useful information.
<u>USAID: Intervention Guide for the Women's Empowerment in Agriculture Index</u>	A practitioner's guide to selecting and designing interventions.

## Adapting interventions to fit the context

Intervention strategies need to be geared to the context and the nature of the market system and the broader enabling environment in terms of gender relations. The table summarises some possible strategies in different contexts and levels of the market system.

Strategies	Context
<p><b>Mitigating resistance by building on tradition:</b> Women's visibility in value chains is increased by professionalising their traditional tasks, which increases the benefits that accrue to women.</p>	<p>Traditional (conservative) environments – women face less opposition when engaging in typically female economic activities. For example:</p> <ul style="list-style-type: none"> <li>• Pastoralist societies where women traditionally take care of livestock.</li> <li>• Vulnerable societies (such as post-disaster or drought areas), where women face constraints in rebuilding their livelihoods.</li> <li>• Societies recovering from conflict, where many women have become the breadwinners.</li> <li>• Religious societies where women face a lot of constraints.</li> </ul>
<p><b>Creating space for women:</b> This strategy positions women in male-dominated value chains to increase their visibility and economic decision-making power and stimulates women entrepreneurship (new enterprises as well as upgrading existing enterprises).</p>	<p>The strategy of positioning of women in male-dominated value chains is particularly easy to apply:</p> <ul style="list-style-type: none"> <li>• when land ownership is not affected and when high value inputs or other barriers that can constrain women are not required</li> <li>• where activities can easily be carried out by women and do not increase their overall work burden (bearing in mind women's many other responsibilities).</li> </ul> <p>The women's entrepreneurship strategy is suitable:</p> <ul style="list-style-type: none"> <li>• when women already engage in business initiatives, but could improve them or scale them up</li> <li>• when there is a clear market opportunity that women can exploit</li> <li>• when business opportunities fit the other demands on women's time and situation, eg, when they do not require many assets or own land, the business is close to home, and so on</li> <li>• when there is not too much resistance from men and from the rest of the community.</li> </ul>

## Part 4. Managing and learning from change

<p><b>Organising for change:</b> This entails interventions throughout the chain, targeted at building human agency (confidence, self-esteem, skills, and capacities) and breaking down structural constraints, such as lack of access to land.</p>	<p>This strategy can work at different levels and in different contexts, but can be most effective:</p> <ul style="list-style-type: none"> <li>• where there is existing social capital or trust between women, eg, a widely-accepted tradition of informal networks and organisation among women</li> <li>• where women have sufficient time available, or can be supported in their productive and domestic roles, to have time for organising</li> <li>• where there are women willing and equipped to play leadership roles (though caution is needed to ensure that older women or wives of male leaders do not adopt dominant roles)</li> <li>• where (male) community leaders or leaders of mixed organisations are supportive of or can be influenced to be supportive of women’s initiatives.</li> </ul>
<p><b>Standards, certification and labels:</b> As a strategy to address gender, standards and certification target the whole chain. This approach connects to the consumer and targets the chain context as well: it sets the standards on who participates in the chain and how. There are two strategies for gender equity interventions through standards and certification.</p>	<p>Labels and seals – selling women’s participation is particularly useful where:</p> <ul style="list-style-type: none"> <li>• Women are marginalised or unrecognised for their value chain contributions.</li> <li>• Market differentiation can be a selling point and earning point.</li> <li>• A women-only label will not restrict existing channels or chains.</li> <li>• Added value is necessary (eg, where prices are otherwise uninteresting).</li> <li>• A company wants to address a gender equity issue at the producer level.</li> <li>• The religious or cultural context will not endanger women who participate.</li> <li>• There is a buyer who is part of the process, and a market.</li> <li>• The drivers are social justice and women’s empowerment (not just money).</li> <li>• Funding is available for capacity development and pre-financing.</li> <li>• Management is supportive.</li> </ul> <p>Making use of existing third-party certified standards is a strategy that can be used when a farmer group is already certified to a social or environmental standard (Fairtrade, UTZ Certified, organic, etc) and thus has a documentation and traceability system in place, or when a farmer group wants to enter these markets.</p>

Source: Adapted from AgriProFocus.

### Managing risks of gender-transformative change in markets

Changes in market systems that address gender power relations are not without risks, especially in very conservative environments with rigid gender roles. Women may face challenges as they take on new roles outside of established social norms, or begin to benefit

from new commercial opportunities. Analysing the possible risks to women of interventions is important in order to design appropriate mitigation strategies or responses. Some key risks and possible mitigation strategies are outlined in the table.

Key risks	Possible mitigation strategies
<p>Backlash/resistance related to women’s engagement in markets.</p>	<ul style="list-style-type: none"> <li>• Promote dialogue in households and communities about the benefits of women’s engagement in markets.</li> <li>• Work with traditional leaders and male champions in communities to develop wider support for changes in gender relations. Sanction perpetrators of violence.</li> <li>• Link women/women’s producer groups to gender-based violence services or police.</li> </ul>
<p>Male appropriation of resources as commercial opportunities expand, especially for traditional women’s products (such as non-timber forest products).</p>	<ul style="list-style-type: none"> <li>• Promote dialogue in households and communities about use of resources.</li> <li>• Secure women’s control over key assets.</li> <li>• Organise women to ensure that they can access new markets and negotiate with market actors and retain control of income from new commercial opportunities.</li> <li>• Promote direct agreements between groups of women producers and buyers.</li> </ul>

### Measuring change

Christian Aid’s IMD programmes are based on **Theories of Change** (ToC). These define the pathways and linkages through which our interventions and support to partners contribute to desired long-term impacts and outcomes. ToC can help to clarify the specific pathways through which change in gender relations are assumed to occur, incorporating findings from gender analysis of market. Results frameworks are linked to the ToC; these define the key longer term and intermediate outcomes (as well as outputs and indicators) which programmes are seeking.

Drawing on Christian Aid’s ToC and related results frameworks as well as examples of proposed indicators from IMD programmes, the indicator framework

incorporates examples of both gender disaggregated and gender specific measures (see table on p24). This can be used as a framework to further develop appropriate indicators for specific programmes.

Capturing **gender-transformative change** goes beyond gender disaggregation of key indicators and requires more specific measures, both quantitative and qualitative, to assess how gender power relations are evolving. Even where programmes are not explicitly aimed at gender-transformative change, monitoring changes at household or community level is important to ensure programmes are **doing no harm** (eg, to ensure that increases in women’s and girls’ workload is not leading to school dropout).

Measures of women's economic empowerment:

- incorporate elements of agency and structure/ institutions as well as opportunity
- focus on process as well as outcome

- can be tracked at different levels, eg, individual, household, community, market/ institution, policy.

The table gives examples of market-related outcomes that can capture changes in women's economic empowerment.

Level	Power/agency of individuals or groups (power within, power with)	Economic advancement (power to)	Changes to institutions/norms (power over)
Individual/household	Increase in women's influence and control over use of income.	Increased independent access to loans by women	Women's contributions to household recognised and valued.  Domestic workload of women and girls shared more equally among members.
Market system	Women-led businesses equipped with skills and information to negotiate with market actors.	Increase in market share of sales by women-led businesses.	Government agencies and/or private companies provide targeted investments that increase the capacity of women led businesses (eg, technical or business training programmes).
Policy/regulatory environment	Increased voice and influence of women's business organisations and civil society organisations over business regulation.	Changes in business registration and taxation policies that reduce tax burden on women managed MSMEs and in sectors dominated by women.	Increased social acceptance of women's independent business activity.

Tools for measuring change	
<u><a href="#">PMSD toolkit: Monitoring, Evaluation and Learning</a></u>	This module teaches the user to prepare, implement and manage a monitoring plan that not only uncovers the logic behind the intervention, but also uses this logic to identify key indicators to measure its progress.
<u><a href="#">AgriProFocus toolkit: Gender and Value Chain Empowerment Diamond</a></u>	The M&E toolkit features the empowerment diamond, along with an example of indicators using the empowerment diamond in a project with women in the soya value chain in Ethiopia.
<u><a href="#">Donor Committee on Enterprise Development: Measuring Women's Economic Empowerment</a></u>	A guidance note on Measuring Women's Economic Empowerment.
<u><a href="#">Overseas Development Institute and Social Development Direct: Measuring Women's Economic Empowerment</a></u>	A review of existing approaches to measuring women's economic empowerment and a summary of key recommendations.
<u><a href="#">USAID: Women's Empowerment in Agriculture Index</a></u>	This tool has been used to assess the extent to which both women and men are empowered in agricultural programmes.
<u><a href="#">CARE USA's Pathways Program: Gender indicators</a></u>	This tool shows the development of a comprehensive set of gender indicators related to gender-transformative change.

## Gender Indicator Framework

Overall results framework/IMD pillars	Key impact and outcome areas in Theory of Change/ project summaries	Example indicators	Gender disaggregated/gender specific indicators (direct beneficiary level)	Indirect actors/beneficiaries (second level)	Institutional or policy changes
LONG TERM OUTCOMES	Increased employment opportunities for poor and marginalised men and women.	Number of jobs created as a result of programme interventions.	Percentage of decent new jobs created in MSMEs or value chains occupied by women (gender disaggregated indicator).	Changes in attitudes towards men's and women's work (gender specific indicator).  Number/percentage of men reporting increase in their role in childcare or household work to facilitate women's engagement in paid work (gender specific indicator).	Increased government or company led provision of child care to enable women to take up market roles/ employment opportunities (gender specific indicator).
	Increased incomes of low-income communities.	Percentage of target households whose incomes have doubled as a result of programme interventions.	Average increase in net income of women from target beneficiaries (gender disaggregated indicator).  Number and percentage of women who report that they now participate more in decision making on how to use family's income or other benefits (gender specific indicator). Number and percentage of women reporting they can make autonomous decisions about own income, activities (gender specific indicator).	Changes in men's perception of women's contribution to household economy (gender specific indicator).	
	Increased asset security of low income households		Number and type of household assets jointly or separately owned by women and men (gender disaggregated indicator).  Extent to which asset ownership, including productive assets such as livestock and tools of the trade by women is changing (gender specific indicator).	Number and/or percentage of men reporting changes in their attitude towards women inheriting and owning assets (gender specific indicator).	
	Increased food security of poor rural and urban households.	Percentage of target communities that reported their food security has improved as a result of programme interventions.	Percentage of women (vs men) who report that their food security has increased (gender disaggregated indicator).  Gender disaggregated dietary consumption or nutrition index (gender disaggregated indicator).		
	Increased public and private investment in markets.	Percent of local/national government budget allocations for MSMEs issues.			Percentage of local/national governmental budget invested in women (and/or young and/or indigenous people etc) economic initiatives/enterprises (gender disaggregated indicator).  Number of investments made that reflect women's interests/needs (eg, investment in flour grinding mills, water facilities or other labour saving technologies (gender specific indicator)).

Main intervention areas	Examples of gender-related outcomes
Markets access	<p>Number and range of sources of market information available to women (vs men); number of women reporting basic knowledge of markets.</p> <p>Percentage of women (vs men) linked to markets; number and range of markets where women sell produce compared to men; number of direct contacts of women (vs men) with market actors.</p> <p>Changes in perception of buyers, wholesalers (and/or young and/or indigenous people etc) of economic initiatives and enterprises.</p> <p>Number of investments made that reflect women's interests or needs (eg, investment in flour grinding mills, water facilities or other labour-saving technologies).</p>
Access to goods and services	<p>Number of goods and services appropriate to the needs of women, young and/or indigenous people.</p> <p>Percentage community members (number of men/women) having knowledge of services or technologies.</p> <p>Percentage of target communities (number of men/women) using inputs adopting target technologies and/or management practices.</p> <p>Increased awareness of men and women about available technologies.</p>
Business development services	<p>Number and/or percentage of women reporting improvement in their marketing skills.</p> <p>Number and/or percentage of women reporting improved skills in business and/or financial management.</p> <p>Percentage share of women-led MSMEs implementing risk reducing practices.</p> <p>Number and/or percentage of service providers reporting changes in their attitudes and practices towards women entrepreneurs.</p>

Main intervention areas	Examples of gender-related outcomes
Market advocacy	<p>Number/share of women engaged in multi-stakeholder platforms.</p> <p>Percentage of local/national governmental budget invested in economic initiatives/ enterprises for women (and/or young and/or indigenous people etc).</p> <p>Changes in priorities in investment (eg, towards investments that alleviate constraints on women's workload, improve women's skills).</p> <p>Number of women participating to influence government and other policy makers to propose changes to policy in favour of MSMEs.</p> <p>Capacity of marginalised actors (men/women) to understand and analyse agriculture policies and negotiate with other value chain actors.</p> <p>Breadth of membership and frequency of meetings of key platforms of market actors; number of stakeholder dialogues on national and international trade and agricultural policies.</p>
Empowered marginalised actors	<p>Percentage of women (vs men) who are members and leaders of organisations; share of women in membership and leadership of mixed producer groups (men and women).</p> <p>Increased influence of women in decisions made in MSMEs and farmer organisations.</p> <p>Number of new non-farm enterprises created and mainly led by women, young and/or indigenous people linked to value chains; number of MSMEs implementing gender/age/ ethnicity appropriate strategies and technologies.</p> <p>Number of women led organisations that have been strengthened organisationally and financially.</p> <p>Increased representation of marginalised groups in platforms and forums where market relationships are negotiated.</p> <p>Percentage of platforms with women, young and/or indigenous people in leadership positions.</p>

Main intervention areas	Examples of gender-related outcomes
Market facilitation	<p>Growth in market share of women-led MSMEs.</p> <p>Number of clients buying directly from women, young and/or indigenous producers and entrepreneurs.</p> <p>Number of MSMEs led by women, young and/or indigenous people with increased sales, exports and/or market shares (domestic and international).</p>
Access to finance	<p>Increased access to finance for poor urban and rural producers (number of men / women).</p> <p>Relative frequency of types of credit (eg, consumption, investment, working capital), sources of credit (eg, bank, informal lender, family) between men and women members and beneficiaries; average size of loans to women vs men.</p> <p>Number of women reporting having men's support for them accessing credit, opening bank accounts etc.</p>

## Endnotes

1. Gender and Diversity (GAD) scoring tool, Christian Aid, February 2016. The GAD scoring tool has expanded definitions from the Gender Sensitive Programming (GSP) guidance to incorporate aspects of identity and power relations beyond gender. The scoring levels and newly developed inclusion commitments closely map the tracks in the GSP guidance.
2. See note 1.
3. *Gender Justice For All: achieving just and equitable relations between men and women*, Christian Aid, 2014, christianaid.org.uk/Images/Reports-Gender-Strategy-July2014-J2623\_tcm15-78960.pdf
4. An initial market mapping (which helps to identify then engage the actors) might need to be followed by a more detailed participatory mapping and analysis that can inform programme design. As markets evolve, it will be important to revisit the mapping; and learning from monitoring and measuring change will also feed back into the design of interventions, which might then need to be adjusted.
5. Market Maps, Oxfam, <http://growsthrive.org/resources/learning-resources#MarketMaps>
6. See also section on linking households and markets.
7. Women's Collective Action: unlocking the potential of agricultural markets, S Baden, Oxfam, 2013, <http://policy-practice.oxfam.org.uk/publications/womens-collective-action-unlocking-the-potential-of-agricultural-markets-276159>
8. ACRE (Access to Capital for Rural Enterprises) is a not-for-profit consortium of international NGOs led by Christian Aid and includes Traidcraft, Twin Trading, Practical Action and Challenges Worldwide.

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