

WOMEN'S ECONOMIC EMPOWERMENT

How Women Contribute to
and Benefit from Growth

Market Development Facility

Integrating Women's Economic
Empowerment into the MDF Approach

Strategic Guidance Note. 4

Version 1
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Table of Contents

| | |
|--|-----|
| ACKNOWLEDGEMENT | ii |
| TABLE OF CONTENTS | iii |
| INTRODUCTION | 1 |
| 1. A STRATEGIC GUIDANCE NOTE ON HOW WOMEN CAN CONTRIBUTE TO AND BENEFIT FROM GROWTH AND HOW MDF CAN HELP | 2 |
| 1.1 Introduction to the Market Development Facility..... | 2 |
| 1.2 Introduction to WEE and the MDF strategic guidance note on Women’s Economic Empowerment | 3 |
| PART 1 | 4 |
| 2. HOW MORE WOMEN CAN CONTRIBUTE TO AND BENEFIT FROM GROWTH..... | 5 |
| 2.1 The ‘missing middle’ and the need for a diagnostic framework for Women’s Economic Empowerment to reach them | 5 |
| 2.2 MDF’s approach to reaching the ‘missing middle’: creating systemic changes that enable more women to contribute to and benefit from growth | 7 |
| 2.3 Emerging principles for applying a ‘business case’ approach to WEE..... | 7 |
| 2.4 MDF’s commitment to WEE | 8 |
| 2.5 Summary of objectives..... | 9 |
| PART 2 | 10 |
| 3. DEFINING WOMEN’S ECONOMIC EMPOWERMENT AND THE WOMEN’S ECONOMIC EMPOWERMENT FRAMEWORK | 11 |
| 3.1 Women’s Economic Empowerment defined..... | 11 |
| 3.2 Emerging international best practice: a framework for Women’s Economic Empowerment | 12 |
| 3.3 The next frontier: making the business case..... | 14 |
| 4. INTEGRATING THE DIAGNOSTIC WOMEN’S ECONOMIC EMPOWERMENT FRAMEWORK INTO THE MDF APPROACH..... | 15 |
| 4.1 The MDF market system schema as the basis for identifying opportunities for women to contribute to and benefit from growth | 15 |
| 4.2 The diagnostic WEE framework laid over the MDF market system schema to complement the economic analysis with a gender perspective | 17 |
| 4.3 Turning analysis into partnership design and fitting the five domains of the diagnostic WEE framework into the MDF impact logic | 18 |
| 4.4 Emerging partnership models and the relation between the business case approach and the rights-based empowerment approach | 21 |

| | |
|---|----|
| 4.5 Learning how to design, negotiate, the push and boundaries: WEE in practice and the relationship between WEE and results measurement..... | 26 |
| PART 3..... | 27 |
| 5. INTEGRATING THE DIAGNOSTIC WEE FRAMEWORK IN THE DIFFERENT STAGES OF THE MDF IMPLEMENTATION PROCESS | 28 |
| 5.1 Operational steps: building a diagnostic WEE framework into the MDF programme life-cycle..... | 28 |
| 5.2 The lifecycle explained | 28 |
| 6. REFERENCES..... | 53 |

List of Boxes

| | |
|---|----|
| Box 1: Objectives of the Strategic Guidance Note..... | 9 |
| Box 2: Gender equality and Women’s Economic Empowerment..... | 11 |
| Box 3: The five domains of the WEE Framework..... | 13 |
| Box 4: The MDF market system schema as the basis for analysing how, and to what extent, women are connected to growth | 16 |
| Box 5: The diagnostic WEE framework when fitted into the MDF implementation logic | 20 |
| Box 6: Core WEE outcomes of the sector scoping report..... | 31 |
| Box 7: Scoping and sector selection guidance..... | 31 |
| Box 8: Core outcomes of the Inclusive Analysis of Growth, Poverty and Gender at Sector Level report..... | 32 |
| Box 9: Example of how the Inclusive Analysis of Growth, Poverty and Gender at Sector Level report has integrated key information on market dynamics, access and income opportunities | 33 |
| Box 10: Diversity in women’s situations across the MDF country contexts..... | 33 |
| Box 11: Core outcomes of the Household Level Analysis of Poverty and Gender Dynamics Study | 37 |
| Box 12: Core outcomes of the Inclusive Sector Strategy for Poverty Reduction and Women’s Economic Empowerment..... | 39 |
| Box 13: Example WEE strategy statement within the Fiji Tourism Inclusive Sector Strategy for Poverty and Women’s Economic Empowerment | 43 |
| Box 14: Improved access to employment (WEE Domain 4) in Fiji | 44 |
| Box 15: Women’s roles and Inclusive Sector Strategy for Poverty Reduction and Women’s Economic in Timor-Leste..... | 44 |
| Box 16: Core outcomes of the Partnership Proposal Justification..... | 45 |
| Box 17: Partnership Agreement Guidance | 47 |
| Box 18: Pakistan Partnership Agreement | 48 |
| Box 19: Core WEE outcome of the Intervention Guide | 48 |
| Box 20: Core WEE outcomes of systemic change | 50 |
| Box 21: The WEE criterion within the MDF Systemic Change Framework | 51 |
| Box 22: Systemic change statement for the Tourism sector in Fiji | 52 |



List of Figures

| | |
|---|----|
| Figure 1: The continuum of women’s economic involvement..... | 6 |
| Figure 2: Iterative Nature of Power and Agency (Source: ICRW)..... | 12 |
| Figure 3: MDF Market System Schema..... | 15 |
| Figure 4: The MDF Impact Logic..... | 18 |
| Figure 5: MDF partnership scenarios and the relationship with WEE..... | 22 |
| Figure 6: MDF Integrated Implementation Process..... | 29 |
| Figure 7: Integrating the five WEE empowerment domains in different stages of the MDF implementation process..... | 30 |



List of Tables

| | |
|--|----|
| Table 1: MDF partnership scenarios and their relationship with WEE..... | 23 |
| Table 2: Inclusive Analysis of Growth, Poverty and Gender at Sector Level guidance..... | 34 |
| Table 3: WEE opportunity analysis in four sectors in Timor-Leste..... | 38 |
| Table 4: Inclusive Sector Strategy for Poverty Reduction and Women’s Economic Empowerment guidance..... | 40 |
| Table 5: Example of a constraint areas table contained within the Inclusive Sector Strategy for Poverty Reduction and WEE from Timor-Leste’s Agribusiness, Processing and Rural Distribution Sector..... | 41 |
| Table 6: Partnership Proposal Justification guidance..... | 46 |
| Table 7: Guidance on the Partnership Agreement..... | 47 |
| Table 8: A mini-catalogue of quantitative WEE indicators by WEE Outcome Goal..... | 49 |

List of Abbreviations

ALCP: Alliances Lesser Caucasus Programme Georgia

DCED: Donor Committee on Enterprise Development

DFAT: Australia's Department of Foreign Affairs and Trade

DFID: UK Department for International Development

GEMS: Growth and Employment in States, Nigeria

GIZ: German Agency for International Cooperation (*Gesellschaft für Internationale Zusammenarbeit*)

IFPRI: International Food Policy Research Institute (IFPRI)

ICRW: International Centre for Research on Women

LEO: Leveraging Economic Opportunities (USAID programme)

M4C: Making markets work for the Chars (Bangladesh)

M4P: Making Markets Work for the Poor

MDF: Market Development Facility

OECD: Organisation for Economic Cooperation and Development

OPHI: Oxford Poverty and Human Development Initiative

Prisma: Promoting Rural Income through Support for Markets in Agriculture (DFAT programme)

RLDP: Rural Livelihood Development Program (Tanzania)

RM: Results measurement

SDC: Swiss Agency for Development and Cooperation

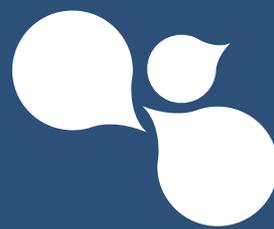
SIDA: Swedish International Development Agency

UNFPA: United Nations Population Fund

USAID: United States Agency for International Development

WEE: Women's Economic Empowerment

WEAI: Women's Empowerment in Agriculture Index



INTRODUCTION

**A Strategic Guidance
Note on How Women Can
Contribute to and Benefit
From Growth and How
MDF Can Help**



A STRATEGIC GUIDANCE NOTE ON HOW WOMEN CAN CONTRIBUTE TO AND BENEFIT FROM GROWTH AND HOW MDF CAN HELP

1.1 Introduction to the Market Development Facility

The Market Development Facility (MDF) stimulates investment, business innovation and regulatory reform in order to create additional jobs and increase the income of poor women and men in rural and urban areas in the Indo-Pacific region. MDF currently operates in Fiji, Timor-Leste and Pakistan, and recently expanded to Papua New Guinea and Sri Lanka in 2015.

In order to achieve its aims, MDF negotiates partnerships with strategically positioned private and public sector organisations in its countries of operations. Each partnership is comprised of a tailor-made package of activities that enables the partner to innovate, invest and/or undertake reforms in such a manner that small farms and firms benefit from better access to production inputs, services and end markets. This makes them more productive and helps them grow, which, in turn, creates jobs and increases income for poor women and men.

Each partnership promotes business innovations or reforms, leverages private sector investment or public sector ownership ('cost sharing'), has a demonstrated link with pro-poor growth, job creation and income generation, and contributes to systemic changes in the economy of the country in which it is active. Thus, MDF seeks to develop partnerships with players in the private and public sector who have the ability to catalyse lasting

systemic change that promotes broad-based, sustainable, pro-poor growth.

The approach requires a flexible implementation process, working through multiple channels, with a range of partners, responding to opportunities as they arise. For this purpose, each MDF country has its own 'Country Team' (CT) active on the ground.

MDF's work essentially creates pathways – via these investments, business innovations, and regulatory reforms and, as a result of this, better functioning markets – through which the poor can work themselves out of poverty. These economic opportunities should be within reach for women as well.

Within this role as a business facilitator aimed at improving income and employment opportunities for the poor, MDF's gender outcomes are specifically focused on improving Women's Economic Empowerment (WEE). In order to be able to improve WEE, MDF needs to clearly understand where these opportunities lie, how they can best be unlocked, and needs to be able to lay out a practical process for how to design and implement WEE activities in a manner that fits within the context of the MDF overall programme.

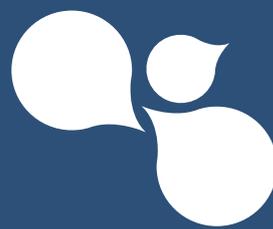
1.2 Introduction to WEE and the MDF Strategic Guidance Note on Women's Economic Empowerment

This Strategic Guidance Note explains the background to and international thinking on Women's Economic Empowerment (WEE) and then explains how the MDF programme addresses WEE.

The Note is structured as follows:

- **Part 1: How Women Can Contribute to and Benefit from Growth** – This reflects on the background to MDF's position on WEE, how this ties into DFAT's thinking on gender and how this approach has built on the experiences of other market development programmes and on emerging research.
- **Part 2: Defining Women's Economic Empowerment and the WEE Framework** – This provides a definition of WEE as it is currently understood and sets out the WEE Framework and explains how this will be incorporated into the MDF approach.
- **Part 3: Operational Steps for Integrating a Diagnostic WEE Framework into the MDF approach** – Part 3 sets out the steps for operationalising WEE and integrating WEE analysis, monitoring and management into the programme's core life cycle approach.





PART 1

**How More Women Can
Contribute to and Benefit
from Growth**



HOW MORE WOMEN CAN CONTRIBUTE TO AND BENEFIT FROM GROWTH

2.1 The 'missing middle' and the need for a diagnostic framework for Women's Economic Empowerment to reach them

Women are vital economic actors. According to the OECD (2012) high economic involvement of women leads to stronger and more sustainable economic growth. From the 1990s to 2006, the increased numbers of women employed in developed countries accounted for more global economic growth than that of China (The Economist, 2006). Further, if women had the same access as men to productive assets, agricultural output in 34 developing countries would rise by an estimated of four per cent (UN Women, 2013). Yet women remain one of the world's most under-utilised economic resources.

In India it is estimated that US\$56 billion is lost each year in potential earnings within the formal sector due to economic constraints faced by women (ICRW, 2014). Far less is known about the contribution of women in the 'invisible' informal and unpaid sectors of our economies (UN Women, 2015). For example, women undertake almost two and a half times as much unpaid care work as men (UN Women, 2015). These financial and labour usage figures are only a small part of the greater losses to society and the reason why increased WEE is now recognised as a critical aspect in promoting gender equality (UNFPA, 2015).

Understanding how a development programme can contribute to WEE is not easy. One approach might be

to foster women-led entrepreneurship in predominantly women-led sectors, or specific women-led functions in value chains, or even fostering female entrepreneurship in traditionally men-led sectors. This could have broad beneficial impacts on women-led organisations and the women within them and who are served by them, as well as on more women gaining stronger trading relationships and having enhanced ability in managerial roles. While enhancing leadership roles is undoubtedly an effective way of improving WEE, the reality is that most women working in emerging economies are in non-leadership roles and in activities in which men are the figureheads although women do much of the work and often take more of the decisions, albeit unofficially and non-publically. These women comprise e.g. an average of 43 percent of the agricultural labour force in developing countries (World Bank 2014).

There may be opportunities to assist women to take up traditionally male managed functions in some cases. Figure 1 depicts the strong presence of women in support functions, where they work either under the management of men (in predominantly men-led sectors) or share management with men (in jointly led sectors). Few women are involved in managerial/key decision making roles unless they are predominantly women-led sectors.

A focus on WEE in predominantly women-led sectors may be important for depth of impact, however focusing on these traditional sectors exclusively risks excluding the vast sphere where large numbers of women are active and contribute significantly to decision-making – although not in management roles – and where there

is potential for those women to be supported. This situation represents a missed opportunity to work on improving the position of women in support roles. This phenomenon has been termed by MDF as the ‘missing middle’.

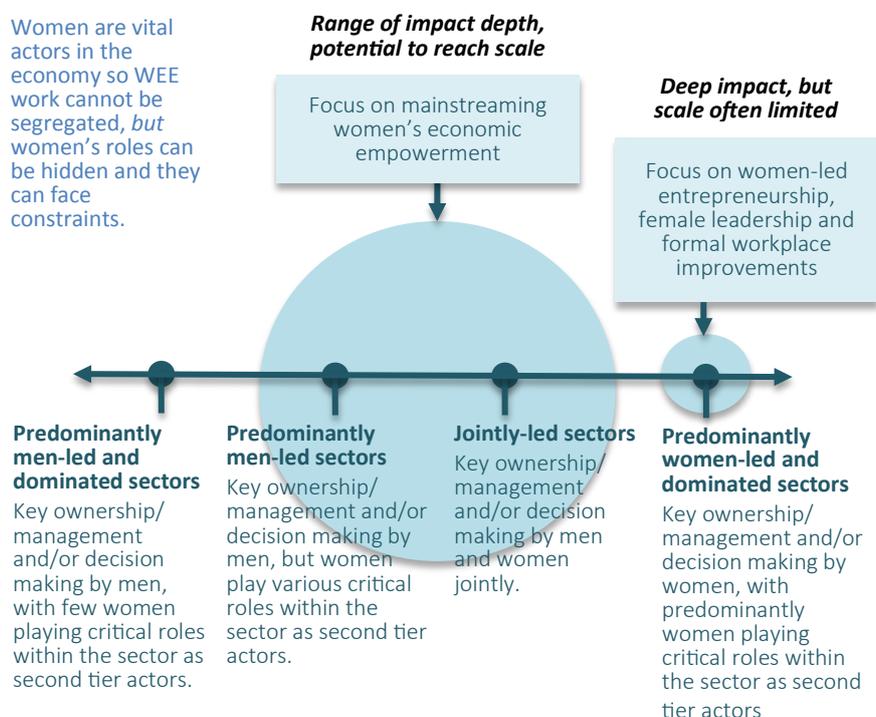


Figure 1: The continuum of women's economic involvement

MDF is keen to create opportunities for WEE by supporting women in women-led activities and in leadership positions. It is equally keen to address the ‘missing middle’ and create opportunities for women who are in less visible, support roles in male-led sectors, to participate in joint decision-making.

Understanding how improvements can be made within the spectrum of functions of the ‘missing middle’ is challenging. Key questions are: What does it mean to involve women in the key stages of skills development of selected sectors? When, how, how much, and in what ways does this relate to WEE and contribute to overall systemic improvements for pro-poor sector growth?

As WEE programmes emerge and there is more dialogue surrounding the concept, WEE is becoming better understood (see examples in Section 5). Much of this dialogue has involved breaking down the concept of WEE into elements. As will be explained in greater detail in Part 2 of this Note, it is widely accepted that WEE can be

best understood in two areas: women's access (to goods, services, life opportunities, and skills) and women's agency (namely, women's decision making and workload) which together result in economic empowerment (Jones, 2012).

One of the most widely used frames for this in systems development programmes is the UK Department for International Development (DFID), Swedish International Development Agency (SIDA) and the Swiss Agency for Development and Cooperation's (SDC) Conceptual Framework for Women's Economic Empowerment, which is taken as the starting point for MDF's framework (ibid.).

The understanding set out in that framework is echoed in varying degrees by others e.g. USAID's Leveraging Economic Opportunities (LEO) programme which considers access and agency to be core to WEE (USAID, 2014) and the US Feed the Future programme which has developed a Women's Empowerment in Agriculture Index to track women's engagement in five areas: production,

resources, income, leadership and time use (Feed the Future, 2015). Two of three points of the UN Women's Framework relate to resources (redressing a woman's socioeconomic disadvantage) and voice (strengthening

women's agency, voice and participation) (UN Women, 2015). It is from this research base that MDF has been exploring WEE to create broad-based inclusive growth relevant for the 'missing middle'.

2.2 MDF's approach to reaching the 'missing middle': creating systemic changes that enable more women to contribute to and benefit from growth

Women may work behind the scenes in many sectors, but this does not mean they work on the periphery or that their roles are non-critical. In agriculture, women perform a wide range of vital functions, from tending livestock, to irrigating land, selling produce at market, land preparation and harvesting. Because of the lower visibility of this work the women's roles are often not upgraded over time, for example in terms of technology improvements or in the provision of critical information on improved farming methods. This is a low level of WEE and is inefficient for the sector as 'female' inputs are underdeveloped.

WEE constraints are core sector constraints; this means WEE work should not be regarded as a separate stream of work. Improvements in WEE can be most effective and sustainable when they are seen as improvements for the overall sector. For example, in MDF's work in the tourism sector in Fiji it is envisaged that vendors, suppliers and processors improve and increase sourcing of local agricultural produce to supply hotels and resorts in Fiji which rely heavily on imported produce. The proportion of local produce in local markets relative to imports would then increase and a larger proportion of economic transactions would involve local actors – namely

producers and vendors – bringing about growth in this sector. As women are heavily involved in the cultivation of produce, outreach skills development programmes run by vendors that target, or at least include, women makes business sense. The resultant improvements in volume and quality of produce entering the tourism market will be via women producers. In this process, women gain knowledge and improved work skills and are also likely to earn more money. WEE can be said to have been achieved when large numbers of women are better skilled, have better access to markets, benefit financially from that access, have greater decision making authority over their increased household incomes, and when vendors customise their outreach programmes to reach women.

With these achievements in mind, MDF is able to design a tailored set of partnerships that work to improve WEE and, through these partnerships, MDF is able to achieve sustainable 'systemic' change in the sector, while at the same time achieving WEE. Integrating WEE in this way is preferable to providing one-off training courses to a small number of women which result in short-term gains, but not systemic change for women.

2.3 Emerging principles for applying a 'business case' approach to WEE

Not every new investment, service, product or sales opportunity or efforts at regulatory reform will be equally relevant for both women and men. To create opportunities and sustainable benefits from these, market development programmes such as MDF ensure their portfolio of sectors reflects economic growth areas where partners want to invest; it cannot go 'against the tide' without clear rationale and incentives. The potential for commercially sustainable business models determines the 'spread' of opportunities. The MDF portfolio represents the intersection of prudent investment and pro-poor goals. This means that MDF is committed

to developing a diversified portfolio of partnerships that creates opportunities for all in a relevant and representative manner.

Similarly there must also be an intersection between prudent investment and WEE goals. The programme cannot work when the gap between the potential for WEE change and the entrepreneurial appetite for investment in such change is too large – there must be a business case. Being unable to reach poor women workers, suppliers and clients is as much of an economic loss as not being able to reach poor men. In the same

way as MDF seeks to create win-win scenarios in economic growth and poverty reduction, the programme also seeks to create win-win scenarios between economic growth and WEE. Both elements must be present if the work is to be sustainable. Different MDF partnerships may work towards access and agency in different ways.

Integrating this understanding of WEE – and making it more precise – does not mean that the fundamentals of the MDF approach, or MDF objectives, change. It means that MDF will be able to implement its approach and achieve its objectives more consistently and effectively. MDF remains a facilitator of systemic change processes to stimulate broad-based pro-poor growth in the countries in which it is active. By integrating the diagnostic WEE framework, it will know better what to ask and what to do to make sure that the outcomes are representative and relevant for women.

WEE is a way of improving gender equality, but it is not synonymous with gender equality which requires a wider range of work to be undertaken to improve the roles of women in society and in areas that fall beyond the scope of the programme's work.

Broader constraints for women e.g. relating to social issues such as workplace discrimination or gender violence, may fall outside MDF's scope of work. If these constraints cannot be addressed via a business case approach, MDF can collaborate with other (particularly DFAT) programmes which may have expertise in e.g. rights-based empowerment. MDF will work with these programmes to modify its business case to reflect additional activities that must be undertaken (where this is feasible from the perspective of a business case

approach, for all the reasons discussed in earlier chapters relating to appetite and sustainability e.g. to introduce suitable flexi-time or day care). Where the business case approach is entirely unfeasible, MDF would share its findings with such programmes and organisations so they can build solutions for the problems within their programmes.

The programme follows the literature around WEE and rights-based issues to improve understanding of these fields of work. This Strategic Guidance Note links well with thinking in DFAT which has made 'investing in gender equality and empowerment of women and girls' one of its six strategic investment areas (DFAT, 2014). The approach, as outlined, reflects work that has been explored by other projects (e.g. Katalyst Bangladesh, GEMS Nigeria, and ALCP Georgia). In line with thinking from these programmes, MDF is exploring how to: 1) integrate WEE into systemic change; 2) make the business case in sectors not always dominated by women; 3) design partnerships to improve access and agency domains; 4) learn from results measurement on the nuances in women's economic roles and on degrees of control over resources and decision making authority; and 5) promote interaction between business case approaches and right-based approaches for holistic solutions where this is needed. Stepping into this territory means learning how far the programming can go, where the business case ends and a right-based approach begins, how they can complement each other, and – perhaps most importantly – learning about what is needed to enable more women to contribute to and benefit from growth.

2.4 MDF's commitment to WEE

To make it possible for women to contribute to and benefit from growth, MDF is committed to the following:

1. MDF will work in growing or 'sunrise' sectors of the economy, within which large numbers of poor women can have a productive future and can contribute to and benefit from broad-based growth. MDF will not necessarily focus on predominantly women-led sectors, as it may then miss the greater opportunity to improve WEE within the second tier or joint decision roles as outlined in Figure 1. This is true where such sectors do not provide the potential for long-term economic growth (either they are essentially niche, or they represent declining 'sunset' sectors where livelihoods are unlikely in the long-term).
2. MDF will consider what proportion of its beneficiaries that enjoy economic advancement through better employment or more income comprise women. This will take into account women's participation in MDF's target sectors, the disadvantages they face in term of access, decision making and influence, and workload, and what MDF, through its partnerships, has done or can do to improve this. MDF strives to achieve an outreach of female beneficiaries per sector that exceeds the female participation levels of these sectors. In other words, MDF aims to leave sectors more gender equitable than it found them.

3. MDF's main entry point for influencing WEE is most likely through the access domains (given that its *rationale d'être* is to create market access). While working to improve access, the programme will also monitor the agency domains to check whether increased opportunity goes hand in hand with manageable workloads¹, decision making authority and control of resources – and not with violence or exploitation – so that women have the genuine ability and a real incentive to continue to make use of these economic opportunities. In every MDF partnership, including those relevant for WEE, the same logic applies: there must be a clear line of sight to results, and partnerships must contain a complete package of activities that can address core problems so that credible and sustainable results can be achieved. Access-related issues will be addressed in partnerships, or in supporting partnerships (see Section 3.4).
4. Where agency-related issues are identified as a problem, solutions for these will be built into the partnership design (e.g. access to labour-saving tools and transfers of wages to bank accounts controlled by women), or in supporting partnerships (e.g. separate businesses setting up day care facilities to make it feasible for women to take up full-time jobs and banks targeting female clients), or collaborations with organisations focused on gender issues will be developed (e.g. to create awareness amongst women and change labour laws).
5. MDF will make learning generated from its results measurement system on WEE available to DFAT and the wider development community.
6. MDF will generate gender-disaggregated data.
7. At least 60 percent of MDF's partnerships will be relevant for WEE.

2.5 Summary of objectives

Much of the work on private sector development and WEE is relatively new, and best practice is emerging. This strategy represents MDF's thinking on WEE as of mid-2015 and will likely need updating as new developments

take place. The intended audiences for this document are MDF staff, DFAT and the wider development community.

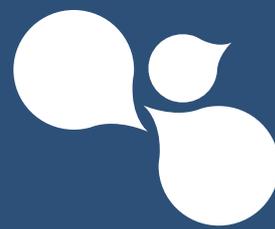
Box 1 summarises the underlying objectives of this Strategic Guidance Note.

Box 1: Objectives of the Strategic Guidance Note

Objectives of this Strategic Guidance Note on women contributing to and benefiting from growth

- To define a framework for embedding WEE within MDF's flexible, opportunity-driven market systems approach in a manner that promotes effectiveness and efficiency while yielding sustainable outcomes.
- To be compatible with DFAT's guidelines and reporting requirements for gender equality.
- To explain how MDF has institutionalised gender equality and its translation into an integrated WEE framework that fits with its market development approach.
- To be sufficiently comprehensive and detailed to serve as a guide on how MDF's WEE framework works, for internal use, for DFAT and the wider development community.
- To support MDF Gender Anchors in understanding the WEE framework and guiding their respective Country Teams in its implementation across targeted geographies and sectors.
- To enable Country Teams to apply the framework, to understand how they can integrate the objective of gender equality through WEE into their work, to identify opportunities to promote WEE, and to measure the WEE results of their interventions within its Results Measurement system.

¹ An exception to this might be where labour-saving technologies are introduced for women's work – e.g. post-harvest handling – that reduces workloads while improving on-farm efficiency and product quality.



PART 2

Defining Women's Economic Empowerment and the Women's Economic Empowerment Framework



DEFINING WOMEN'S ECONOMIC EMPOWERMENT AND THE WOMEN'S ECONOMIC EMPOWERMENT FRAMEWORK

3.1 Women's Economic Empowerment defined

Before discussing best practices in the integration of WEE into economic development and specifically market system programmes, it is important to clarify the difference between gender equality and WEE – and explain why this Strategic Guidance Note focuses

on MDF's WEE framework instead of gender equality per se. In short, gender equality is the ultimate goal of development programmes, while WEE is a pathway to achieving that goal. Box 2 provides an accepted delineation between the two concepts.

Box 2: Gender Equality and Women's Economic Empowerment

Gender equality and Women's Economic Empowerment

Gender equality implies a society in which women and men enjoy the same opportunities, outcomes, rights and obligations in all spheres of life. Equality between men and women exists when both sexes are able to share equally in the distribution of power and influence; have equal opportunities for financial independence through work or through setting up businesses; enjoy equal access to education and the opportunity to develop personal ambitions. A critical aspect of promoting gender equality is the empowerment of women, with a focus on identifying and redressing power imbalances and giving women more autonomy to manage their own lives. Women's empowerment is vital to sustainable development and the realisation of human rights for all.

Source: UNFPA <http://www.unfpa.org/gender/empowerment.htm>

MDF has chosen to focus on WEE as a way of contributing to gender equality since MDF is an economic development programme that implements market-based solutions through mainly private-sector partnerships. MDF considers WEE to be a significant objective in its programming and seeks to achieve the integration of women rather than the marginalisation of women in segregated and non-commercial initiatives. This does

not mean that MDF does not choose women-dominated sectors, but that these sectors must fit MDF's economic growth objectives and offer sustainable economic solutions to producers and other businesses in the selected sectors. Thus, MDF does not expect to achieve gender equality on its own, but will contribute to it through strategies that support WEE.

3.2 Emerging international best practice: a framework for Women's Economic Empowerment

In recent years, economic development programmes have emphasised the implementation of interventions and the measurement of results relating to WEE. This section provides an overview of the best WEE practices, focusing on the literature that is mainly concerned with market systems or sector changes.

In 2011 the International Centre for Research on Women (ICRW) published important work on women's empowerment in the realm of economic development: *Understanding and Measuring Women's Economic Empowerment: Definition, Framework and Indicators*. With the goal of improved design, implementation and results measurement, this document builds on earlier empowerment literature to: a) streamline the definition of WEE into two distinct areas – *agency* and *access*; b) discuss activities around WEE integration; and c) put forward a comprehensive indicator bank that has influenced best practice (Golla, et al, 2011).

The ICRW definition of WEE suggests an agency/access dichotomy: "a woman is economically empowered when she has both the ability to succeed and advance economically and the power to make and act on economic decisions" (*ibid*).

Figure 2 shows the iterative nature of power and agency as well as economic advancement: stronger agency may result in better access and better access and economic advancement may result in stronger agency (*ibid*). The document also elaborates the opportunities and challenges that women face in their specific contexts, the resources needed to meet programme empowerment goals, issues of intervention design, and the need to understand areas outside of a project's focus that may help or hinder its success.

In the ICRW publication above, the objectives are organised under three domains: research and processes, power and agency, and economic advancement. For a WEE framework suitable for MDF, the latter two sets of indicators are relevant. In the power and agency domain, issues around gender attitudes and norms, mobility and other social phenomena are considered and, in the economic advancement domain, productivity and skills, business practice, income, consumption, work environment and prosperity are examined (*ibid*).

The Making Markets Work for the Poor (M4P) Hub and SDC commissioned a publication that sets out a conceptual framework for the integration of gender into

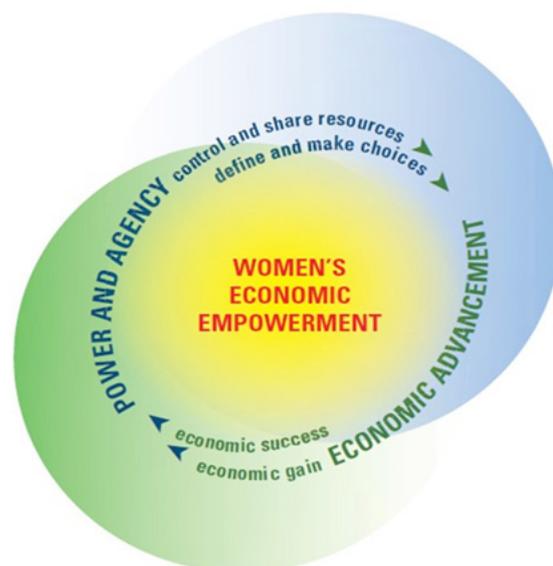


Figure 2: Iterative Nature of Power and Agency (Source: ICRW)

market systems programmes (Jones, 2012). The resulting M4P/WEE conceptual framework suggests a definition for WEE that incorporates both *access* and *agency* (as defined above) and proposes the utilisation of a project life cycle approach to integrate gender into all aspects of programming – from research and design through to implementation and monitoring (The Springfield Centre, 2008). In the original publication, four 'empowerment domains' were defined as part of the framework that were compatible with market systems programmes; this was expanded to include a fifth domain 'women's workloads' following SDC's 2012 conference on WEE (Jones & Oakeley, 2012).

Box 3 presents the five domains of the WEE framework compatible with market systems programmes and how they relate to the agency and access outcomes mentioned above. The version presented here is slightly different from the original framework as MDF has modified the order of the domains for its own purposes. Decision making has been broadened to include influence, taking into account research from USAID's LEO programme and tailoring it for MDF's purpose (i.e. to include broader factors of control, such as trade relations) (USAID, 2014). These domains define the areas in which programmes can and should advance WEE and the areas they need to explore when analysing the economy, designing a partnership and analysing results. These will be discussed in more detail in the next chapter.

| The five domains of the Women's Economic Empowerment Framework | |
|--|--|
| OVERALL OBJECTIVE: | |
| 1. | Economic advancement |
| STRONGER AGENCY: | |
| 2. | Decision-making authority and influence in different spheres, including household finances and trade relations |
| 3. | Manageable workloads for women |
| IMPROVED ACCESS: | |
| 4. | Access to opportunities and life chances such as skills development or job openings |
| 5. | Access to assets, services and needed supports to advance economically. |

It is important to emphasise the interplay amongst these domains e.g. when interventions focus on greater access this leads not only to the achievement of the overall goal of economic advancement, but also to enhanced agency. In Bangladesh, Katalyst enables women to access mini-packs of seed for the commercial development of kitchen gardens. When women begin to earn more money from their gardens, they realise greater status in the household and opportunities to make decisions around other economic activities such as small livestock rearing. Similarly, when agency is targeted, women also experience improved access and overall advancement. In Timor-Leste, working with FarmPro on an input-output model for the production of vegetables creates a new trade relationship whereby the partner purchases vegetables directly from women vegetable producers. This initially increases women's access to services and, over time, if this relationship creates the norm of women being seen as traders, this will increase their visibility within the system and their overall influence in the value chain, thus increasing their agency. This virtuous circle was captured in the seminal ICRW paper (see Figure 1 above) and further exemplified in documents on the M4C programme in Bangladesh (M4C, 2014).

The M4P WEE conceptual framework applies a project life cycle approach to support programmes in integrating women – from research and analysis through to design and implementation and then results measurement. The framework illustrates how needs and activities shift as a programme moves through its different stages – the types of questions to be asked, the issues of which to be aware, and opportunities for inclusion of women in market systems programmes (*ibid*). Several M4P/ market systems programmes have drawn from the M4P WEE conceptual framework and are utilising variations on this definition e.g. Katalyst, Samriddhi and M4C in

Bangladesh, ALCP Georgia, PRISMA Indonesia, and MDF and RLDP in Tanzania.

USAID, IFPRI and OPHI developed a Women's Empowerment in Agriculture Index (WEAI) (2012) that is widely used in USAID's Feed the Future programmes in design, implementation and measurement. It informs exploration of WEE, and is unique in that it focuses on agricultural sectors and it compares women's and men's empowerment in the same sector. The index measures empowerment in agriculture across five domains: production, resources, income, leadership and time (again reflecting the access and agency dichotomy) and provides insights into the activities that are helpful in achieving women's empowerment.

In 2014 the Donor Committee on Enterprise Development (DCED), drawing extensively on the work outlined above – and zeroing in on M4C Bangladesh and ALCP Georgia which are using the M4P WEE conceptual framework to varying extents – prepared a set of practitioner guidelines for measuring the results of WEE (Markel, 2014). This guideline document compiles a selection of indicators that reflect agency and access, and provides recommendations around articulating WEE in results chains, attribution, systemic change and related results measurement and management issues to guide practitioners in incorporating WEE throughout the intervention and monitoring cycle.

As indicated in the previous chapter, MDF has decided to integrate the WEE framework into every aspect of its approach. Firstly, the framework is integrated into the business *diagnostic tool* in that relevant WEE questions are asked. Secondly, MDF has built *WEE criteria into how it defines and measures systemic change* at the sector level. This means that achieving systemic change – the condition in which markets have

matured to such a degree that their future functioning, expansion, innovation and inclusion of the poor would not require further donor support – is, amongst other factors, dependent on the ability to be inclusive for women. This is important because, as mentioned, MDF intends to recognise women's roles and integrate them as mainstream economic actors, even though they may

work from a less visible or more disadvantaged position than men. MDF aims to connect these mainstream economic actors to growth sectors and steer away from focusing on women in often relatively traditional and less dynamic economic niches. The next chapter explains how MDF goes about implementing this.

3.3 The next frontier: making the business case

About ten years ago the first market development programmes began to 'apply a gender lens to market development' so as to better understand the role of women in particular sectors of the economy. This generally meant finding women in women-led sectors and thus the focus was often on niche sectors and activities. Over the years there has been a progressive sharpening of this lens resulting in the framework with five domains as discussed above. We now have a much greater understanding of the areas we wish to explore (in terms of influencing and monitoring).

Much less is known about making the business case for WEE. The USAID LEO programme points out that the incentives for institutions and businesses must be aligned with the empowerment interests of excluded groups, and that this is not always easy to do (USAID, 2014). MDF is entering an emerging area here and will need to experiment with partnership design and gender-sensitive results measurement to explore the reach and limits of the business case approach and learn about the nuances of women's roles, of access and agency, and what is most effective in stimulating women's economic advancement.

4/

INTEGRATING THE DIAGNOSTIC WOMEN'S ECONOMIC EMPOWERMENT FRAMEWORK INTO THE MDF APPROACH

4.1 The MDF market system schema as the basis for identifying opportunities for women to contribute to and benefit from growth

This section forms the heart of this Strategic Guidance Note in that it explains step by step how the diagnostic WEE framework is integrated into the MDF approach. It shows how the framework is institutionalised in every step of the MDF implementation cycle and how it is

used as a 'lens' to steer, analyse and capture impact on women. As a first step, it is important to explain how MDF defines and analyses market systems and how the diagnostic WEE framework can be incorporated into it.

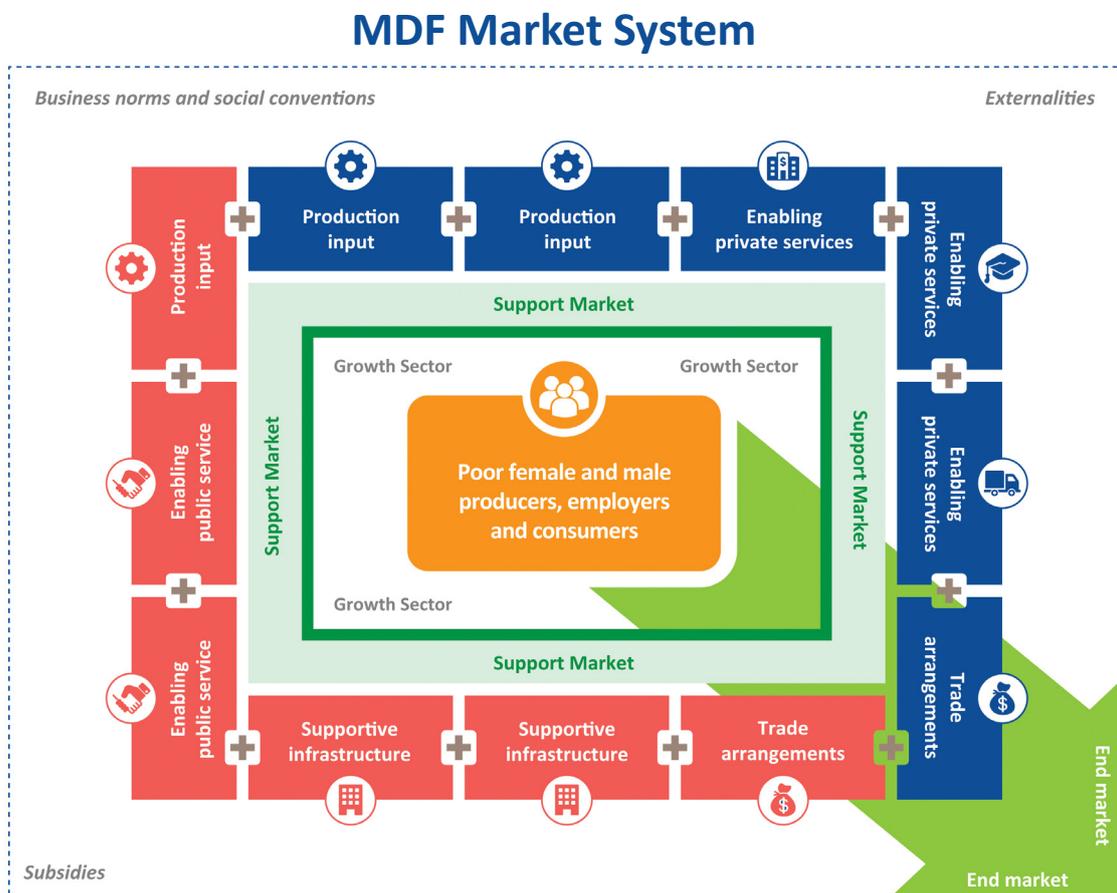


Figure 3: MDF Market System Schema

At the heart of the MDF approach is another diagnostic framework, the 'MDF market system schema' (see Figure 3)². This schema organises and presents the elements of the market system as MDF sees it and this then provides the framework for research and analysis, design and implementation and measurement relating to sector strategies and intervention plans. As such, this schema underpins and provides the foundation on which the diagnostic WEE framework works.

The MDF market system schema focuses on strengthening support markets that serve poor households. At the centre, this schema identifies poor female and male producers, employers and consumers. Around this growth sector the schema identifies improvements that are needed within five sets of support market/functions that influence to what extent production in the growth sector can meet demand in end markets (in terms of volume, quality, etc.). These support markets are: 1) production inputs such as seeds and machinery; 2) enabling private services such as banking and training services; 3) enabling public services such as business licensing and agricultural extension; 4) enabling infrastructure such as feeder roads and irrigation channels; and 5) trade arrangements such as contract farming. If the support markets/functions are operating well, a sector is likely to be more productive, competitive and to grow faster; the reverse situation being that, if

elements are missing, a sector will be less competitive. As a result, poor producers are more productive and can sell more, poor workers can find better employment opportunities, and poor consumers have better access to affordable products and services.

As a first step in the process of creating pro-poor, inclusive growth relevant for poor women and men, MDF must select sectors of the economy that: 1) have sufficient scale; 2) show growth, and inclusive growth, potential; 3) are not too distorted by a strong donor presence, flawed government policies or vested interests; and 4) have the potential to be unlocked by investments in commercially sustainable business innovation and sound policies. The market system schema is used to map out and analyse the economics of these sectors and answer the questions: a) how do market demand, production, production inputs, services and infrastructure come together as a system that makes business happen in a productive and competitive manner and the economy grow; and b) what are the gaps in the system that hamper this?

Box 4 explains how, by mapping out the market system, MDF also develops an initial idea of the degree of women's participation in the sector, the roles they play, the extent they are really contributing and benefiting from growth, and where there seem to be gaps that could be filled.

Box 4: The MDF market system schema as the basis for analysing how, and to what extent, women are connected to growth

The MDF market system schema as the basis for analysing how and to what extent women are connected to growth

The following questions can help to inform the MDF team of women's roles/functions in the MDF market system schema:

- Women's roles: How are women involved in the sector as producers, employees/employers and consumers? How can their roles be reinforced or upgraded by programme interventions and partnerships? What measurements can we use to determine if the market system programme and WEE objectives have been achieved?
- Production inputs: What inputs do women (producers) need? Are women (producers) able to access these inputs? How can these be provided on a sustainable basis to women? How do we know that both women and men are benefiting from improved access to inputs?
- Enabling public sector services: Is the public sector supportive of women in the market system? Could improvements be made in services offered to women by the public sector? How might service delivery differ from that which is offered to male counterparts? When and how will we measure changes resulting from activities in public sector engagement?
- Enabling private sector services: Do businesses reach out to women with needed products and services? If not, what would be the incentives for the private sector to target this market? How can products and services be appropriate for women? How can we track and measure the activities and their outcomes?

² Many market systems programmes use such a schema to visually represent the market system and guide programming, typically around a sector or a value chain e.g. the M4P 'donut', the USAID LEO market systems framework, and the GIZ value links system.

- Trade arrangements, laws, rules and norms: Are trading arrangements suitable for women (e.g. time, place, power relationships, and cultural norms)? If not, how can they be improved? What does the programme need to know to promote positive trading arrangements for women as well as men? How will programme interventions effect the desired change? What are the perceptions regarding female involvement in the sector? Are there any taboos, prohibitions or expectations as to whether or not it is appropriate for women to be in public spaces or hold certain types of jobs? What do the laws relating to gender e.g. regarding ownership of personal property and inheritance and workplace harassment set out? (USAID, 2014). Are there any areas of clear discrimination (formally or informally)? How will changes to norms and power relations be measured?
- Supportive infrastructure: What supportive infrastructure is needed e.g. marketplaces, feeder roads, energy sources, water and irrigation systems to enhance the sector and women’s roles in the sector? How can these be promoted by the programme? How can the programme determine if related initiatives have achieved the desired results?

4.2 The diagnostic WEE framework laid over the MDF market system schema to complement the economic analysis with a gender perspective

The five ‘empowerment domains’ of the diagnostic WEE framework add a layer of analysis to this market system mapping. The strength of the diagnostic WEE framework is that it gets users to focus on a select number of concrete areas essential to WEE and to ask questions from the perspective of women in the sector:

- Do women enjoy sufficient access to opportunities, degrees of freedoms and skills to contribute to and benefit from growth (and if not, what causes this lack of access, and what could be done to increase this)?
- Do women have sufficient access to, and can they make sufficient use of, assets, products, services and types of infrastructure to contribute to and benefit from growth (and if not, what causes this, and what could be done to increase this)?
- Do women realistically have time, or can they manage time, to contribute to and benefit from growth in a manageable manner and/or can their workload be made more efficient so as to free up more of their time (and if not, what causes this lack of time,

or inefficient time use, and what could be done to improve this)?

- Do women have sufficient decision-making authority in different spheres, inside and outside the household, and over different resources to (have the incentive to) contribute to and benefit from growth in a truly rewarding manner (and, if not, what causes this and what could be done to increase this)? Do they have sufficient influence over the trade and social relations surrounding their work?

All these questions add up to the larger question of which economic and social constraints need to be addressed to contribute to the economic advancement for women.

The outcome of both layers of analysis is that MDF not only knows where opportunities for inclusive, pro-poor growth exist and which constraints needs to be addressed to unlock this growth potential, but also which *specific* constraints women face when it comes to contributing to and benefiting from this growth.

4.3 Turning analysis into partnership design and fitting the five domains of the diagnostic WEE framework into MDF impact logic

This interaction between a thorough economic analysis of sectors – and, later on, commercially sustainable partnership design – and an in-depth assessment of women’s contribution to growth, and the results that emerge from this, underpin the MDF implementation

process. The result is a portfolio that yields fair and representative results, country strategies that incorporate and explain what can be achieved in WEE in each country, and WEE being built into sector-specific systemic change areas.

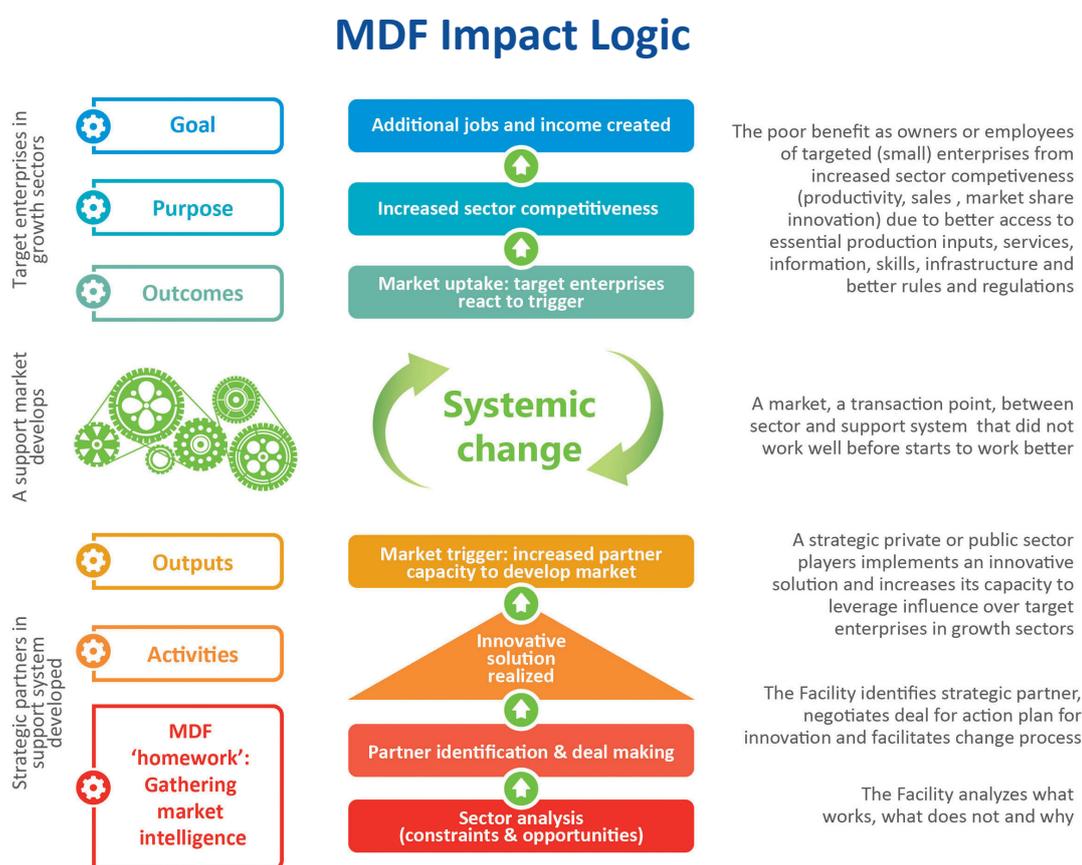


Figure 4: The MDF Impact Logic

To arrive at this point, after analysis, the next step is to turn this analysis – or this market intelligence – into action. Figure 4 explains the MDF impact logic. Essentially MDF designs and negotiates partnerships to make markets around the poor work better so the poor have improved access to the production inputs, services and infrastructure needed to become more productive, tap more effectively into market demand, and hence earn more. Partnerships influence markets which, in turn, influence enterprise performance, which ultimately influences income and poverty levels. This impact logic applies to all partnerships in all sectors in all countries – including partnerships relevant for WEE.

MDF partnerships typically contain a package of activities that are to be implemented by the partner, the costs of

which are shared by the partner and MDF. The packages are prepared in a way that enables the creation of a clear, uninterrupted line of sight from activities along the impact logic up to the ultimate additional income creation. Each constraint along the way is addressed at different levels, starting from issues with the partner’s capacity and business model, to market functioning, and then to the product or service that influences enterprise performance which is the prerequisite for increases in incomes and poverty reduction. The partnership design contains activities to address the issues that would undermine the effectiveness of the business model and the sustainability of the changes brought about by the partnership. For example, if a company making greenhouses wants to penetrate rural markets to reach

smaller farmers, it must also redesign these greenhouses to make them affordable and must set up a system for after-sales service for first time users. In such a case, MDF will negotiate this package of activities, since the plan will only work if all of these activities are implemented together.

MDF treats partnerships that are relevant to enabling women to contribute to and benefit from growth in the same manner. First, there must be a partner and a business case. If the business case hinges on, or at least benefits from, effective engagement with women, but faces limitations to doing so, then the partnership's package of activities will be designed to address the issues. In this way MDF's logic of working with partners and negotiating tailor-made partnership packages related to specific constraints around a specific business model remains the same regardless of whether this relates to WEE constraints or not; in this example WEE constraints/issues are identified and the programme recognises the need to create specific WEE solutions.

Before discussing the types of partnerships that could emerge it is important to consider how MDF operationalises working in the five domains of the diagnostic WEE framework i.e. how they fit into MDF's impact logic as discussed above.

MDF is first and foremost an access-oriented programme; it is about making markets work so that there is better access to a wider variety of better products and services. As many WEE constraints also involve limitations on women's access (e.g. to a service, asset or skill) MDF's work in WEE will often involve increasing women's access to such services, assets or skills, with the idea that this will trigger an opening in the market and will in turn make that market function more effectively. In this way, these improvements to access not only benefit women by enabling them to participate in the economy in a more productive manner, but improve the overall market system per se.

MDF's work however is not limited to this market level provision of services; the programme also makes adjustments where needed to increase the appropriateness or usefulness of a product or service e.g. working with partners to build product design features, gain access to supplementary information or provide access finance. Such measures are built into the partnership design and the effectiveness of a product or service in a given context assessed as to how well the new opportunity is being used by enterprises.

The concept of the 'effectiveness' of the access is how the agency pillar of WEE fits into the programme. It is one thing to increase access to a service, asset or skill, but this must be considered in conjunction with how this fits into a woman's overall workload, or whether she has enough control over the way in which she manages her business relationships in relation to receiving that service, or her control over those assets, or her control of the money received from this access. Without this, the sustainability of the increased access comes into question; she may not have sufficient incentives to continue to use the service if she has limited control over how she interacts with it or benefits from it. As with any business model, this may well entail undertaking additional activities so that these wider constraints are addressed. For example, if it is found that women retain little control of their income because it is taken back to the family home in cash, it may well be that her level of control is increased if the partner sets up a mechanism for paying this income directly into a bank account that is set up for her.

If women are able to make use of new opportunities in a sufficiently productive and rewarding manner with adequate control and with a manageable workload, then one can conclude that women have advanced economically, which sits well with the MDF goal level of additional income and employment. Box 5 elaborates on the five 'economic empowerment domains' (Jones, 2012) of the diagnostic WEE framework and shows how and where they fit into the MDF implementation logic.

Box 5: The diagnostic WEE framework when fitted into the MDF implementation logic



4.4 Emerging partnership models and the relation between the business case approach and the rights-based empowerment approach the MDF Impact Logic

Having explained how the analytical WEE framework can fit into the MDF approach and impact logic, this section takes another step by describing likely partnership scenarios and how MDF intends to deal with them. MDF designs partnerships with the intention of creating sustainable and systemic changes in market systems that maximise inclusive growth for poor women and men.

MDF works in different countries, economies and sectors, all with diverse socio-cultural contexts, with partners to make change 'stick'. MDF therefore has to find ways to operationalise WEE in a range of different scenarios.

No MDF partnership should undermine the position of women. The analysis conducted during scoping, and in doing the Inclusive Analysis of Growth, Poverty and Gender assessment – and in-depth household-level research on income, expenditure, division of labour, control over resources and decision-making – put MDF in a well-informed position to ensure access, workload or control related issues are accounted for when designing and negotiating a partnership. MDF is able to gauge whether a partnership works for women as planned, as the analytical WEE framework is integrated into MDF's results measurement system.

Not every MDF partnership can be expected to be equally relevant for WEE nor can every partner be expected to be equally interested in WEE. MDF cannot force partners to do something that is not in their best interest or of no interest. MDF does not enforce plans – and this is no different in the realm of WEE – but rather it develops strategies, based on analysis, and seeks partners to implement parts of this strategy, based on their own capacity and incentives. Thus, MDF's partnership portfolio is of local change agents, each promoting transformation in their own way in a direction that will culminate in systemic change.

All partnerships are based on a business case, however the business case for enabling women to contribute to and benefit from growth will also have social dimensions. These social dimensions may exert a stronger or weaker influence depending on the country, sector and cultural context. A question is: how will MDF go about building WEE into its portfolio without resorting to forcing or providing artificial financial incentives? In answer to this, MDF has developed an outline of possible partnership scenarios and their relationship with WEE (Figure 5).



Figure 5: MDF partnership scenarios and the relationship with WEE

The upper half of Figure 5 explains the different pathways to increased WEE resulting from different types of partnerships entered into, and the link between these and the overarching goal of poverty reduction via increased incomes for poor men and women. The lower half explains the actions MDF will take to facilitate these partnerships in achieving WEE aims. The definitions and implications for the partnership design are explained in greater detail in Box 7. These categories are new to MDF and will likely be refined during programme implementation.

Table 1: MDF partnership scenarios and their relationship with WEE

| Partnership Type: | Definition | MDF Activities |
|--|--|---|
| <p>Partnership Type A: Predominantly men-focused partnerships Women not involved, women not harmed</p> | <p>The partnership is relevant for creating systemic change, but the economic activity it seeks to stimulate is not immediately relevant for WEE; the business case does not depend on, nor benefit from, reaching (many) women. There are no indications that the partnership would harm the position of women because it targets (mostly) men. There are no indications that women’s access, workload or say in household matters would suffer; at the same time, since every partnership must produce pro-poor results, poor households benefit and there are indications that women will benefit from this.</p> | <p>In scenario A, MDF will monitor the partnership to verify that it does not harm the position of women and that women benefit from additional income levels, but MDF will not ‘push’ to incorporate women into the partnership design in ways that seem artificial to MDF and the partner. If the partner has an appetite to experiment with reaching more women, MDF will encourage this, but this is not a precondition for entering into the partnership.</p> |
| <p>Partnership Type B: Joint (men and women focused) partnerships Women involved, but no specific WEE constraints, and women not harmed</p> | <p>A partnership is relevant for creating systemic change; the economic activity it seeks to stimulate makes it relevant to WEE; it strengthens the business case; there are no indications that any of the WEE domains are constraints – access seems sufficient, workloads remain manageable, and women have a strong say in household matters, including the control over resources and their (increasing) contribution to household income. There are no indications that workload and/or insufficient control/influence act as disincentives; in cases where the male is main point of contact, there are no indications that women’s control/influence are undermined.</p> | <p>In scenario B MDF will monitor to verify that WEE domains are not constraints hampering women’s ability to contribute to and benefit from growth, but will not ‘push’ for additional activities inside or outside the partnership to further WEE until monitoring shows that such activities would be necessary: if it works, it works. If the partner has an appetite to do more, MDF will encourage this, but this is not a precondition for entering the partnership.</p> |

| Partnership Type: | Definition | MDF Activities |
|---|---|---|
| <p>Partnership Type C: Joint (men and women focused) partnerships or predominantly women focused partnerships</p> <p>Women involved, WEE constraints present, partners have the capacity and incentives to address the WEE constraints</p> | <p>A partnership is relevant for creating systemic change; the economic activity it seeks to stimulate makes it relevant for WEE; it strengthens the business case; but there are indications that WEE domains are constrained – there are indications that access or workload or decision-making or control over resources limit women in terms of contributing to and benefiting from growth. The partner recognises the problem, recognises the business incentive in addressing these, is willing to act on this knowledge, and workable solutions are within the reach of what the partner can reasonably be expected to do, capacity-wise and incentive-wise.</p> | <p>In scenario C MDF will insist on building the necessary solutions into the design of the partnership – like it would do with any other part of a partnership design deemed essential to make the partnership work and its results sustainable; it will also monitor whether these solutions are effective and if not, remedial action will be taken. If the partner has an appetite to do more, MDF will encourage this, but this is not a precondition for entering the partnership.</p> <p>If a potential partner does not (want to) see the problems, does not recognise the incentive he has to address these, and is not willing to act on this, while workable solutions are within reach of what the partner can reasonably be expected to do (capacity-wise and incentive-wise) then MDF will NOT proceed to enter into a partnership – like it would do with any other partnership in which it was not able to negotiate a comprehensive partnership design that guarantees sustainable outcomes. The following two exceptions apply:</p> <p>a) MDF is able to develop a supplementary partnership that addresses the specific constraints to enable women to contribute to and benefit from growth. A supplementary partnership is one that does not contribute to inclusive growth and thus does not generate changes at all levels of the MDF impact logic, but instead creates a specific change that enables other partnerships to work effectively and generate inclusive growth. In Figure 5 the third blue arrow depicts a partnership that generates changes at all levels of the MDF impact logic. The smaller green arrow to the right depicts a supplementary partnership designed to address a specific WEE constraint at access (market) or agency (sector/enterprise) level. Supplementary partnerships must meet the same criteria in terms of ownership and sustainability as regular partnerships.</p> <p>b) The partnership is of strategic importance, there are no real alternatives, the business case is weakened but still deemed sustainable and there are no indications that women’s positions are undermined - there is no harm – and the overall benefit in terms of growth and poverty reduction justifies proceeding with a less than perfect partnership.</p> <p>If these criteria are met MDF will enter into the partnership and monitor its effectiveness.</p> |

| Partnership Type: | Definition | MDF Activities |
|--|---|---|
| <p>Partnership Type D: Joint (men and women focused) partnerships Women involved, WEE constraints present, but partners do not have the capacity and incentives to address the WEE constraints</p> | <p>A partnership is relevant for creating systemic change; the economic activity it seeks to stimulate makes it relevant for WEE; it strengthens the business case; but there are indications that WEE domains are a constraint – there are indications that access or workload or decision-making or control over resources limit women in terms of contributing to and benefiting from growth. While the partner perhaps recognises the problem, and has the incentive and willingness to address it, workable solutions are not within the reach of what the partner can reasonably be expected to do, capacity-wise and incentive-wise; trying to accomplish this nonetheless could undermine the sustainability of the partnership.</p> | <p>In scenario D, MDF will enter into the partnership and will simultaneously start work to search for partners to develop supplementary interventions to address the constraint that could not be addressed in the main partnership, unless there are indications that a time lag between the partnerships would do harm to the position of women.</p> |
| <p>Partnership Type E: Joint (men and women focused) partnerships Women involved, WEE constraints present, but there is no feasible market based WEE solution and the partner has no capacity and/or incentives to address it</p> | <p>A partnership is relevant for creating systemic change; the economic activity it seeks to stimulate makes it relevant for WEE; it strengthens the business case; but there are indications that WEE domains are a constraint – there are indications access or workload or decision-making or control over resources limit women in terms of contributing to and benefiting from growth. However, while the partner perhaps recognises the problem, and has the incentive to address and willingness to act on this, workable solutions are not within the reach of what the partner can reasonably be expected to do, capacity-wise and incentive-wise; the constraint or issue is of such a nature that awareness creation and advocacy or support by a rights-based empowerment organisation is the most feasible way forward (e.g. where there is a threat of violence against women).</p> | <p>In scenario E, MDF will first seek counsel from an advocacy or rights-based organisation; its course of action will be based on the outcome of this and may result in MDF proceeding with the partnership but building some precautionary measures into the design, or not proceeding because the perceived risk and potential harm outstrip potential gains, or working with the rights-based organisation to maximise/safeguard the gains as much as possible, while minimising the risks.</p> |

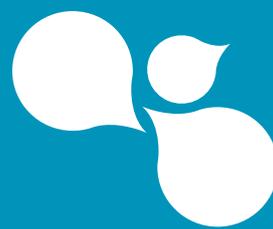
All MDF partnerships will be classified in this manner and implemented and monitored as outlined above.

4.5 Learning how to design, negotiate, the push and boundaries: WEE in practice and the relationship between WEE and results measurement

As demonstrated, various scenarios are possible when it comes to applying a business case approach to WEE, and each scenario has many variables. How these work out, how partnerships can best be designed and negotiated and what the most effective solutions are to address specific constraints related to specific domains will be matter of learning; as the previous chapter concluded, applying the business case is the emerging frontier in WEE. Learning stems from carefully designing and

implementing activities and then carefully monitoring what works and what does not. Part 3 of this paper will explain how, by integrating the diagnostic WEE framework into every step of its approach, MDF is in a position to carefully implement and monitor and thus learn how WEE works in practice – for the implementer as well as the women it seeks to empower to contribute to and benefit from growth.





PART 3

**Operational Steps for
Integrating a Diagnostic
Women's Economic
Empowerment Framework
into the MDF Approach**

5/

INTEGRATING THE DIAGNOSTIC WEE FRAMEWORK IN THE DIFFERENT STAGES OF THE MDF IMPLEMENTATION PROCESS

5.1 Operational steps: building a diagnostic WEE framework into the MDF programme life-cycle

To identify WEE in terms of systemic changes, MDF has built a diagnostic framework within the programme's central implementation process which, when taken with the core concepts and principles explained above, form the MDF WEE framework. WEE is considered at each stage of the programme's life-cycle. It begins with a choice of sectors, then moves to selection and development of partnerships. It identifies the systemic changes to which it envisages contributing and finally it analyses results and learns from its work. This has been undertaken in a manner similar to how results measurement is integrated into the implementation process to help the programme maximise positive impact. The results measurement set-up leads to a system that is able to generate near-real time results based on detailed assessments, up to date results chains, frequent measurements and regular, half-yearly stock taking exercises. The WEE framework is being built into this system so that an efficient, integrated implementation process emerges.

Building a diagnostic WEE framework into the implementation process as a 'lens' that allows MDF to analyse and measure the economy in a more refined manner has many advantages:

- 1) It helps the programme to better assess sectors and ask pertinent questions regarding the role of women in these sectors.
- 2) It allows the programme to identify opportunities to support WEE through the various 'empowerment domains' offered in the framework.
- 3) It allows MDF to measure and analyse results in a more effective manner.
- 4) It allows MDF to articulate how it contributes to WEE in a more nuanced and comprehensive manner; and most importantly
- 5) Integrating this diagnostic WEE framework allows MDF to treat women as central economic actors who may be working from less recognised and/or disadvantaged positions.

5.2 The lifecycle explained

The integration of the diagnostic WEE framework into the MDF approach requires an understanding of each step in the MDF implementation process, the tools and techniques used, and the iterative nature of the process. MDF has a clearly defined integrated implementation and results measurement process that provides the basis for the application of the diagnostic WEE Framework (see Figure 6). The blue boxes outline the steps of the implementation process while the red boxes with corresponding numbers reference the results measurement outputs of each step.

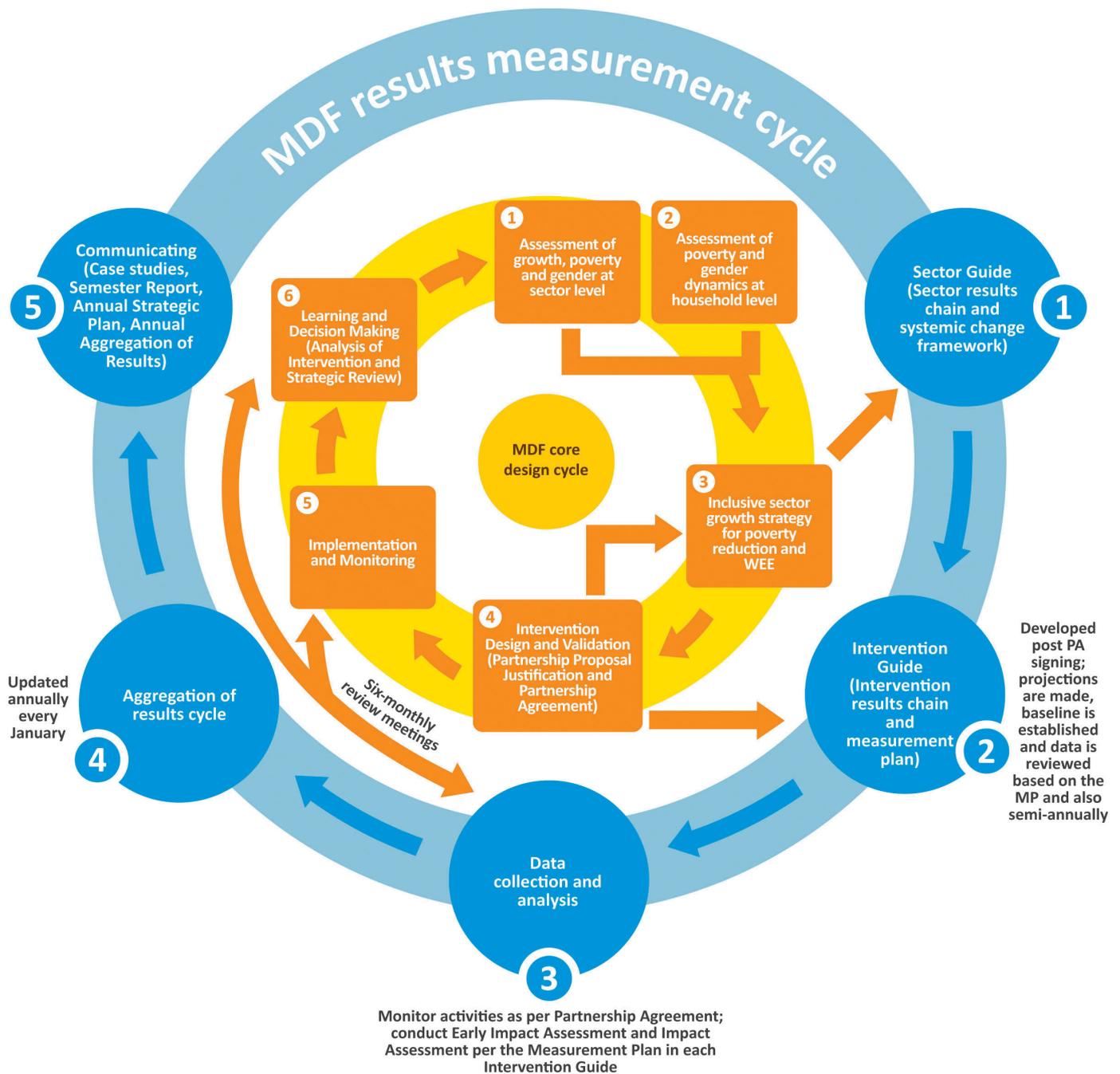


Figure 6: MDF Integrated Implementation Process

Figure 6 consolidates the implementation process into four key stages, namely: 1) sector scoping and selection (not mentioned in Figure 7; this is the step before doing the (detailed) assessment of growth, poverty and gender at sector level, in parallel with the assessment of poverty and gender dynamics at household level; 2) inclusive strategy development; 3) implementation (partnership design and implementation); and 4) results measurement (measuring, analysing and learning from results).

The figure shows which questions need to be asked at each step of the process and how the diagnostic

WEE framework is used to arrive at a portfolio, sector strategies, partnerships and, ultimately, results that are relevant for WEE, integrating women into economic growth opportunities.

In Part 3 of this Strategic Guidance Note each step will be explained in more detail – focusing on what needs to be checked and asked at each step, practical guidance notes and tools to do this effectively, and what are the conclusions and next steps resulting from this.

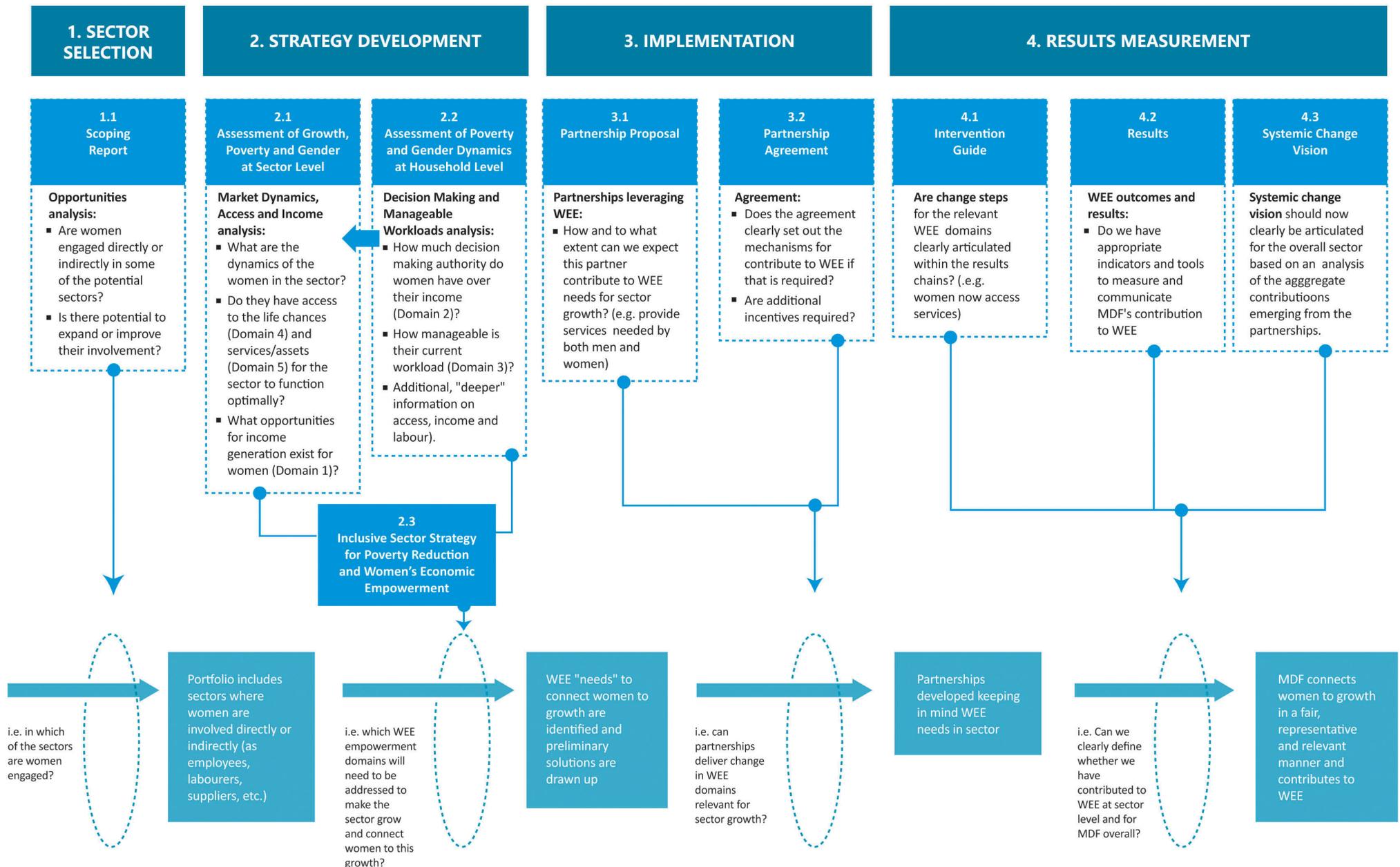


Figure 7: Integrating the five WEE empowerment domains in different stages of the MDF implementation process

5.2.1 Step 1: Initial sector scoping

Box 6: Core WEE outcome of the sector scoping report

Core WEE outcome of the sector scoping report

Undertake an opportunities analysis to assess:

- Are women engaged directly or indirectly in any of the sectors under consideration?
- Are they benefiting or can they benefit from growth in the sector?
- Is there potential to expand or improve their involvement?

Scoping is a critical screening step for MDF prior to implementation. In this step, MDF seeks to quickly assess whether a sector shows potential to contribute to its main objective which is to create broad-based, pro-poor economic growth relevant for poor women and men because it creates additional jobs and income earning opportunities for them. If a sector looks interesting, it will undergo a far more rigorous detailed assessment in the Inclusive Analysis of Growth, Poverty and Gender at Sector Level, and an equally rigorous Household Level Analysis of Poverty and Gender Dynamics study to determine its true potential.

During scoping MDF applies several criteria to assess whether a sector is suitable for pro-poor growth. Amongst these are the roles of women in the sector i.e. which roles they play directly or indirectly in the sector; whether they are or can be connected to growth; and whether there is scope to expand or improve their involvement. At this stage MDF is only ‘testing the water’; in-depth insight follows from the assessments in the next step.

Box 7 sets out a first set of questions for use in assessing women’s engagement in a sector relevant for scoping, but which also provide a basis for more detailed questioning during the assessment that follows scoping.

Box 7: Scoping and sector selection guidance

Scoping and sector selection guidance

Sectors are identified based on their growth potential and poverty outreach, as well as WEE considerations. During scoping, programme staff can consider the following preliminary questions about women’s involvement in potential sectors. These questions offer insights into the potential for WEE, recognising that, in some cases, women-focused sectors may be selected, others may be male-dominated, while yet others might have the potential to integrate both genders on an equal level. More in-depth questions will be asked during sector and gender studies and the intervention design phase such as:

- Are women involved in the sector already?
- If yes, what are women’s roles (general/high level)?
- If yes, are there opportunities to expand the number of women in the sector?
- If yes, are there opportunities to upgrade women’s roles (to provide better access, better opportunities e.g. from unpaid labour to producer)?
- If no, are there opportunities for women to be engaged in the sector?
- If no, what types of roles could women have in the sector?
- If no, could significant numbers be involved?
- Are there barriers, such as cultural norms, workloads, or a lack of decision-making authority or control over resources that prevent women from entering or playing a bigger role in the sector?
- If yes, are there examples, or indications that these can be addressed or circumvented?
- What else is relevant about this sector in terms of women’s engagement?
- Is it likely that women ultimately will be able to enjoy economic advancement (additional income) from growth and change in the sector?
- Are there other sectors that might be more appropriate for targeting women’s enhanced or increased involvement?

5.2.2 Step 2: Developing an Inclusive Sector Growth Strategy for Poverty Reduction and Women's Economic Empowerment

The strategy development step is broken down into three stages: 1) the detailed assessment of Inclusive Analysis of Growth, Poverty and Gender at Sector Level; 2) the Household Level Analysis of Poverty and Gender Dynamics study, which provides an in-depth look at the reasons behind poverty and the interrelated gender constraints within one or more sectors in a country, and identifies potential pathways out of poverty in relation to specific sectors; and 3) the Inclusive Sector Growth

Strategy for Poverty Reduction and Women's Economic Empowerment, the core design document for the work in the sector, which combines information from the first two stages, defines which barriers to growth need to be addressed to contribute to pro-poor growth in the sector, and identifies the opportunities that exist for partnerships to overcome constraints that prevent favourable growth.

5.2.2.1 Step 2.1: Inclusive Analysis of Growth, Poverty and Gender at a Sector Level

Box 8: Core outcomes of the Inclusive Analysis of Growth, Poverty and Gender at Sector Level Report

Core WEE outcome of the Inclusive Analysis of Growth, Poverty and Gender at Sector Level Report

Understand women's market dynamics, access and income opportunities:

- Building on the findings of the scoping, undertake a more detailed exploration of men's and women's roles in the sector
- What are the dynamics that affect men and women in the sector?
- Do women have access to the life chances (Domain 4) and services/assets (Domain 5) for the sector to function optimally?
- What opportunities for economic advancement (additional income generation) exist for women (Domain 1)?

The detailed Inclusive Analysis of Growth, Poverty and Gender at Sector Level report brings together relevant information on the make-up, functioning and growth potential of a sector in the country context. This includes introductory information in a dedicated section about economic activities undertaken by both men and women in these sectors. This is later followed by a Household Level Analysis of Poverty and Gender Dynamics study (see below) that is part of a two-pronged approach to getting a more comprehensive understanding of gender that can be gained during the scoping.

The detailed Inclusive Analysis of Growth, Poverty and Gender at Sector Level report is structured around the MDF market system schema – demand, growth potential, trade arrangements, production, access to services, access to production inputs and access to infrastructure. Its focus is on dynamics, constraints and opportunities in relation to Domain 1 (economic advancement, increased

income and better return on labour), Domain 4 (access to life opportunities and life chances, such as skills development and job openings) and Domain 5 (access to assets, services and needed supports to advance economically). Domain 2 (decision-making authority) and Domain 3 (workload) are typically investigated by means of a detailed assessment of household level dynamics (who does, who earns, who controls and decides) – the assessment that succeeds the detailed Inclusive Analysis of Growth, Poverty and Gender at Sector Level report. Neither assessment is treated as watertight compartments – in both assessments all domains are kept in mind when asking questions.

An example of how the Inclusive Analysis of Growth, Poverty and Gender at Sector Level report provides insight into the roles and positions of women in a sector, and a stepping-stone for a follow-on poverty-gender study, is discussed in Box 9.

Box 9: Example of how the Inclusive Analysis of Growth, Poverty and Gender at Sector Level report has integrated key information on market dynamics, access and income opportunities

Pakistan: how the Inclusive Analysis of Growth, Poverty and Gender at Sector Level report has integrated key information on market dynamics, access and income opportunities

Pakistan has the benefit of starting later and learning from the experiences of Fiji and Timor-Leste. Pakistan has not yet completed a Household Level Analysis of Poverty and Gender Dynamics study although, in its recent horticulture sector baseline survey in the mountainous regions of Gilgit-Baltistan in northern Pakistan, MDF learned about women's roles in production activities, market transactions (90-95 percent of sales are carried out at the farm gate and controlled by women), processing employment, and income management. This sector information has resulted in a partnership with a drying facility where 90 percent of employees are women, offering formal work during the peak harvest seasons lasting between three and four months.

An important consideration for the sector and gender studies is that context varies across MDF countries and this may be striking when considering WEE. It will be helpful, from the outset, for staff to be sensitive to

women's situations and how these may be different from their male counterparts. The following box provides comparable examples from across the MDF countries.

Box 10: Diversity in women's situations across the MDF country contexts

Diversity in women's situations across the MDF country contexts

During the research process, contextualisation is an important consideration; the flexibility of the framework to adapt to multiple realities on the ground is a prerequisite for the usefulness and application of the approach. For example, the following offers brief examples of context-specific issues of which the country teams need to be aware:

- In Fiji there are disparities amongst urban and rural dwellers as well as between i-Taukei and Indo-Fijian women. This affects the types of employment they undertake on the homestead and outside the home as well (e.g. roles in the horticulture sector are different according to ethnicity). These dynamics need to be better understood and the learning process will be iterative as the MDF programme progresses in Fiji.
- In Timor-Leste, women are tightly integrated into agricultural sectors although their work is not always visible. The coffee, rice, livestock and horticulture sectors see women very engaged, and often with daunting workloads during peak seasons in the areas of harvesting, transporting and post-harvest handling. While they do not have mobility constraints, due to this workload, they prefer not to go to market, and are confident they will still have access to the income and money management if men deliver products to buyers.
- In Pakistan, women's mobility and segregation are key constraints that are not an issue in the other two countries (with the exception of some Indo-Fijian households). Women do not engage directly with markets and although they may be mobile in their village, their interactions at this level are limited by socio-cultural norms. Strategies such as farm gate sales and out grower schemes can mitigate the constraints that result from reduced mobility and women's empowerment can be enhanced.

Detailed guidance is provided to the MDF teams at this critical stage based on the Inclusive Analysis of Growth, Poverty and Gender at Sector Level report template that is used across all MDF countries. The first two columns identify key sections of the report and the

kind of gender/WEE related information that needs to be collected to be able to write these sections. The column to the right identifies which WEE domains this information is most relevant to.

Table 2: Inclusive Analysis of Growth, Poverty and Gender at Sector Level guidance

| Section | Information can be collected on: | Which relates to information collection for: |
|---|--|--|
| Pro-poor growth potential at the sector level (and placed in the country context) | <p>At this stage, information is collected that answers these questions or fills these gaps:</p> <ul style="list-style-type: none"> ▪ In which sectors of the economy are women active? Do women play a leading or supportive role, or are roles/opportunities balanced? ▪ Are there women’s employment (jobs and/or enterprise) statistics/information at the sector level? ▪ Is there information on women’s labour within the given sector(s), including whether wages differ for men and women and is the labour formal or informal, paid or unpaid? Are there unmet opportunities? ▪ Do broad constraints (e.g. lack of knowledge or access), affect both men and women? What issues if any impact women’s land ownership? ▪ Is there a private sector rationale to change women’s roles or involve more women in the sector? ▪ What are women’s roles in the sector? Are there efficiency issues, that specifically affect women? (i.e. relate to a particular point in production where women undertake a significant proportion of the work)? ▪ When dealing with crops or other specific products, do women have more or less of a role in a given crop/product? ▪ At the country level, a useful source of statistics on women can be found in the UNDP Gender Inequality Index. | Domains 1 to 5 |
| Market, trends and growth potential | <ul style="list-style-type: none"> ▪ What are the issues relating to women’s access to end markets? ▪ How do women’s roles vary in relation to specific end markets? (e.g. are women involved in local markets but not export markets and vice versa) ▪ In the supply side of the market systems – i.e. private and public sector services – are services available to and appropriate for both women and men? Are there differences in the services offered? ▪ Where are there significant opportunities for growth that will engage and benefit women? ▪ Are there different growth opportunities for women that are worth noting? | Domain 1, 4, 5 |

| Section | Information can be collected on: | Which relates to information collection for: |
|----------------------------------|--|--|
| The market system schema | <ul style="list-style-type: none"> ▪ In which functions do women play a lead or supporting role? ▪ What are the relevant dynamics around these functions? | Domain 1, 4, 5 |
| System actors | <p>Within each of the different systems and actors/functions consider briefly:</p> <ul style="list-style-type: none"> ▪ Is the actor/function male or female dominated, or balanced? ▪ How are women involved within these actors? (Do they play lead or support functions - e.g. in management or processing?) ▪ Are there differences in the roles women play in small, medium or large enterprises/functions? ▪ Are there any changing trends in the roles and involvement of women that are worth mentioning? ▪ In discussions with value chain actors, and particularly potential business partners, would any of these be good sources of information for the gender study? ▪ In terms of training institutions, is training on offer open to, accessible by, and accessed by both men and women? Is dedicated female training available? ▪ Do any of the potential partners seem especially suited to working with women in the sector? (Is this flagged in the sector study or for the gender study?) | Domain 4, 5 |
| Public and donor sector presence | <ul style="list-style-type: none"> ▪ Are public sector actors providing services in relation to this sector? Can these services being taken up by both men and women? ▪ Are any specific public institutions providing direct support to women in relation to the sector? ▪ Are other donors working in this sector and supporting women directly or indirectly, and if so how? | Domain 4-5 |
| Relevance for pro-poor growth | <ul style="list-style-type: none"> ▪ Is there potential for poor women to be engaged within the sector? If so, how? | Domain 1, 4, 5 |

| Section | Information can be collected on: | Which relates to information collection for: |
|--------------------------|--|--|
| Relevance for WEE/Gender | <ul style="list-style-type: none"> ▪ Context: Provide a broad, relevant context of women’s role within the sector e.g. their mobility, access to education and other core responsibilities. ▪ Engagement: Are women engaged in the sector or in support sectors – directly or indirectly? ▪ If so, what roles/functions do they play in the sector? Do they play a lead or supporting role? ▪ Are there any differences between different groups of women within the community (e.g. based on their ethnicity, religion, level of poverty)? ▪ Is this work paid or unpaid? If so, what disparities are there in wages, if any? ▪ Describe relevant constraints and opportunities in terms of women’s access to opportunities and life chances (skills development, job openings) within the relevant sectors (e.g. where is there potential for women to be (more) engaged? What support do they need (constraints)? ▪ Describe relevant constraints and opportunities (in terms of women’s access to assets, services and needed support to advance economically) that are connected to the relevant sectors (e.g. land ownership, access to finance, regulatory bias, companies and services only targeting men), and can measures be taken to overcome these structural constraints?) ▪ Describe if possible how any proposed areas of work will contribute to women’s income and return on labour (linking to the two specific access pillars above). ▪ Describe to what extent women have decision making authority over the household finances. (Is the money pooled? Do women have greater control over their own income streams? How are decisions about different purchases made e.g. large purchases, children’s education and daily expenses?) ▪ Describe if possible how any proposed areas of work to be undertaken within the sector are likely to have an impact on women’s workload. For workload, differentiate where there is a risk (of increasing workload in an unmanageable way) and, if so, are women likely to find ways to balance this risk. Where the potential activity will result in a positive impact (reduction) on workload (e.g. introduction of a low cost mechanisation technology, or selling to a single point and thus avoiding lengthy travel times). Describe whether this is: a) due to increased efficiency; b) due to a change in the type of work being undertaken, or c) if potentially significant, pay attention to secondary effects – i.e. the fact that this workload reduction might not result in more time use for other positive activities (e.g. it might be transferred to a more demanding activity). | Domains 1 to 5 |

5.2.2.2 Step 2.2: Household Level Analysis of Poverty and Gender Dynamics study

Box 11: Core outcomes of the Household Level Analysis of Poverty and Gender Dynamics study

Core WEE outcomes of the Household Level Analysis of Poverty and Gender Dynamics study

Deeper understanding of women's roles in general, specifically relating to decision making and influence, and manageable workloads:

- What are women's roles in the sector?
- How much decision making authority and influence do women have over their income and other economic areas (e.g. household finances, trade relations, negotiation of pricing, and social/business networks)?
- How manageable is their workload, and how might that change as the sector is developed and their involvement changes?
- The study also includes expanded information collection and a deeper analysis of information on access, income and labour.

Following the detailed Inclusive Analysis of Growth, Poverty and Gender at Sector Level report, a more in-depth Household Level Analysis of Poverty and Gender Dynamics study is conducted. The gender aspect of the study seeks to deepen understanding of women's roles and positions in a sector, but in particular, to develop a better understanding of household dynamics and women's agency issues – how decision making and influence, and workload (Domain 2 and 3) play out. It also looks to identify potential avenues to improve these dynamics, thus, whereas the Inclusive Analysis of Growth, Poverty and Gender at Sector Level report focuses on the market system, the Household Level Analysis of Poverty and Gender Dynamics study focuses on the household – two complementary research techniques. Whereas mapping out who does what in a system requires a multitude of often relatively quicker interactions with many players, the household study is about building a very detailed insight into the life of the poor, to understand the diversity and relative importance of income streams (the poverty angle) as well as the division of labour and control over resources in the household (the gender angle) sometimes built up over multiple visits.

The reason for wanting to go 'deep' is because MDF does not accept standard 'received wisdom' about gender roles, but uses its market systems' lens to learn about access and agency in their gender studies. The extent to which gender issues play out in sectors and regions can vary and often field observations provide information that helps nuance statements in the literature. In Pakistan e.g. within the group sampled, MDF learned that women are often involved in joint decision-making around

expenditures and when it is a woman's productive activity (e.g. horticulture or handicrafts) the income usually comes directly to them from buyers or is returned to them by their husbands if he sells their products at market. With MDF staff involved in the sector research, gender studies and baseline and intervention design, they have first-hand knowledge of gender roles and how women's engagement can be enhanced by creating win-win relationships with private sector actors.

The primary research for the study consists of a qualitative semi-structured survey that is carried out by programme staff across sectors, as well as focus group discussions with women to learn more about their situation. In addition, the gender study reviews secondary sources to deepen the programme's understanding around gender in each context. See e.g. the Fiji and Timor-Leste Household Level Analysis of Poverty and Gender Dynamics studies.

The Household Level Analysis of Poverty and Gender Dynamics study results in changes to the Inclusive Sector Strategy for Poverty Reduction and Women's Economic Empowerment, fine tuning it according to new learning around women's situations and opportunities that will inform intervention planning. This is indicated in the feedback arrow in Figure 7. For instance, outcomes from the Household Level Analysis of Poverty and Gender Dynamics study in Timor-Leste were able to shed light on the agency domains, but were also helpful in understanding the access domains which were useful for identifying opportunities for improvements in both (see Table 2) (Jones et al, 2014).

Table 3: WEE opportunity analysis in four sectors in Timor-Leste

| WEE opportunity analysis in four sectors in Timor-Leste | | | | |
|--|--|--|---|---|
| MDF WEE Domain | Vegetables | Rice | Coffee | Livestock |
| OVERALL - ECONOMIC ADVANCEMENT | | | | |
| Increased income | Women can increase incomes through better yields, expanded land cultivation (through time saving), and improved variety and quality of vegetables. | Women are part of a household unit and would benefit from increased income of the household; they would contribute to greater income if their own skills in post-harvest handling were improved. | Women are part of a household unit and will continue to benefit from increased income; greater income would result from increased yields, and from the mechanisation of drying processes and post-harvest handling. | Women are mainly responsible for small livestock rearing and farm gate sales; if they could access livestock loans and veterinarian services they could increase incomes. |
| MORE EMPOWERED /STRONGER AGENCY | | | | |
| Decision-making authority and influence in different spheres, including household finances and trade relations | Women would continue to utilise money earned from vegetables for household expenditures while other household money would be pooled. | Men would continue to sell rice and give the money to women to manage with the household pool; women will continue to sell smaller amounts of rice when they go to market. | Men would continue to sell coffee and give the money to women to manage with the household pool. | Women would continue to utilise money earned from livestock for household expenditures including education and social obligations. |
| Manageable workload | Women could save time through more efficient market linkages and labour saving devices (micro-irrigation) made available through the private or public sector. | Not aware of any mechanisation that would reduce the harvesting workload of women; milling is already done by millers. | Mechanisation of the drying process would free up women's time; women could access such technologies though the public or private sector. | Increased numbers of animals increases income without adding much to the workload of women; appropriate microfinance loans would be a benefit here. |
| IMPROVED ACCESS | | | | |
| Access to opportunities and life chances such as skills development or job openings | Women would benefit from increased access to training on vegetables as well as access to information. | Women would benefit from increased access to training on rice management and post-harvest handling. | Women would benefit from increased access to training on coffee management and post-harvest handling. | Women would benefit from increased access to training on livestock management. |
| Access to assets, services and needed supports to advance economically | Access to seeds, fertilisers, chemicals, land, and labour saving devices particularly for irrigation would increase women's outputs while decreasing their workload. | This is men's domain and women do not access assets and services unless it is a woman headed household. Not aware of any mechanisation that would reduce the harvesting workload of women; milling is already done by millers. | Access to labour saving devices for the mechanisation of drying coffee (which would also be more profitable for the household) would benefit women and their workload. | Access to veterinary services would reduce incidence of poultry illness and death with resulting increases in income. |

5.2.2.3 Step 2.3: Inclusive Sector Growth Strategy for Poverty Reduction and Women’s Economic Empowerment

Box 12: Core outcomes of the Inclusive Sector Strategy for poverty reduction and Women’s Economic Empowerment

Core WEE outcomes of the Inclusive Sector Growth Strategy for Poverty Reduction and Women’s Economic Empowerment

Contributions to WEE objectives:

- Are identified within interventions/intervention areas, where they are either strengthened or better understood.
- Result in a specific focus on WEE constraint areas.

Inclusive Sector Growth Strategy for Poverty Reduction and WEE are based on the findings captured in the Inclusive Analysis of Growth, Poverty and Gender at Sector Level and later on the Household Level Analysis of Poverty and Gender Dynamics study. Sector growth strategies define which barriers to growth need to be addressed to contribute to pro-poor growth in the sector, and identify the opportunities that exist for interventions to overcome constraints that prevent such growth. All of MDF’s partnerships with private and public sector players address one or more of the constraint areas identified in the Inclusive Sector Growth Strategy for Poverty Reduction and WEE and together contribute to critical systemic changes in the sector.

The Inclusive Sector Growth Strategy for Poverty Reduction and WEE takes into consideration women’s roles in the sector as per the sector study and is updated following the more detailed Household Level Analysis of Poverty and Gender Dynamics study. By increasing understanding of women’s roles in sectors, MDF knows better which issues, in terms of access and agency, need to be addressed to ensure that women in the sector can be a part of growth. This informs partnership design,

considerations in developing supportive partnerships and, where needed, follow-on research.

As with the Inclusive Analysis of Growth, Poverty and Gender at Sector Level report template, an explanation is provided below on some of the integrated sections within the Inclusive Sector Growth Strategy for Poverty Reduction and WEE template (used across all MDF countries) in terms of which WEE elements will be included. The Inclusive Analysis of Growth, Poverty and Gender at Sector Level Template is a standardised document used across all of MDF’s countries and includes an overall summary of findings, constraints within the sector, and opportunities to overcome those constraints. It is the central document in the design and development of partnerships within selected sectors. In the Inclusive Analysis of Growth, Poverty and Gender at Sector Level report, the predominant focus is on exploring access aims i.e. how women are involved within the sector, and do they face particular constraints that differ from men in relation to a particular sector (in Table 3). This is followed by an addition to the ‘constraints analysis’ table, which is described in Table 3.

Table 4: Inclusive Sector Strategy for Poverty Reduction and Women’s Economic Empowerment guidance

| Section | The strategy defines: | Which relates to: |
|--------------------------|--|-----------------------|
| Summary of main findings | <ul style="list-style-type: none"> ▪ At the end of this introductory section of the strategy, a paragraph on the main findings from the WEE section of the Inclusive Analysis of Growth, Poverty and Gender at Sector Level report is included, bringing forth those elements that are critical for strategy development (e.g. key roles for women, significant barriers and opportunities). This reflects on the findings in terms of the five WEE objectives, and, throughout the summary, both men and women’s perspectives are considered. | Domain 1 to 5 |
| Constraints | <ul style="list-style-type: none"> ▪ This section identifies if the constraints are specific to men and women, or where women are more affected (particularly where women play a prominent role in the particular sector). ▪ It explores the constraints affecting women at each point in the chain. ▪ On completion of the Household Level Analysis of Poverty and Gender Dynamics study, key information is integrated back into the strategy document and where constraints are not specific to men or women, this is clarified as affecting both or, where constraints impact women to a greater extent or they face different types of constraints, this is noted (and, if possible, an explanation is provided as to why this is the case). | DEPENDENT ON STRATEGY |
| Opportunities | <ul style="list-style-type: none"> ▪ In this section, opportunities are identified that are particularly relevant for women and the roles they play or can play in a given sector (e.g. improved post-harvest technology). ▪ On completion of the Household Level Analysis of Poverty and Gender Dynamics study, key information is integrated back into the strategy document and, where opportunities are not specific to men or women, this is clarified as being available to both. Or where the opportunity is more suitable for women, this is noted (and, if possible, an explanation is provided as to why this is the case). ▪ The section is explicit about potential opportunities for dedicated women’s interventions. | DEPENDENT ON STRATEGY |

Table 4 provides an example of the way in which WEE is analysed according to sector constraints within Fiji’s tourism sector on a constraint by constraint basis, as described in the final ‘Relevance for WEE Framework’ column. This column allows teams to: a) understand which WEE domains are relevant for a particular constraint area, either because there is potential to strengthen a WEE domain or because particular sub-constraints related to women need to be addressed to

effectively address the economic constraint; and b) in certain cases, identify a constraint area where women are the predominant focus, thus resulting in a more dedicated stream of work that will focus on women at the core of the activities. When WEE is integrated into strategies in this way, we can expect clarification on whether the suggested strategies are targeted at men, women or both, with efforts to include both genders in strategies as it makes sense for pro-poor growth.

Table 5: Example of a constraint areas table contained within the Inclusive Sector Strategy for Poverty Reduction and Women’s Economic Empowerment from Timor-Leste’s Agribusiness, Processing and Rural Distribution Sector

| Intervention Areas | Markets to be influenced | Anticipated results | Potential partners | Relevance for WEE (if applicable) |
|--|--|--|---|---|
| More reliable and less costly access to end markets (more traders buying at the farm gate, more frequent and efficient transportation, more market information and storage). | Farmers (both male and female) or farmers’ associations sell more at the farm gate to local collectors and transport owners or city-based businesses with backward linkages. City-based traders buy more from the districts because they have better information on surplus areas and production centres. Local access to storage reduces waste and creates bulk volumes more attractive to buyers. More efficient transport and distribution reduce the cost of transportation between districts and markets. New products and production and preservation techniques create more demand for local produce. | Improved access to markets + less waste + less cost <ul style="list-style-type: none"> » more sales, better margins » higher net incomes » more money to invest in agriculture or household needs. | Associations, transport owners, collectors, wholesalers, warehouse operators and telecom providers. | It is expected that women will benefit from increased net income through surplus sales as a result of access to end markets (Domain 1 and 5). This is particularly true for crops where women have dominant roles in production and trade. However, for those crops where women have a supporting role, they will benefit from an increased income of the household. Increased sale at farm gate will reduce women’s workload as it will reduce travel and waiting time at the market to sell the produce (Domain 3). This may lead to improved control over decision-making and will vary depending on the type of crop and role of women (Domain 2). |
| Better backward linkages to production centres (planned sourcing and investments in personnel, inputs and infrastructure). | Male and female farmers are directly linked to end markets through agribusiness, processors and wholesalers; through this linkage they have access to a bundle of services and investments that help bypass constraints in the market system and are better able to sell their surplus. Agribusiness, processors and wholesalers are better linked to production centres, enabling them to establish a robust supply chain to serve their customers; they are also better able to control quality. | Improved market access + less waste + less cost + access to inputs, information and other investments <ul style="list-style-type: none"> » better knowledge among farmers of what to grow and how to grow it » more sales, higher yields, better margins » higher net incomes » more money to invest in agriculture or household needs. | Agribusinesses, processors and wholesalers. | It is expected that women will benefit from increased access to knowledge, skills on cultivation techniques and inputs (Domain 4). This is particularly true for women dominated crops. For crops where women have a supporting role, targeted information and training respective to their roles will improve their skills and therefore quality and quantity of outputs. Access to market, knowledge and inputs through improved backward linkage is expected to result in higher sales, better margins and therefore increased net income. This increased income would be evident either for the farming household or for individual women depending on the type of crop (Domain 1). Women may even gain access to labour saving devices (Domain 3), which would increase efficiency and output. Increased efficiency would lead to time saved by the women, thus giving them the opportunity to engage in other productive/household activities (Domain 2). |

| Intervention Areas | Markets to be influenced | Anticipated results | Potential partners | Relevance for WEE (if applicable) |
|---|--|---|---|--|
| Access to cost- and waste-reducing, low-cost cultivation tools, machinery and labour-saving inputs. | Farmers have better access to low-cost agricultural equipment or agricultural mechanisation services as well as inputs (during and post-cultivation) that help to improve farm efficiency and reduce labour costs. Local manufacturers invest in manufacturing and making available affordable equipment. Importers and distributors develop business for affordable and effective imported items. | <p>Increased use of agricultural equipment and inputs</p> <ul style="list-style-type: none"> » reduced costs + increased efficiency + ability to cultivate more land » more surplus at lower cost and time » more sales, better margins » higher net incomes » more money to invest in agriculture or household needs. | Importers, distributors, exporters, processors, wholesalers, equipment manufacturers and service providers (e.g. financial service providers, input sellers). | Access to cost- and waste reducing inputs (Domain 5) will improve efficiency of women in their respective roles in production and/or trade (Domain 3). Women will benefit from increased income through reduced cost and increased output (Domain 1). For example, access to labour saving devices through mechanisation of coffee processing will help women farmers improve efficiency at post-harvest management, reduce workload and also enable farming households to sell at a better price. |

Once each constraint area is analysed within the sector constraints table, a summarised strategy for WEE within the overall sector is developed, which explains which

of the five domains the strategy will contribute towards improving, and what anticipated systemic changes are foreseen.

Box 13: Example WEE strategy statement within the Fiji Tourism Inclusive Sector Strategy for Poverty Reduction and Women's Economic Empowerment

Example WEE strategy statement within the Fiji Tourism Inclusive Sector Strategy for Poverty Reduction and Women's Economic Empowerment

The sector constraints are roughly divided into three main systemic change areas, with some being more relevant for WEE than others. These are discussed in the following paragraphs.

The first systemic change refers to tourists' access to information and transport to areas outside of the common tourism zones. Interventions here will likely increase the number of tourists travelling to outer areas such as Vanua Levu and Taveuni. Women are already involved in tourism activities in these areas either as producers or sellers of handicraft/souvenir items, suppliers of foodstuff into hotel and resort kitchens, or employed by hotels and resorts as frontline service staff or housekeeping. Employment and income opportunities for these women tend to be limited by the number of tourists visiting the area/ hotel occupancy rates and tourist spending in the local economy. With more tourists visiting these areas, it is expected that women involved in the sector would in turn benefit economically from that growth through more employment and additional income (Domain 1 and 4). In addition, the systemic change end state should be that, based on economic incentives, service providers in these outer areas also actively look to expand the role of women thus increasing the scale and depth of impacts on female beneficiaries. The Assessment of Poverty and Gender Dynamics at Household Level found that women who are formally employed in the tourism sector tend to have significant control over its usage (contributes to Domain 2). However this relationship was less clear for women involved in collective household income generating activities.

The second systemic change relates to increasing the basket of locally made goods and services that tourists are able to purchase or experience. Intervention partners here will likely be retailers and processors/manufacturers of tourist products, as well as inbound tour operators. There is already significant involvement of women in the tourist goods and services value chain, either as producers and sellers of final products (e.g. traditional pottery, masi, mats and jewellery) or as suppliers of raw materials (e.g. VCO and cocoa beans) to manufacturers of goods like chocolates and spa products. Women are employed by these service providers; as a result, when the service provider growth is limited, opportunities for women's additional employment and income generation is also limited. Removing growth constraints should then unlock opportunities for further employment and income for these women.

The final systemic changes are related to the tourism industry usage of local foodstuff in their kitchens as well as locally made furniture and fittings in their rooms and buildings. Interventions in this area would primarily impact WEE domains through better linking of the horticulture sector with hotel and resort kitchens. The Household Level Analysis of Poverty and Gender Dynamics study found women were active in all levels of the agricultural value chain. Thus women would be expected to benefit from any increased market access as well as additional farm labour employment through MDF's interventions (Domain 4 and 5). The tourism sector provides an attractive alternative market for men and women farmers as hotel and resorts are likely to pay a higher prices for quality foodstuff, relative to local market prices (Domain 1). For supply chains involving manufactured inputs such as furniture and fittings, these would largely be dominated with a limited number of women typically involved in back office support functions.

The Inclusive Sector Strategy for Poverty Reduction and WEE forms the foundation of the design and development of partnerships within that sector. This strategy is referred to throughout the life cycle of work in the sector and covers individual partnerships and the portfolio of partnerships in the sector. The strategy is updated periodically to reflect changes in sector-related

information. Teams use the document as an anchor for work in the sector and use it as a way of thinking through the problems within the sector and associated solutions to those problems, even to the point of identifying potential partners. An example of a constraint in Fiji's horticulture sector is provided in Box 14 below.

Box 14: Improved access to employment (WEE Domain 4) in Fiji

Improved access to employment (WEE Domain 4) in Fiji

Ben's Trading Ltd in Fiji is owned and operated by a husband and wife team. The company is an agro-exporter of Fijian horticultural products that is upgrading and expanding with MDF support. While the female co-owner is very involved in the business and its day-to-day operations – serving as a role model for Fijian women in business – at the processing level, it is the women employees that are the goal of the MDF intervention (there is also an agent buying system that benefits farmers in different regions of Fiji). MDF's support for Ben's Trading is contributing to processing upgrades and plant expansion: a new HACCP compliant facility securing export markets, expanded access to raw materials for increased product output, the hiring of a business development manager to oversee supply chain development (22 buying agents already in place) and the deployment of six extension workers to ensure quality of horticulture products. The result for women employees will be improved access to agro-processing jobs (e.g. in sorting, cleaning, cutting and packaging), awareness of export-quality handling, and income paid directly to women. While such processors are few in Fiji, there is potential for growth in the industry offering more women jobs, and potential for advancement for women who are already knowledgeable about processing activities and industry standards.

An example from Timor-Leste illustrates how knowledge of women's roles in a sector – the constraints and opportunities – can influence the way the Inclusive Sector Strategy for Poverty Reduction and WEE development is carried out to both empower women and support sector

growth. Gender information is often very context-specific and therefore there will be differences that emerge across MDF countries around women's roles and the appropriate activities that are designed as a result of research and analysis.

Box 15: Women's roles and Inclusive Sector Strategy for Poverty Reduction and Women's Economic Empowerment in Timor-Leste

Women's roles and the Inclusive Sector Strategy for Poverty Reduction and Women's Economic Empowerment in Timor-Leste

During its gender study, Timor-Leste staff learned that women are actively involved in the marketing of horticulture products. However, women find that going to market is very time-consuming, and when they do not have time to go to the market, this can result in spoiled produce. Therefore, the Timor-Leste staff realised that promoting direct market participation for women would not serve their needs and would increase their workload. As a result, MDF is in the process of negotiating a contract farming model with Cadornas that will include women in both production and handling training. In this contract farming model, women will not need to go to market but will, instead, earn more from their activities in their homes and villages and sell to Cadornas agents at the farm gate.

5.2.3 Step 3: Implementation

Step 3 involves the interaction with the partners, and is separated into two parts: the development of the Partnership Proposal Justification (i.e. the concept for the partnership, which goes through an internal

approval process) and the Partnership Agreement (the final contract document between MDF and the partner). These are explained below.

5.2.3.1 Step 3.1: Partnership Proposal Justification

Box 16: Core outcome of the Partnership Proposal Justification

Core WEE outcome of the Partnership Proposal Justification

Partner Suitability and Incentives:

- From a feasibility perspective, can the partner meet the WEE objectives necessary for the sector's growth (e.g. provide services needed by both men and women)?
- What incentives will encourage private sector engagement and piloting of service delivery?
- Monitoring needs are identified to set out clearly how we identify the success of the partnership.

If the programme determines that women's involvement will benefit both a sector and women, this does not necessarily follow that private sector actors will see the value of working with women. However, incentives for the private sector to engage with a specific target group – in this case, women – can be identified and leveraged to encourage new behaviours and involvement with the target group.

As with the Inclusive Analysis of Growth, Poverty and Gender at Sector Level report and Inclusive Sector

Strategy for Poverty Reduction and WEE, detailed guidance on elements of the Partnership Proposal Justification (a template used by MDF) is provided in Table 5. The overall aim of this step is to determine whether the chosen partner has the capacity and interest to undertake the activities required from a WEE perspective to successfully complete the designed activities. This is particularly important for those interventions where the constraint is focused predominantly on women.

Table 6: Partnership Proposal Justification Guidance

| | Section | The Partnership Proposal Justification should define... | Which relates to... |
|------------|---|--|---|
| General | Incentives to consider | <ul style="list-style-type: none"> ▪ Access to female talent, female workers ▪ Increased volume of goods per producer/supplier ▪ An expanded network with more producers/suppliers ▪ A lower price per unit ▪ Quality of goods from producer/supplier ▪ A different variety of goods (e.g. a certain crop variety) ▪ Pre-sorted and graded goods ▪ Timely delivery ▪ Reduced risk of side selling. | WEE DOMAINS AS DEFINED IN THE INCLUSIVE SECTOR STRATEGIES FOR POVERTY REDUCTION |
| Integrated | Description of partner | <ul style="list-style-type: none"> ▪ What are the current practices, capacity and interest of the partner in undertaking specified activities e.g. services or purchasing from women. What is the partner’s female engagement (Do they buy from women? Are payments given to both men and women? Are negotiations led by both men and women?) | |
| Integrated | Sector constraint addressed: | <ul style="list-style-type: none"> ▪ What WEE constraints identified in the Inclusive Analysis of Growth, Poverty and Gender at Sector Level report is relevant to this partnership? That is, current and future access potential (jobs, services). What can be done, are there any gender specific constraints that would need to be addressed? | |
| Integrated | Strategic Partnership and Partnership Justification | <ul style="list-style-type: none"> ▪ If women form part of the target group, is the partner capable of providing the necessary commercial options to reach them? Do they differentiate between the needs of women and men (if required)? Do they or will they provide targeted approaches (i.e. hire women sales agents) if needed? | |
| Integrated | Change steps | <ul style="list-style-type: none"> ▪ Within the change theory, identifying areas where women’s roles are critical to the intervention’s success, what are the key areas the partner needs to undertake that will be accessible by women and result in their increased access/increased efficiency etc.? ▪ If useful, define possible support partnerships to reduce a constraint so women can be engaged by the partner as desired (e.g. a supporting partnership to set up day care facilities to enable women with young children to resume work). | |
| Integrated | Sustainability | <ul style="list-style-type: none"> ▪ Are the incentives of the partner in working with women commercially sustainable? ▪ Are the incentives for women strong enough (e.g. will they gain control over the income, or is it handed over)? | |
| Integrated | Risks and Limitations | <ul style="list-style-type: none"> ▪ What are the broader limitations on women – such as regulatory bias? Do women have restricted access to key business and other networks. How can these be mitigated? | |
| | Expected results | <ul style="list-style-type: none"> ▪ The document states if the beneficiaries are female, male or both and the likely effective outreach of the partnership. The results chain is less gender neutral, reflecting the true functions of men and women within these chains. In addition to gender disaggregated results, what else needs to be factored into the results chains as necessary change steps, possibly gender specific, possibly related to a specify WEE domain to ensure that we monitor and measure all that is required to make the partnership work? | |

5.2.3.2 Step 3.2: Partnership Agreement

Box 17: Partnership Agreement guidance

Core WEE outcomes of the Partnership Agreement

- Does the agreement clearly set out the mechanisms so that the identified WEE domains are built upon in the course of the agreement?
- Are additional incentives required? If so, what might these be?

The MDF Partnership Agreement contains the objectives and rationale for the partnership and the terms and conditions of the funding arrangement. It includes the detailed intervention plan and budget. Importantly, from a design point of view, the Partnership Agreement contains a package of activities to make the business plan and market work. MDF only signs Agreements where there is a feasible business plan with activities that can make a market work better. It does not sign Partnerships with open-ended activities that do not set out a broad vision/plan for market improvement.

In addition to the main Partnership Agreement MDF can also consider 'supplementary' Partnership Agreements to improve the efficacy of the main Agreement. For instance, if affordable day care is a precondition for women to take up jobs, but a partner business that

is interested in female workers is too small to set up childcare facilities, then MDF will investigate solutions for this, such as supporting entrepreneurs to set up such facilities. A partnership in this area may not be directly linked to an Inclusive Sector Growth Strategy for Poverty Reduction and WEE and the link with poverty reduction is indirect. Similarly MDF may be interested in establishing a supplementary Partnership Agreement for access to water if this is a precondition for making women in farming more productive (reducing relatively less productive workload).

Table 6 provides guidance on how the standardised Partnership Agreement Template should be considered from a WEE perspective. Activities they must involve women to be successful are designed as deliverables that can be measured.

Table 7: Guidance on the Partnership Agreement

| Section | The strategy defines: |
|-------------------------------|--|
| Introduction of Partners | <ul style="list-style-type: none"> ▪ The position of partners inclusive of their current engagement with women. |
| Rationale for the partnership | <ul style="list-style-type: none"> ▪ Based on the Inclusive Sector Growth Strategy for Poverty Reduction and WEE and the commercial objective of the partnerships how will this partnership enable women to contribute to and benefit from growth, which WEE domains are relevant or will benefit from this partnership? How can this be described and what is the anticipated outcome? |
| Objective of the intervention | <ul style="list-style-type: none"> ▪ These will be analysed according to the five WEE domains and the partnership type. |
| Detailed intervention plan | <ul style="list-style-type: none"> ▪ These will be analysed according to the five WEE domains and the partnership type. |
| Deliverables | <ul style="list-style-type: none"> ▪ These will be analysed according to the five WEE domains and the partnership type. |

An example of how the Partnership Agreement process can take into account WEE factors is provided in Box 18.

Box 18: Pakistan Partnership Agreement

Pakistan Partnership Agreement

In Pakistan, the Dairy/Meat/Leather team is negotiating with Meat Tech, a feedlot fattening farm in Kasur, headed by a woman. Meat Tech is interested in improving the supply chain of animals for the feedlot and wants to move from procurement through the mandi (market) to procurement directly from farmers. To achieve this Meat Tech will offer training/information sessions to 200 farmers from the villages around its feedlot, and hopes to recruit 20 farmers into the program. Meat Tech sees the value of working with women who raise livestock and aims to involve eight female farmers (out of 20). Meat Tech also plans to hire two extension workers for technical support and to recruit one male and one female to organise the provision of feed-plans and vaccinations etc. to men and women farmers. Meat Tech will purchase the animals from the farmers when the animal reaches a pre-determined weight/age. MDF will help with training costs, the purchase of software for tracking animals, and the hiring of the consultant for developing the feed-plan –all of which are being prepared in an intervention plan. If Meat Tech is satisfied with the results of this intervention, it plans to expand to other feedlots and further engagement with male and female farmers.

5.2.4 Step 4: Results Measurement

This step is split into three sub-sets: the Intervention Guide, Goal, and Systemic Change Vision.

5.2.4.1 Step 4.1: Intervention Guide

Box 19: Core WEE outcome of the Intervention Guide

Core WEE outcome of the Intervention Guide

- Are change steps relevant for WEE clearly articulated within the results chains (e.g. women now access services)?

An Intervention Guide is an internal management tool that mirrors the Partnership Agreement. It contains the intervention description, quantitative projections, measurement plan, the results chain, and serves as a management and data collection tool for the Partnership and the intervention. When women's involvement is relevant to an intervention, pertinent information is included in the intervention guide e.g. mode of delivery and disaggregated gender results.

In the Intervention Guide, results chains are pivotal to intervention design and monitoring. Because of the complexity and reactive chains in market systems, MDF assumes that every plan and results chain will change a few times. Results chains define the critical steps that a partnership must go through to create employment and income for poor women and men. Along the change pathway, programme designers identify what is needed to understand whether women are reached in the manner intended. This is then turned into a

change step with a concrete definition of what should happen, by when and for whom, so that these can be monitored and measured. For example, this process can relate to checking whether a WEE activity under the partnership was executed well or if gender assumptions hold true, such as, the assumption that agricultural information broadcast via radio would reach women and men. Research could then be done to verify this and, if necessary, the partnership arrangements could be adjusted to produce a better outcome. If specific activity levels must include both men and women in order to be successful, the relevant change boxes in the results change will reflect this, including percentage splits where necessary.

In addition to this detailed mapping of projected change in the results chain, the Intervention Guide contains a statement as to which WEE domains a particular partnership will be relevant. It also contains a measurement strategy including a gender disaggregation

strategy. The measurement strategy sets out the methodology for measuring indicators at each change step in the partnership plan. The gender disaggregation strategy strengthens the measurement strategy by ensuring male and female beneficiaries are clearly, disaggregated by gender.

Gender disaggregated results from partnerships are collated at sector and country levels and, with impact

across relevant WEE domains, are reported in the Annual Aggregation of Results Report for MDF.

Table 7 is a mini-catalogue of quantitative indicators from which MDF can draw from to capture WEE. Not all country initiatives will need to monitor all of these as the selection of indicators will depend on the specifics of interventions and the context. Conversely this list is not comprehensive and additional indicators may be added as it makes sense to do so (Jones, et al, 2014).

Table 8: A mini-catalogue of quantitative WEE indicators by WEE outcome goal

| WEE Domain | Quantitative Indicators (Status, Intervention and Outcomes) |
|---|---|
| Economic advancement increased income | <p>Intervention and Sector Outcomes</p> <ul style="list-style-type: none"> ▪ Income (net) resulting from intervention(s) ▪ Income per hour or day or week (calculated) in intervention(s) ▪ Employment. |
| Decision-making authority in different spheres including household finances | <p>Status (baseline) and Intervention Outcomes</p> <ul style="list-style-type: none"> ▪ Areas where women can make financial decisions alone or jointly (list). May be disaggregated according to alone/joint and usually/sometimes/never ▪ Dollar value of decisions typically made by women in a week (can compare to same for men) <p>Areas where women do not have input into decisions (list).</p> |
| Manageable workload | <p>Status (baseline) and Intervention Outcomes</p> <ul style="list-style-type: none"> ▪ Hours a day working in household and community (average) ▪ Hours a day working in fields or other agricultural productive/activities (can be done according to agricultural cycle – paid and unpaid – could be disaggregated) ▪ Hours a day on non-agricultural labour or income generating activities ▪ Hours a day for leisure (average) <p>Hours of sleep each night (average).</p> |
| Access to opportunities and life chances such as skills development or job openings | <p>Intervention Activity</p> <ul style="list-style-type: none"> ▪ Number of partners or enterprises offering training that targets women as a result of the intervention ▪ Number of training courses offered by partners suitable for women and men ▪ Number of workshops including women and men ▪ Types and numbers of new skills development offered to women (list) ▪ Types and number of income generating activities open to women (list) ▪ Number of partners or enterprises offering jobs to women ▪ Types and number of jobs open to women (list) <p>Intervention Outcome</p> <ul style="list-style-type: none"> ▪ New skills women develop through accessing services (list) ▪ Number or percentage of women developing new skills ▪ Number or percentage of women undertaking new income generating activities resulting from intervention (can be compared to men as relevant) ▪ Number or percentage of women undertaking new jobs resulting from intervention (can be compared to men as relevant). |

| WEE Domain | Quantitative Indicators (Status, Intervention and Outcomes) |
|--|--|
| Access to assets, services and needed supports to advance economically | <p>Status (baseline) and Intervention Outcomes</p> <ul style="list-style-type: none"> Assets owned by women (list) Value of assets owned by women Size of land available to women for agricultural production Size and kinds of loans available to women for productive activities <p>Intervention Activity</p> <ul style="list-style-type: none"> Number of partners or enterprises offering products and services to women as a result of the intervention Services and products available to women (list) Number of women who receive target services/products <p>Outcome of Intervention</p> <ul style="list-style-type: none"> Number of times women have accessed target services on average (can compare to same for men if relevant) Number or percentage of women who utilise products and services offered by partners/enterprises. |

MDF implementation and monitoring focuses on data collection and monitoring which is described in the *Results Measurement Manual* in Part 2 Results Measurement Guide. Part 2 covers the topics of data collection, results chains, indicators, displacement, projection and aggregation – all of which have implications for WEE implementation and monitoring.

MDF uses mixed methods of quantitative and qualitative measurements for all monitoring and results measurement. These mixed techniques are best used to assess WEE outcomes:

1. Quantitative measurement targeting WEE domains offers the opportunity to understand WEE outcomes across a large number of households (and is useful for donor reporting and overall MDF assessment);
2. Qualitative assessment enables MDF to drill down on specific WEE issues and gain a nuanced understanding of an intervention or its results.

Together, these assessments enable MDF to make programming decisions.

While quantitative data provide some of the information needed to track women’s economic empowerment, a richer understanding is derived from qualitative assessment. An annual qualitative assessment, involving focus group discussions and possibly following selected women longitudinally, can provide information on impact of project interventions. Qualitative assessments should not be generic but tied as closely as possible to the intervention (e.g. not income in general but changes in net income from the sector; not services available to women in general, but new services available to women as a result of MDF’s interventions). Additionally perceptions around women’s decision making, financial control and workloads change as a result of project interventions and these can in turn affect sectors and households. This type of information can only be collected in a nuanced way through qualitative assessments. It is possible that qualitative assessment can vary from year to year, based on the need of the country office and its desire to understand certain dynamics or changes. These annual assessments also provide material for case studies and impact stories with the opportunity to disseminate information on programme successes for replication elsewhere.

5.2.4.2 Step 4.2: Systemic Change

Box 20: Core WEE outcome of systemic change

Core WEE outcome of systemic change

- Systemic change vision has now been clearly articulated for the overall sector based on an analysis of the WEE aggregate contributions emerging from the intervention and embedded in the overall systemic change framework for the sector.

As explained earlier in this Note, the MDF programme uses a market systems approach to effect sustainable change in the sectors in which it works. In order to achieve the proposed visions of change for these markets, the programme brings together a complex interactive set of dynamics (e.g. the programme’s activities, wider policy changes and entrenchment of behaviour in other market players). To understand and deal with the complexity, the programme uses a ‘systemic change framework’³ that aids in deconstructing the process of change into more manageable steps. This in turn enables the development of criteria to assess whether systemic change has taken place and to what

degree. WEE is one of the criteria that is used to assess the degree of systemic change within a given sector i.e. has there been significant progress made in the WEE domains in a way that is sustainable and scalable.

The degree to which WEE change has been achieved is assessed according to a scale from ‘initial’ to ‘mature’, and the position at a given point in time is assessed according to a number of key questions. Based on the understanding of WEE and the domains identified in the strategy paper, these questions have been designed as outlined in Box 21 below. Systemic changes typically require more than the project’s lifetime to achieve.

Box 21: The WEE criterion within the MDF Systemic Change Framework

| The WEE criterion within the MDF Systemic Change Framework | | | | |
|---|--|--|---|---|
| The WEE criterion for systemic change is assessed according to the following questions: | | | | |
| Levels of Systemic Change | | | | |
| | Initial | Intermediate | Advanced | Matured |
| WEE | <ul style="list-style-type: none"> Are partners innovating their practices to women with access to services, jobs and other benefits as a result of their partnership with MDF? | <ul style="list-style-type: none"> Do partners see a vested interest in targeting women and do they continue to act on this? Do women continue to have access to these services, jobs and other benefits after the initial partnership activities are finished? Are more women gaining access to these services, jobs and other benefits without additional programme incentives? | <ul style="list-style-type: none"> Do partners expand their targeting of women based on their experience of positive business outcomes? Are significantly more women (not in the initial programme pilot) gaining access to these services, jobs and other benefits? Are women seeing a benefit (income, access, time saving) as a result of their access to these services, jobs and other benefits? Are there signs that women have increased decision making power and influence over the benefits (income, access, time saving) accrued as a result of this access? | <ul style="list-style-type: none"> Are increasingly more women gaining sustained access to these services, jobs and other benefits? Are women seeing a sustained increased benefit (income, access, time saving) as a result of their access to these services, jobs and other benefits? Do other businesses/ a critical mass of businesses/leading businesses see a vested interest in targeting women and do they act on this? Are there broader signs of increasing WEE particularly in areas of agency (control over decision making and influence in general and economic life in particular)? |

³ For more details of the framework refer to ‘MDF Systemic Change Framework’

An example of how WEE is measured in terms of its contribution to systemic change within the tourism sector in Fiji is given in Box 22.

Box 22: Systemic change statement for the Tourism sector in Fiji

| Systemic change statement for the Tourism sector in Fiji | | | | | | |
|--|--|--|--|----------|---------|---|
| Market Parameter | Beginning State | Initial | Intermediate | Advanced | Matured | Expected High State |
| WEE | Women are integral to farming households but rarely get access to skills, opportunities and markets that would help increase household productivity. With MDF partnership some of these women are getting better access to markets/skills. |  |  | | | Women as an integral part of farming household benefit from supplying to vendor high volume, quality produce for hotels and resorts; they are better skilled and have better access to markets leading to more income and more decision making and influencing powers. Vendors are customising their efforts to include women in outreach programmes. |

5.2.5 Management, Learning and Decision Making

Although tied closely to the previous step, learning and decision-making in interventions are included as a separate step in the MDF integrated management process. These highlight the importance of reviewing interventions, changing tactics as needed, and adopting successful strategies elsewhere in the program. The key moment to review WEE achievements is the six-monthly management meeting which provides the opportunity to discuss progress on partnerships and interventions and whether they are meeting their WEE objectives.

Gender Anchors in each of MDF’s countries assist implementation teams to go through each step of the process described above. The Gender Anchors and the implementation teams are supported by the programme’s Results Measurement Manager who oversees the process of ensuring that the monitoring and results measurement system is capturing WEE work to the degree of depth and analysis required for lessons to be drawn and improvements to the design

to be made. This will be achieved in the course of ongoing assessments and observations with relevant country Household Level Analysis of Poverty and Gender Dynamics studies kept as living documents where key lessons are identified.

Initially it is anticipated that the strongest learning focus will be on deepening the programme’s understanding of the agency domains of workload, and decision making and influence. Further analysis is needed to appreciate the interplay between increased access to opportunities, services and assets, and how this interrelates with these agency domains within the different economies in which MDF operates. The programme will seek to better understand the wide range of motivations, beyond profit margins, which businesses consider in their decision to take up activities that increase WEE, so as to deepen its ability to bridge the gap between potential work and entrepreneurial appetite, and put forward strong business cases that can result in increased WEE.

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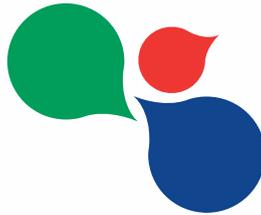
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