

Women's Economic Empowerment (WEE) Framework and Program Quality Assurance Standards (PQAS)

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Empowering women as well as men is key to realising child wellbeing (World Vision Cambodia).

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- Nutrition Sensitive Value Chains for Smallholder Farmers in Bangladesh (NSVC) Project;
- Sri Lanka Gender and Disability Inclusive Economic Development (iLIVE) Project;
- More Income Generated for Poor Families in Indonesia (MORINGA) Project;
- Gender Inclusive Pathways out of Poverty in Bangladesh (GPoP) Project;
- Cambodia Micro-franchised Agriculture Service Expanded (MASE) 2 Project.

FOREWORD

As a child focused organisation, at World Vision, we know that gender equality and women's empowerment are key to realising our mission - 'for every child, life in all its fullness'.

To this end, our vision in the livelihoods sector is to economically empower parents and caregivers for the well-being of their children. Indeed, in all the countries in which we work, when women and men speak of how they spend their incomes, so many share the hopes and dreams they have for their children that increased incomes can enable.

The global evidence is clear. When women are stable financial contributors to a household, investments in children's health and education increase. When women work, economies grow, and businesses thrive. Women are active agents of change for their families, communities, and countries.

2022 is an exciting year for the World Vision partnership as we strengthen our commitment to gender equality and social inclusion (GESI), with the launch of a new GESI policy. At this critical juncture, we urgently need to put this policy into practice.

World Vision's current footprint in livelihoods programs spans over 65 countries. With a new intentional approach to gender inclusion in livelihoods lies our opportunity to deepen the impact for the women, men, children, and communities that we serve at scale.

For the first time, the *Women's economic empowerment (WEE) Framework and Program Quality Assurance Standards (PQAS)* provides the partnership with a common way to define, measure, and make programming decisions to achieve holistic WEE outcomes. It draws on our own internal evidence, including intentional WEE pilot programs in the Asia-Pacific, as well as the external literature and evidence base in this space.

We encourage livelihoods practitioners to actively engage with the new resources and share feedback on how you go with them. We are excited to hear more from you in the future about how Field Offices from around the world apply these new approaches as we deepen our evidence and learning in WEE. With intentionality, we can make sustainable progress and achieve inclusive growth, poverty reduction, and gender equality.



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Partnership Leader for Ministry Integration,
World Vision International



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EXECUTIVE SUMMARY

RATIONALE

Women make up more than half the world's population and are disproportionately affected by poverty, discrimination and exploitation. Globally, 16 million more women than men live on less than US\$1.90 a day.¹ Women are over-represented in informal, insecure and low-income segments of the economy. Over 2.7 billion women are legally restricted from having the same choice of jobs as men² and women are more than twice as likely than men to be contributing family workers.³ Women tend to spend around three times more time on unpaid care work than men⁴, which can limit their full participation in economic activities. Due to underlying social and gender norms, women often have limited decision-making power over how income is spent – to the detriment of children.

World Vision has been working with women and men in the livelihoods sector for decades. However, to date, we have not had an organisation-wide approach to gender inclusion in our livelihood programs. Here lies a significant opportunity for deeper impact for the communities we partner with. Women's economic empowerment (WEE) is central to realising World Vision's mission '*for every child, life in all its fullness*'. Focusing on WEE is not only the right thing to do; it is the smart thing to do. Women are active agents of change for their families, communities and countries. When women are stable financial contributors to a household, investments in children's health and education increase.⁵ When women work, economies grow and businesses thrive.

WORLD VISION'S WEE FRAMEWORK

World Vision's defines WEE holistically, with four key empowerment domains:

- **Economic advancement:** To succeed and advance economically by improving women's income generation and employment potential.
- **Access:** To have equitable access to economic opportunities, resources and services.
- **Agency:** To have the power to make and act on economic decisions, and to translate those choices into desired outcomes, including manageable workloads and wellbeing.
- **Equitable systems:** To benefit from equitable policies, laws, institutional practices and social norms.

WEE is a key supporting approach of World Vision's livelihood sector, encompassing Building Secure Livelihoods, Local Value Chain Development (LVCD), inclusive Market Systems Development (iMSD), Ultra-Poor Graduation and Savings for Transformation. The WEE Framework aims to build a common understanding of the pathways of change required for women to be economically empowered alongside men in the organisation's livelihoods programs.

KEY ELEMENTS

Key elements of World Vision's approach to WEE include:

1. **Making 'empowerment' the core goal:** We believe that WEE can only occur through simultaneous efforts to address multiple empowerment domains in our programming: women's *economic advancement*, their *access*, their *agency*, and the *equitable systems* they live and work in.
2. **Adopting a 'hybrid' approach:** We work with market actors on strategies that engage women and men living in poverty as producers, employees and consumers as part of inclusive business models and practices. We also use 'household' strategies that directly improve the productive capacities of women and men, such as providing financial literacy training, business skills development or promoting equitable gender relations and social norms.
3. **Making women visible, recognising and valuing their work – both paid and unpaid:** We promote a 'household approach', where men and women work together as partners on their livelihoods, recognise each other's contributions, and share the benefits equitably within the family.

WEE PQAS

This technical guidance presents 10 Program Quality Assurance Standards (PQAS) across the project cycle, from the project design and proposal development stages, to the livelihood intervention design, implementation, and monitoring and evaluation stages.

Proposal phase:

1. Adopt World Vision's WEE Framework to inform problem analysis and project logic.
2. Develop gender or WEE-specific outcomes.
3. Allocate appropriate resources.

Livelihoods design:

4. Ensure a Gender Equality and Social Inclusion (GESI) responsive market/livelihoods analysis with opportunities for WEE as core criteria.
5. Identify priority gender-based constraints limiting women's access, agency and equitable systems, and develop a targeted approach to address these.
6. Develop a program WEE strategy.

Implementation:

7. Promote the implementation of gender-inclusive business models with key partners (private or public).
8. Directly implement activities to address gender-based constraints to women's access, agency and equitable systems.

Monitoring and evaluation:

9. Identify appropriate indicators and design the monitoring and evaluation plan to capture WEE outcomes.
10. Conduct timely analysis and use findings for learning and adaptation.

This technical guidance draws on nearly 10 years of learning and practical guidance from many different teams around the world as the WEE approach has been put into practice. It also draws on a multitude of reference and guidance documents developed for the sector by development practitioners.

This guidance has been developed for both staff in World Vision Field Offices (FOs) and their partners working in livelihoods programs and projects, as well as for the staff at World Vision International (WVI) working with them. It seeks to provide the latest advice and guidance for designing and managing programs to achieve WEE outcomes.

As more World Vision FOs and livelihoods programs around the world use and implement the WEE Framework and PQAS, we will continue to deepen our learning and evidence base of what works. Therefore, this resource will be strengthened and updated based on emerging evidence, learning and feedback from the field.

This document was developed by the World Vision Australia (WVA) Economic Empowerment Team in collaboration with external advisors and WVI Global Centre and Field Office counterparts. Many, many thanks to everyone involved in the development and documentation of these experiences, and to those who commented on draft versions of this document.

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KEY TERMS AND DEFINITIONS

ECONOMIC EMPOWERMENT is the capacity of women and men to participate in, contribute to and benefit from economic growth in ways that recognise the value of their contributions, respect their dignity and make it possible to negotiate a fairer distribution of the benefits of growth.⁶

EQUITY is the process of being fair to all groups in the distribution of resources and benefits. This involves the recognition of inequality and requires measures to work towards the equality of all groups. Gender equity is the process that leads to gender equality.

GENDER refers to the learned roles, responsibilities and expectations of women and men. These attributes, opportunities and relationships are socially constructed and are learned through socialisation processes. They are context/time-specific and changeable.⁷

GENDER EQUALITY is the state or condition that affords both women and girls, men and boys, equal enjoyment of human rights, socially-valued goods, opportunities, and resources. It includes expanded freedoms and voice, improved power dynamics and relations, transformed gender roles and enhanced overall quality of life so that males and females can achieve their full potential.⁸

GENDER-INCLUSIVE BUSINESS refers to the intentional inclusion of women, a demographic group that is often excluded or underrepresented, in various aspects of business and economic activity.

GENDER MAINSTREAMING is the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in any area and at all levels. It is a strategy for making the concerns and experiences of women, as well as of men, an integral part of the design, implementation, monitoring and evaluation of policies and programs, so that women and men benefit equally, and inequality is not perpetuated. The goal of gender mainstreaming is to achieve gender equality.⁹

GENDER PAY GAP is defined as the difference between male and female median wages and is calculated by dividing women's wages by men's wages. Wages are computed for full-time equivalent employees and are expressed in US\$ using current exchange rates.¹⁰

GENDER RELATIONS is a subset of social relations existing among women and men as social groups in a particular community, including how power – and access to/control over resources – is distributed between the sexes.¹¹

GENDER RESPONSIVENESS refers to outcomes that reflect an understanding of gender roles and inequalities and which make an effort to encourage equal participation and the equal and fair distribution of benefits. Gender responsiveness is accomplished through gender analysis and gender inclusiveness.¹²

INCLUSIVE BUSINESS MODELS are models that include people living in poverty within a company's supply chains as employees, producers and business owners, or that develop affordable goods and services needed by people living in poverty.¹³

INCLUSIVE MARKET SYSTEMS are those that involve and benefit a range of actors, including people living in poverty and marginalised groups (such as women, youth, the ultra-poor and persons with a disability), who are who are often excluded – or even exploited – by non-inclusive market systems.¹⁴

INTERSECTIONALITY refers to overlapping and inter-related vulnerabilities. For example, women with disabilities may face double marginalisation because of both gender norms and stereotypes and stigma towards persons with disabilities.

SEX refers to the biological differences between women and men; gender examines the socially-ascribed roles, relationships, behaviours, norms and attitudes about expectations for women, men, girls and boys that vary from one society to another and at different points in history.

SOCIAL INCLUSION seeks to address inequality and/or the exclusion of vulnerable populations by improving terms of participation in society and enhancing opportunities, access to resources, voices and respect for human rights. It aims to promote empowerment and advance peaceful and inclusive societies and institutions.¹⁵ Social exclusion may be linked to factors of vulnerability such as poverty, disability and age. Other factors include refugee or migrant status, ethnicity, religion, language and health status.

SUPPORTING FUNCTION refers to a range of context-specific and sector-specific functions that inform, support and shape the quality of the core function and its ability to develop, learn and grow.¹⁶

SUPPORTING MARKETS are a broad range of products and services that provide viable sources of assistance to value chain actors. These include financial services (eg, lending), cross-cutting services (eg, business development services) and sector-specific services (eg, veterinary services)¹⁷. While supporting markets are important for value chain growth and competitiveness, they are not always a component of a value chain project which may focus on strengthening the core transactions alone. For example, a project in Pakistan targeting the livestock value chain may choose to focus its efforts on creating a competitive supporting veterinary market that is responsive to the needs of small-scale female livestock producers.

WOMEN'S ECONOMIC EMPOWERMENT (WEE) recognises that 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.¹⁸

CHAPTER ONE:

Introduction



CHAPTER ONE: Introduction

1.1 Purpose of the document

What is the purpose?

This document presents World Vision's *WEE Framework and PQAS*. This framework applies to the spectrum of models and approaches as outlined in the *Livelihoods Sector Approach: Building Secure Livelihoods LVCD, iMSD, Ultra-Poor Graduation and Savings for Transformation*. The purpose of World Vision's *WEE Framework and PQAS* is to build a common understanding of the pathways of change required for women to be economically empowered alongside men.

Key objectives are to provide the World Vision Partnership:

- A consistent WEE definition to inform design, implementation, and monitoring and evaluation.
- Consistency of WEE terminology for World Vision's cross-functional teams.
- Key standards (PQAS) to support FOs to promote WEE outcomes across the project cycle, including the design/proposal stage, livelihoods intervention design, implementation, and monitoring and evaluation.
- A common framework for WEE measurement, including detailed indicator measurement.

Why is the WEE Framework and PQAS needed?

WEE contributes to the achievement of GESI outcomes in the livelihoods sector. As articulated by the WVI partnership, GESI is integral to achieving the "Our Promise" global strategy and child wellbeing objectives. *Our Promise Phase Two: Going Further than We Imagined (2021-25)* emphasises the Partnership's commitment to "refine and scale effective ways to reduce child vulnerabilities driven by fragility, urbanisation, gender inequalities and social exclusion, and climate change," recognising the role gender inequalities play in driving child vulnerability. The WVI livelihoods sector aims to build sustainable livelihoods through income, assets, access to finance, access to markets, local enterprise and natural resource management, so that parents and caregivers can provide well for their children now and in the future.¹⁹ WEE is therefore a critical supporting approach of WVI's livelihood sector.

Who is this document for? As outlined in the Livelihoods Sector Approach, WEE is a key enabler of the WVI livelihood sector's global aim. The intended audience of the WEE Framework and PQAS is WVA and other WVI Partnership stakeholders working on livelihood programs. This includes:

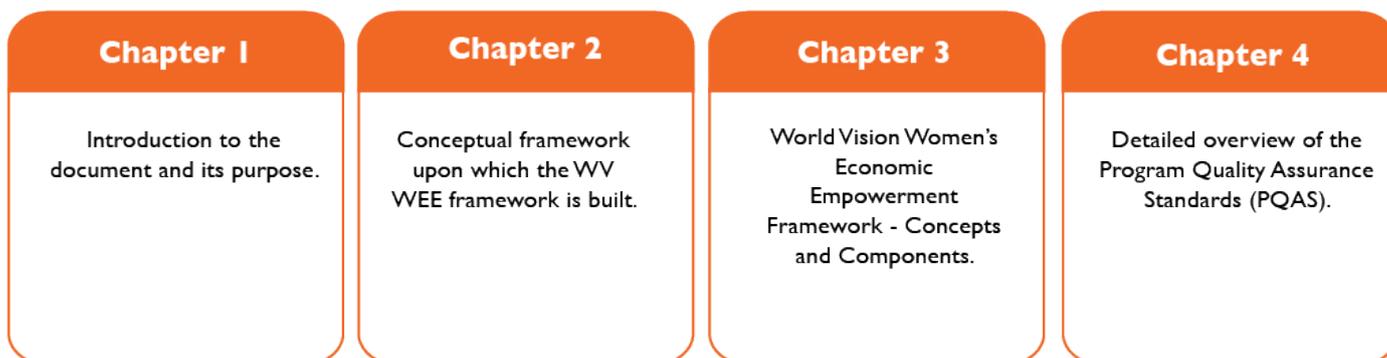
- staff involved in project design or proposal development;
- staff involved in the implementation of programs; and
- staff engaged in monitoring and evaluation activities.

The WEE Framework and PQAS should be read alongside both core livelihood model documents and Design Implementation and Quality Assurance Standards (DIQAs). There have been concerted efforts to specifically align with the iMSD PQAS as both are supporting approaches being prioritised by WVA.

1.2 How to use this resource

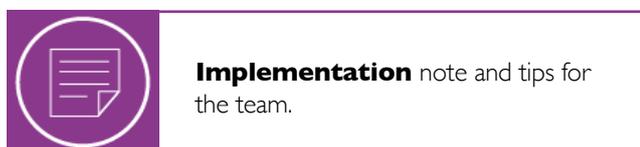
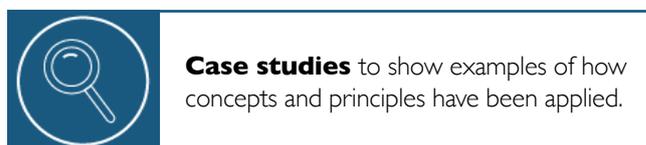
This document is meant to provide an easy-to-use resource for promoting WEE outcomes across livelihoods programs.

Below is a snapshot summarising the content of each chapter:



For first time readers, it is important to read Chapters 2 and 3 to understand the core concepts upon which the WEE Framework and PQAS is built and then move to Chapter 4 to gain a detailed understanding of the application of concepts and tools at different stages of PQAS: concept/proposal stage, livelihood design, implementation, and monitoring and evaluation. The linked WEE Indicator Guidance and Tools provides a detailed resource on WEE indicators, which can be viewed together with this resource.

The PQAS sections will be signposted with the following icons:



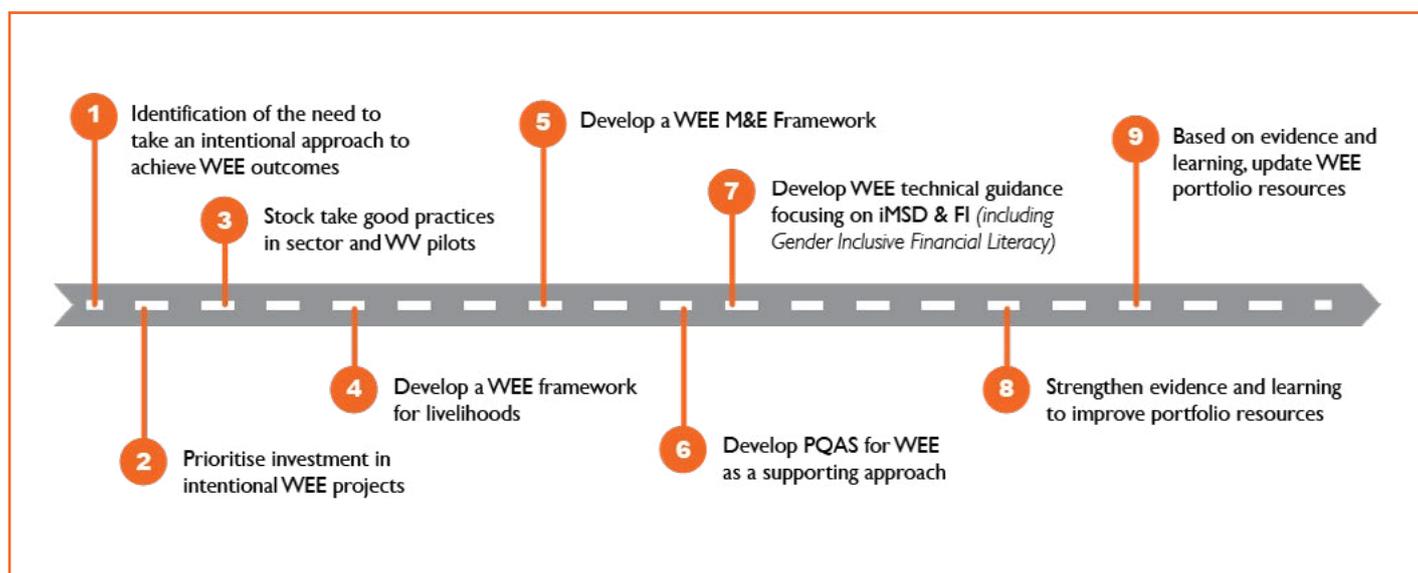
Please see the WEE PQAS workbook with the full tools and checklists to print out.

1.3 Evolution of the WEE Framework and PQAS at WVA

The WEE Framework and PQAS has been the result of a five-year journey at WVA commencing in 2016 to program intentional WEE projects and to develop one technical resource within the **Economic Empowerment Team** (then named the Social Entrepreneurship and Economic Development (SEED) unit). These pilot projects were funded under the Australian Department of Foreign Affairs and Trade (DFAT) Australian NGO Cooperation Program (ANCP). The WEE Framework and PQAS is part of a staged approach to improve how the organisation approaches and implements projects to achieve WEE.

WVA's staged approach to strengthening impact and evidence in WEE.

Figure 1: Illustration of the staged approach to developing the WEE Framework at WVA.



1. **Identification of the need to take an intentional approach to achieve WEE outcomes.** In 2015, it was identified that a programming shift was required to look more intentionally at pathways of change to gender equality and WEE. A study by La Trobe University investigating the gendered impacts of a successful LVCD project implemented by World Vision in Flores, Eastern Indonesia, helped to identify this need.
2. **Prioritise investment in intentional WEE projects.** Since 2016, this has been the platform to gain field-based learnings, pilot new approaches, indicators and key partnerships. Projects targeted by the pilot have primarily been those focused on LVCD and iMSD, but have also included projects implementing Savings for Transformation, Ultra-Poor Graduation and Nutrition Sensitive Agriculture approaches. Many projects have combined livelihoods models with gender-transformative models, like MenCare and C-change.
3. **Stocktake good practices in sector and World Vision pilots:** In 2018/19, WVA conducted a rapid literature review of sector definitions in WEE and good practices, particularly value chain development and market systems development. In September 2019, WVA hired a consultant to do a rapid literature review of WEE monitoring and evaluation external and internal good practices.
4. **Develop a WEE framework for the livelihoods sector:** A draft WEE Framework was developed, along with the delivery of several inter-disciplinary workshops in September and October 2019.
5. **Develop a WEE monitoring and evaluation framework:** From October to November 2020, WVA's monitoring and evaluation consultant developed a draft indicator tool and guidance for measurement.

6. Develop PQAS for WEE as a supporting approach:

This was developed in 2020 based on sector good practice and learnings from World Vision WEE pilots. The WEE PQAS content was piloted as training content in Bangladesh, Cambodia, Indonesia and Sri Lanka. The document also benefited from the review and inputs of cross-disciplinary staff from WVI and WVA working in both Global Centre livelihoods and GESI disciplines, as well as from technical, evidence building, program management and program development staff.

7. Develop WEE technical guidance focusing on iMSD and Financial Inclusion:

WVA's economic empowerment team is working to develop detailed guidance and WEE good practice notes to complement existing WVI resources. This technical guidance focuses on the areas of iMSD and Financial Inclusion, along with Gender Inclusive Financial Literacy Training (GIFT). This is based on pilot WEE projects where WVA is working in close partnership with FOs and program teams²⁰ to document good practices.

8. Strengthen evidence and learning to improve portfolio resources:

In 2021, WVA is conducting a broader review of LVCD/iMSD, Financial Inclusion and WEE. The first phase of this work, examining 13 projects, found that those projects with an intentional approach to WEE had strong holistic outcomes.

9. Based on evidence and learning, it is expected we will continue to update WEE portfolio resources.

The WEE Framework and PQAS can be read alongside the updated WVA Standards and Advice on Gender Equality and Women's Empowerment (2021). Technical guidance on how to achieve WEE outcomes in the context of **COVID-19 Program Resource Guide Version 4 WEE Technical Guidance**.²¹

²⁰ The following WVA projects, funded by the Department of Foreign Affairs and Trade (DFAT) Australian NGO Cooperation Program (ANCP), were designed with explicit WEE objectives: Nutrition Sensitive Value Chains for Smallholder Farmers in Bangladesh (NSVC) Project; Gender Inclusive Pathways out of Poverty in Bangladesh (GPoP) Project; and Sri Lanka Gender and Disability Inclusive Economic Development (iLIVE) Project. Development of a WEE and gender-mainstreaming approach is also being undertaken in the More Income Generated for Poor Families in Indonesia (MORINGA) Project and Cambodia Micro-franchised Agriculture Service Expanded (MASE) 2 Project.



CHAPTER TWO:

Understanding WEE

Elder (middle), Grace (Right) and Mary shows their last year's harvest in front of their store in South Sudan (World Vision International 2019).

CHAPTER TWO: Understanding WEE

2.1 Why does World Vision value WEE?

“I sold dried chili at Tk5,500 per maund this season, green chili at Tk1500-1600 ... since we rural women do not hold office jobs, farming is our real job. I am happy with the earnings ... [My daughter] will hold a job when she grows up, she can also do farming if she wants to. A woman can do anything, right?”

— *Mojina Begum, a chili farmer in the World Vision Nutrition Sensitive Value Chain for Smallholder Farmers Project (NSVC)*

World Vision has been working with women and men in the livelihoods sector for decades. However, to date, the Partnership has not had an organisation-wide approach to gender inclusion and WEE in its livelihood programs.

Here lies a significant opportunity for more effective programming and deeper impact for the communities that we work with. To ensure that we realise our vision of life in all its fullness for every child, we must urgently pivot our programs to ensure more holistic economic empowerment for women and men, their families and children.

Based on what we know from global evidence, there are three key reasons for this urgency:

1. Women are disproportionately affected by poverty.
2. Empowering women benefits children and families.
3. Empowering women is good for economic growth and businesses.

Moreover, as an organisation, there is a clear evidence base within World Vision programs and commissioned reports that demonstrates the need for us to add a gender lens to our work. Refer to Table 1.

WORLD VISION'S TWIN-TRACK APPROACHES TO WEE

Evidence from World Vision's pilot WEE programs in the Asia-Pacific highlight the value of adopting a 'twin track' approach targeting multiple empowerment domains. These programs prioritised gender mainstreaming in livelihoods models to promote women's economic advancement and access to new opportunities, services, and resources. Opportunities for WEE was a key criterion in value chain selection and intervention design. The programs also integrated gender transformative models targeting women's agency and equitable systems, specifically addressing harmful social norms.

The Gender and Disability Inclusive Economic Development (iLIVE) (2016-2021) promoted gender mainstreaming in the Local Value Chain Development (LVCD) and Savings for Transformation (S4T) models. iLIVE also integrating Promundo's Journeys for Transformation (JOT) model for couples, as well as World Vision's Community-Change model. By the project's end, 24,000 families increased household incomes by 30%. 2696 producer group members increased incomes by 107% from key value chains, including groundnut and mushroom. 66% of producers were women and 15% were persons with a disability (Pwds). The % of women reporting decision-making power over major household expenditures increased from 63% to 71%, while decision-making power over productive activities increased from 56% to 77%. The proportion of households where men are involved in daily childcare rose by 57%, from 23% to 36%; this was higher among men that participated in JoT (53%).

The NSVC project (2017-2023) in Bangladesh promoted gender mainstreaming in inclusive market systems development (iMSD), while integrating Promundo's MenCare model for couples, and community engagement activities. NSVC is working with 20,000 households on the maize, rice, chili and vegetable value chains. At the mid-term, incomes from target value chains had increased by 67% from baseline (2018) (BDT 10,500) to midline (2020) (BDT 17,500). 63.5% of producers and 61.8% of the executive committee were women. Support from men in domestic activity and childcare increased. With targeted nutrition specific activities, meal frequency for children from 6 to 23 months old has increased from 23.3% at baseline to 93.3% at midline. For more information, please see the [iLIVE Impact Brief](#) and [NSVC Impact Brief](#). These projects are referred to in Case Studies 2, 4, 7, 9, 10.

Table 1: Summary of World Vision internal evidence driving a shift towards intentional WEE programming.

EVIDENCE SOURCE	KEY FINDINGS
<p><i>Evaluation brief: The effects of economic development on women's empowerment and gender equality goals. 2015. World Vision East Flores Project. La Trobe University.²²</i></p>	<ul style="list-style-type: none"> ✓ The evaluation and 2014 Social Return on Investment study showed the project was remarkably successful. As such, the project formed the basis for the LVCD model implemented by World Vision in over 100 locations. Gender was not measured intentionally. Therefore, this study looked at gendered impacts after the project endline. ✓ LVCD increased women's access to economic opportunities, and the benefits of increased income were shared by women, men and children. ✓ Wider gender equality challenges remained a challenge, including women's workloads and prevailing gender norms.
<p><i>Rapid literature review of WEE frameworks. 2019. WVA. Stocktaking of evidence to inform WEE pilots.</i></p>	<ul style="list-style-type: none"> ✓ Identified the need for a holistic definition of WEE with empowerment domains. ✓ Findings by the review align with the evidence of the types of key problems that women face compared to men. ✓ External evidence highlights the importance of addressing structural barriers linked to WEE. For example, an external SEEP Savings Group (2019) evidence review²³ highlighted the value of integrated gender programming in contributing to outcomes linked to time use, voice and leadership, health and mobility. Furthermore, a meta study on Ultra-Poor Graduation interventions (2015)²⁵ found that empowerment effects were often limited or declined after the end of the project, with women transferring their assets to husbands or children and going back to care work after the project's conclusion.
<p><i>Rapid literature review of WEE monitoring and evaluation (M&E) frameworks (internal and external). 2019. WVA.</i></p>	<ul style="list-style-type: none"> ✓ WEE indicators should align with empowerment domains. ✓ World Vision is measuring access and economic advancement in all programs, but needs a consistent approach to decision making, manageable workloads and equitable systems. WVA's principle WEE pilots can provide key learnings on relevant indicators to map to empowerment domains.
<p><i>Economic Empowerment Meta-analysis: Phase 1. 2021. WVA.</i></p>	<ul style="list-style-type: none"> ✓ Even without intentional WEE strategies, projects are contributing to increased access to opportunities and resources, and increased incomes. ✓ Programs that have intentional WEE strategies have stronger WEE outcomes. There is some qualitative data and there is less quantitative data on holistic empowerment domains.
<p><i>Literature review on the links between gender equality and child wellbeing. 2022. Forthcoming.</i></p>	<ul style="list-style-type: none"> ✓ There is established external evidence on the links between gender equality and child wellbeing outcomes across multiple sectors, including livelihoods. The body of literature in livelihoods is largely focused on child nutrition outcomes.
<p><i>Findings from WVA supported WEE pilots (as of 2022)</i></p>	<ul style="list-style-type: none"> ✓ Evidence from pilot principle WEE projects demonstrate the value of a twin-track approach to realising multiple WEE domains: economic advancement, access, agency, and equitable systems in deepening holistic impact outcomes.

WEE and World Vision’s Global Impact Framework

“Gender equality remains the greatest human rights challenge of our time. Economic empowerment is a uniquely potent way for women to achieve greater control over their own lives ... Inclusive growth cannot occur without their full participation.”

– United Nations (UN) Secretary-General António Guterres²⁵

WEE is central to the realisation of World Vision’s Global Impact Framework. It also plays a critical role in the realisation of Sustainable Development Goals (SDGs) 1, 5 and 8: end extreme poverty; achieve gender equality and empowerment of all women and girls; and decent work and economic growth. These goals are central to the *World Vision’s Livelihood Sector Approach*.

Women make up more than half the world’s population and are disproportionately affected by poverty. Globally, in the 25-34 years age group, there are 122 women to every 100 men living in extreme poverty.²⁶ It is estimated that up to 30 percent of income inequality is due to inequality within households, including between women and men. With less income and fewer assets than men, women – particularly female-led, single-parent households – are more likely to live below 50 percent of median income.²⁷

Empowering women benefits children and families. Gender equality, including WEE, has been identified as an SDG ‘accelerator’. WEE can make a critical contribution to SDG 1 (end extreme poverty), SDG 2 (end global hunger), SDG 3 (achieve good health and wellbeing) and SDG 4 (achieve quality education). Research has found that empowering women economically results in social returns beyond the immediate economic benefits. When women are stable financial contributors to a household, investments in health and education for children increase and household poverty decreases.²⁸

Empowering women is good for economic growth and businesses. McKinsey Global Institute has estimated that if women could achieve their economic potential, up to US\$26 trillion could be added to the global GDP by 2025.²⁹ Meanwhile, a UN report notes that, as customers, women make or influence 80 percent of buying decisions and control US\$20 trillion in global spending.³⁰ The Food and Agriculture Organization (FAO) estimates that nine out of ten of the world’s farms are managed by families.³¹ When women are not empowered, the sub-sector they work in or the system that they operate in is constrained. According to the Women’s Empowerment in Markets Systems Framework, “In market systems programmes, we focus on WEE because of our competitive and growth objectives”.³²



Women are disproportionately affected by poverty to the detriment of children and families.



CASE STUDY I: Cambodia Sustainable Business Development (CSBD) Project

“Through engagement with Agriculture Cooperative (AC), I improved on agriculture techniques, production plans and post-harvest management [and worked] toward organic standards required by buyers in the market, [wanting to] sell to other countries. In 2018, my family was able to increase [its] land size from three to five hectares for organic rice production, increasing our yields from five metric tons to nine metric tons to sell to Amru Rice, which gives a higher-than-average price. My income in 2018 was US\$3,125 – more than double what I earned in 2017. I’m now using this income to support my children’s education and food. I have plans to send my children to university.”

– Sao, AC Member, CSBD.



Agricultural Cooperative (AC) Member, Sao, improved her family’s income by selling organic rice to Amru. Rice as part of the AC contract farming arrangement in Preah Vihear Province (World Vision International).

The CSBD Project was a five-year (LVCD) project (2014-2019) supported by the Australian Government through the ANCP Program. It targeted 38 ACs in the Kandal, Kampong Thom and Preah Vihear provinces. From 2016 to 2019, household agricultural income increased by 63 percent on average for 3,690 AC member households from US\$1,158 to US\$1,880. The evaluation found that the project improved women’s access to opportunities, networks and resources. Women comprised 72 percent of AC members within the target ACs. The project did not include a gender outcome, however, the endline sought to understand more holistically the project’s impact on women.

MEAN ANNUAL HOUSEHOLD INCOME FROM AGRICULTURAL ACTIVITIES (US\$)					MEDIAN (US\$)
	Kampong Thom	Kandal	Preah Vihear	Total mean	Total median
Baseline	665	1,038	1,340	1,158	875
Endline	1,575	2,552	1,873	1,880	1,348

Findings showed that women had challenges balancing livelihood activities with domestic duties, such as housework and childcare. There were mixed findings linked to decision making. By the project’s end, women held 44 percent of all AC Steering Committee positions, including director roles. Women reported that sharing new skills they had gained from the project with men improved their position in the household.

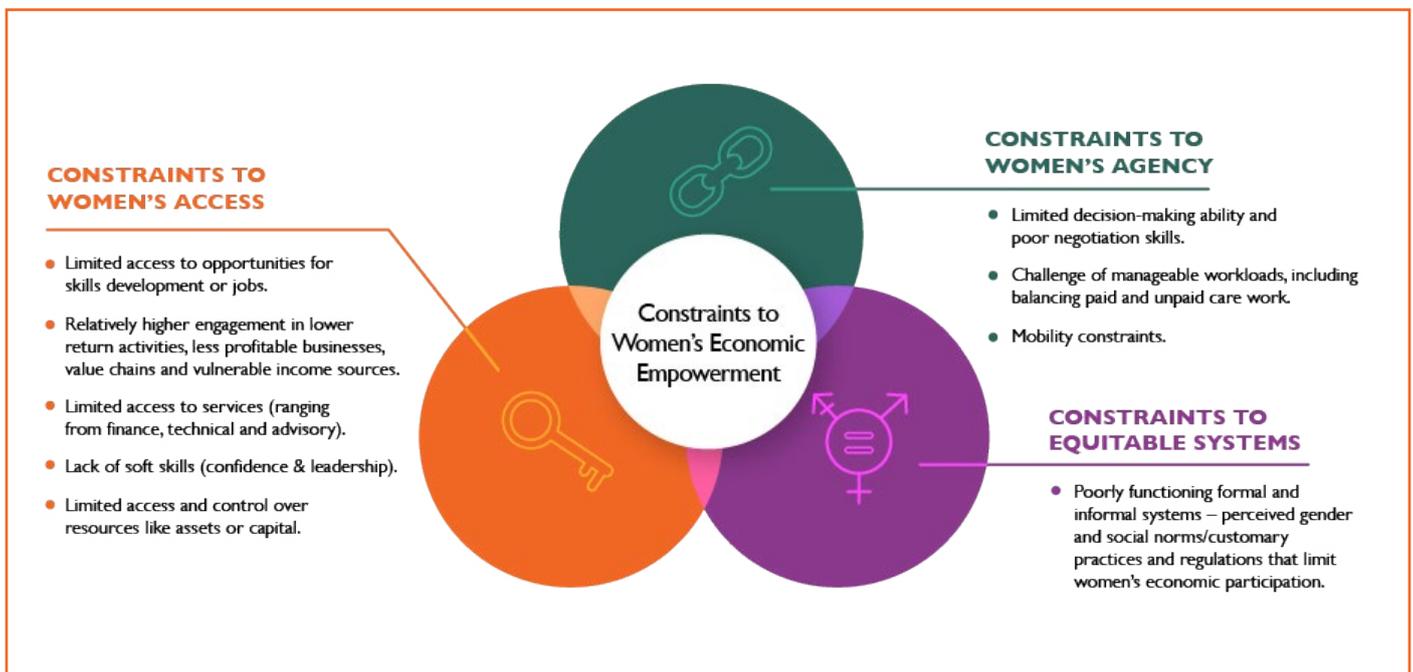
However, it was clear that harmful social and gender norms prevailed regarding both women and leadership, and gendered roles and responsibilities in agriculture. For example, in the household survey, 87 percent of respondents said female household members don’t play a leadership role in the community, despite women’s participation in Steering Committees. Such prevalent perceptions could pose a risk to sustained impact in WEE domains after the project’s end.

2.2 What problems are commonly experienced by women in livelihoods?

Prior to considering the pathways of change for WEE, there is a need to understand the underlying root causes that hinder or support empowerment. While factors may differ between countries, there are nevertheless common barriers women face in livelihoods compared to men:³³ women's access to

opportunities and resources; women's agency, including manageable workloads and decision-making opportunities; and the broader systems in which they live and work. These barriers are summarised in Figure 2.

Figure 2: Key constraints to WEE.



Constraints to women's access

- **Limited access to opportunities for skills development or jobs – and – relatively higher engagement in lower return activities, less profitable businesses and value chains and vulnerable income sources:** According to the UN, more than half of all women who work are in the lower paid informal economy.³⁴ Gender inequalities are entrenched in the way that the economy is organised, resulting in a significant gender pay gap. According to the World Bank, men in male-dominated sectors earn 116 percent more than women in female-dominated sectors.³⁵ Women also tend to have fewer networks compared to men, limiting their business opportunities.
- **Inadequate access to services (ranging from finance to technical and advisory services):** Globally, 72 percent of men have a bank account compared to 65 percent of women.³⁶ Women often have limited access to agricultural extension, technical services and related training.
- **Lacking in soft skills compared to men:**³⁷ Women often lack confidence and leadership skills compared to men. This can be linked to limited access to opportunities, resources and services – as well as community attitudes that women cannot be as competent leaders or economic actors as men.

- **Restricted access and control over resources like assets or capital:** Globally, 39 percent of employed women work in agriculture, forestry and fisheries, but only 14 percent of agricultural landholders are women.³⁸ Women are also often seen to contribute to household economic activities with little or no control over the factors of input or their returns.
- Harmful gender attitudes, beliefs and norms that question/undermine women's abilities (eg, women are not 'real' farmers) might lead to women's lack of confidence/soft skills. Such perceptions can result in the undervaluing of women's economic roles (eg, post-harvest processing), lowering their incomes.
- Land rights and ownership might influence the type of economic activities women can take up in a value chain, with women less likely to succeed in activities that require large plots of land or injections of capital.

Constraints to women's agency

- **Constrained decision-making abilities that impact household and business-related decisions:** For example, women often have less control over how income is spent. This limits the benefits gained by both women and their families from income-generation activities.
- **Challenge of manageable workloads, including balancing paid and unpaid care work:** Women spend three times the number of hours in care and domestic work than men.³⁹
- **Mobility constraints:** Women's mobility is often constrained by perceived or real gender norms (eg, the expectation that women need to be at home rather than public places like markets). Women can also face risks of gender-based violence (GBV) outside of their homes, including when travelling, undertaking home duties (such as collecting fuelwood or water), or when in the workplace.

COVID-19 exacerbates constraints: COVID-19 is exposing and exacerbating gender inequalities and social exclusions that existed before the pandemic. According to the recent World Economic Forum Global Gender Gap Report, the COVID-19 crisis accelerated labour market disruption. Early projections by International Labour Organization (ILO) suggest that five percent of all employed women lost their jobs as a result of the pandemic, compared to 3.9 percent of employed men. Furthermore, longer or staggered work hours – coupled with unpaid work in a context of school closures and the limited availability of care services – have contributed to increased stress, anxiety around job insecurity and difficulty in maintaining work-life balance among women with children.⁴⁰

Constraints to equitable systems

- **Women are often constrained by the systems that they live in, including harmful gender norms (informal systems) and policy and legal frameworks (formal systems).** For example, women's work (eg, post-harvest processing) is often undervalued in agriculture sectors and on family farms; work undertaken by men is regarded as the 'real' or 'hard' work. Women's economic participation can also be hindered by legal and policy frameworks, such as is the case when land rights favour men.

The challenges women face are **highly interrelated**. For example:

- Limited decision-making abilities can make it hard for women to execute individual or joint family business plans, reducing the likelihood of these businesses succeeding despite access to skills or knowledge.
- Women's unpaid domestic and/or care work responsibilities may limit the time they have available to participate in farming, limiting their opportunities for skills development.



CHAPTER THREE:

World Vision's WEE Framework and PQAS

CHAPTER THREE: World Vision's WEE Framework and PQAS

3.1 Foundation and components of the WEE Framework and PQAS

World Vision's WEE Framework and PQAS aims to build a common understanding of the pathways of change required for women to be economically empowered alongside men to the benefit of their children. This closely corresponds to the problems commonly experienced by women in the livelihoods sector outlined in Chapter 2.

Scope and target group

The WEE Framework and PQAS applies to the spectrum of World Vision's livelihood sector models and technical approaches. That said, because women are not a homogenous group, there should be careful consideration of how the WEE Framework and PQAS applies to different models and target groups. Projects should consider other intersecting key drivers of inequality, including poverty and other drivers of vulnerability, such as fragility, climate change and disaster, age, disability and migration status.

- **Poverty category:** This might include – but is not limited to – smallholder or marginal farmers and ultra-poor households in rural and urban settings. World Vision also works with Micro, Small and Medium Enterprises (MSMEs) who often engage the people living in poverty as employers, consumers and/or producers. In this context, it is important to consider the specific experiences of women-led businesses.
- **Vulnerable sub-groups:** These might include – but are not limited to: refugees/internally displaced persons impacted by conflict; persons impacted by climate change and disasters; youth/adolescents; persons with a disability; and vulnerable migrants.
- **Household type:** This might include – but is not limited to – male-headed and women-headed households. Women-headed households may include those women who are divorced, separated, widowed or whose spouse has migrated.⁴¹ In some contexts, it may include women whose husbands are unable to generate an income.

As outlined in sections below, in addition to the direct target group, World Vision's WEE programs will target a range of stakeholders beyond individual women and their households. Other key target groups of WEE programs will include: men and boys; women and girls; community leaders, including religious leaders; market actors, including private sector; agri-extension/financial/other service providers; and government departments responsible for policy making.

Moving beyond income

World Vision acknowledges that WEE must move beyond income. For a woman to be economically empowered, she needs to have realised several 'domains' of empowerment.⁴²

WEE domains

Livelihood programs should strive to achieve all WEE domains as the end goal. The body of global evidence demonstrates that, if a woman is economically empowered, then the program can expect to see a reduction in poverty and improvements in child wellbeing.

Livelihoods programs should strive to achieve all WEE domains: women's economic advancement, access, agency and equitable systems

World Vision WEE Framework is outlined in Figure 3, with WEE domain/sub-domains definitions and examples of implementation in Table 3.

Figure 3: Women's Economic Empowerment (WEE) Framework.

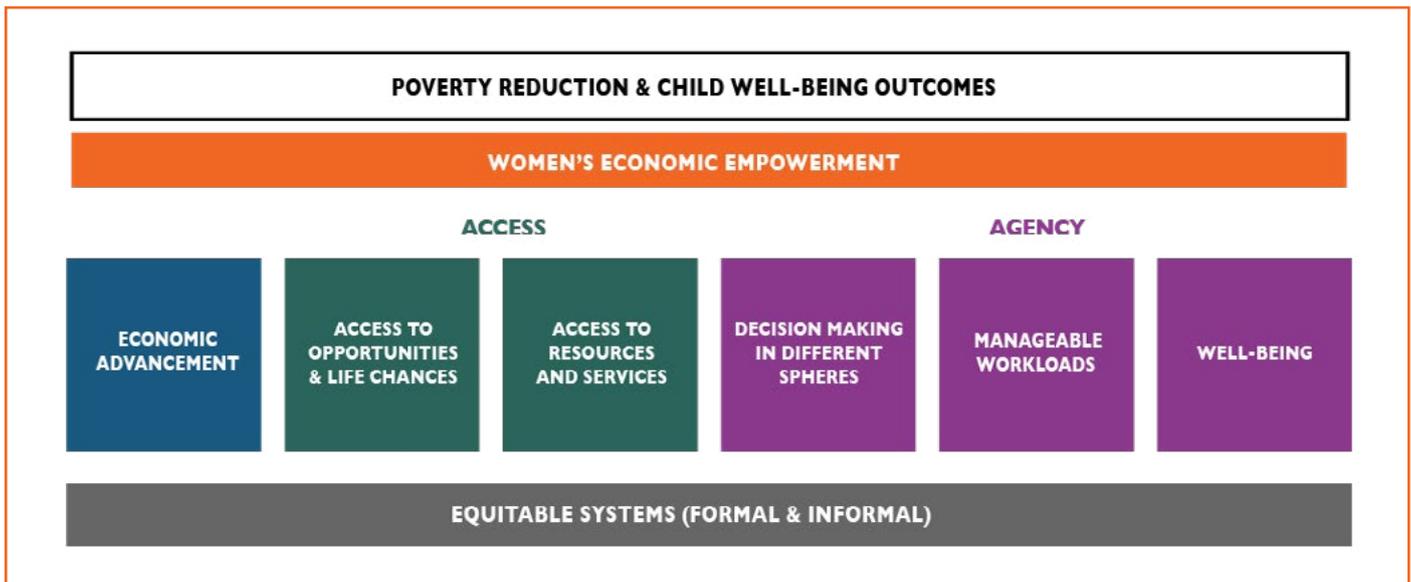


Table 2: WEE domains and sub-domains

WEE DOMAIN & SUB-DOMAINS	DEFINITION	EXAMPLES OF IMPLEMENTATION
ECONOMIC ADVANCEMENT	Increased income and return on labour. This domain often captures the outcomes as a result of improvements across other domains described below.	<ul style="list-style-type: none"> Support women to increase household incomes and incomes from target value chains. Support creation of new jobs for women as intermediary service providers or business owners in the value chain.
ACCESS	In livelihoods, this includes access to support needed to succeed economically. This might occur via activities that market system actors run which a project has helped facilitate, or it might be linked to an activity that World Vision has run directly. It is recommended to distinguish between access and adoption. Access considers the two sub-domains below.	<ul style="list-style-type: none"> This is outlined specifically in relation to the two sub-domains below.
Access to opportunities and life chances	This includes access to opportunities for skills development, knowledge transfer and job opportunities.	<ul style="list-style-type: none"> Support women to have improved access to opportunities to collectively buy and sell via producer groups. Run financial literacy or business training to increase women's access to new skills.
Access to resources and services	This includes access to assets and financial services and other resources, products and services.	<ul style="list-style-type: none"> Work with a financial service provider to increase women's access to loan products to improve their livelihood activities. Work with input suppliers to ensure women have access to productive assets and inputs to expand their income generation activities.

AGENCY	This refers to the ability “to make and act on economic decisions”, and “women’s ability to make effective choices and to transform those choices into desired outcomes” ⁴³ . This encompasses the three sub-domains below.	<ul style="list-style-type: none"> • This is outlined specifically in relation to the three sub-domains below
Decision making	The ability to make decisions free of coercion at the individual, family, community, and societal levels. In livelihoods, this includes decision making at the household level, including control over income/non-income related expenditures such as child wellbeing expenditures. Decision making is also measured in the relevant sub-sector and market systems.	<ul style="list-style-type: none"> • Promote joint visioning of future state with women and men so both spouses have a voice in setting the household budget priorities and savings goals, including food, children’s education and health. • Provide leadership training and encouragement so women can make decisions in producer groups or savings groups in leadership positions.
Manageable workloads	This refers to whether women have manageable paid and unpaid workloads.	<ul style="list-style-type: none"> • Ensure women understand labour saving strategies and devices to help them save time. • Encourage men support women with the care work so that there is an equitable distribution of care work between husband and wife • Run 24-hour clock session to highlight how women need time for rest and leisure, as well as time for income generation and care work.
Wellbeing	The sense of worth, capability status, confidence, dignity, safety, health and overall physical, emotional psychological and spiritual wellbeing. In livelihoods, this refers to men and women’s feedback on whether the economic change results in improved wellbeing.	<ul style="list-style-type: none"> • Engage in community consultation so women do not face ‘backlash’ in light of their increased participation as economic actors. This includes GBV, including in the context of increased mobility. • Monitor if women are satisfied with their livelihoods activities, and are not more stressed because of increased workload.
EQUITABLE SYSTEMS	The availability of equal and inclusive systems that promote equity, account for the different needs of vulnerable populations and create enabling environments for their engagement. In livelihoods, this should consider legal and policy frameworks and business regulations (formal systems), and social and gender norms – including the norms that govern business/ market sectors (informal systems).	<ul style="list-style-type: none"> • Work with communities, including community and religious leaders, to get their support of WEE. This includes support for women’s economic participation, women as key partners in a family with their husbands, male engagement with the care work. • Promote gender responsive policies and legal frameworks that enable WEE outcomes.

The detailed approach to WEE monitoring and evaluation, including indicators (core and recommended), is shared in the PQAS 10.

Building on sector good practice

Based on a rapid literature review (2019), World Vision's *WEE Framework and PQAS* draws heavily on the sector's existing resources. Firstly, it builds on the *Women's Empowerment in Market Systems (WEAMS) Framework*⁴⁴ which has tested 'non-negotiable' WEE domains in market systems programs. These include economic advancement, access to opportunities and life chances and access to resources – as well as the domains of decision making and manageable workloads which represent dimensions of women's agency. However, World Vision's *WEE Framework and PQAS* makes the addition of 'equitable systems', drawing on the Donor Committee for Enterprise Development (DCED)'s work on WEE that recognises the importance of 'institutional environment, norms, status and recognition.'⁴⁵ The *WEE Framework and PQAS* also draws on the experience of DFAT-funded work in the Asia-Pacific region⁴⁶ – particularly regarding Market Development Facility (MDF) program work on WEE – where 'manageable workloads' has been expanded to include roles and functions within the market sub-sector.

Alignment of the WEE Framework and WVI GESI Framework

World Vision's WEE Framework and PQAS seeks to contribute to WVI's GESI Framework for livelihood sector programming. WVI's GESI Framework includes the domains of access, decision making, participation, equitable systems and wellbeing. In the context of the livelihoods sector approach, the following adaptations apply:

- addition of the economic advancement domain;
- access refers to: i) access to opportunities and life chances; ii) access to resources and services sub-domains;
- agency refers to the decision making, manageable workloads and wellbeing sub-domains;
- The participation domain is represented by the manageable workloads sub-domain in the context of common challenges faced by women compared to men in livelihoods;
- The systems domain remains the same.

Key assumptions of the WEE Framework and PQAS

Empowerment is a process; its progress is non-linear and complex:⁴⁷ There will likely be different stages of progress across domains during the project cycle. For example, there might be good progress on access, and limited progress on equitable systems at the beginning of the project. As women's incomes increase, there might be positive shifts on social norms over time.

Empowerment domains are interlinked: For example, success in increased income generation might improve the recognition of women in their households – as well as boosting their confidence and decision-making abilities.

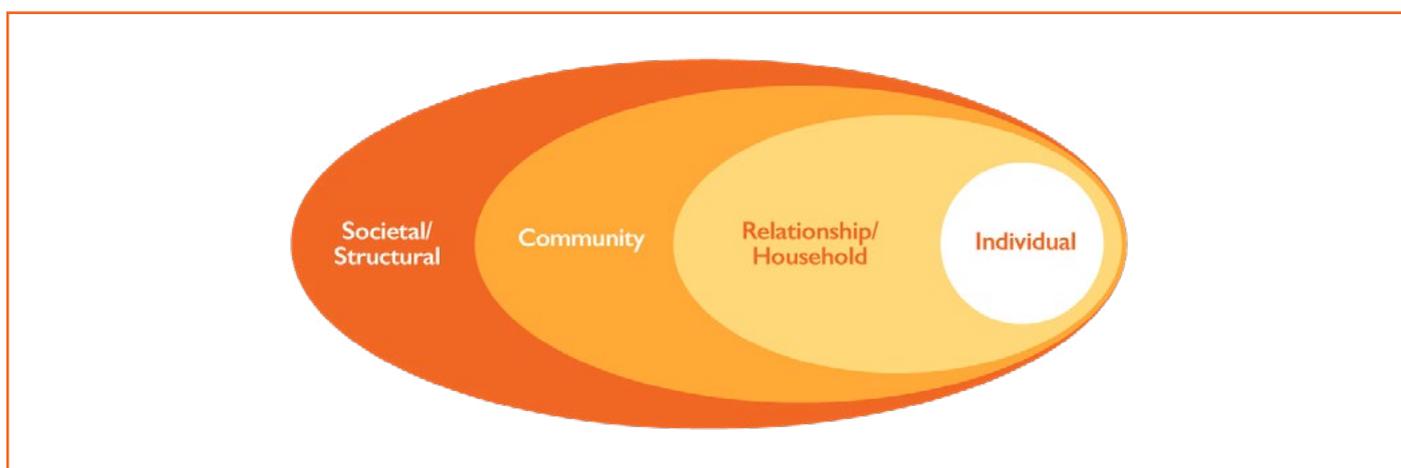
WEE is closely linked to other women's empowerment issues: This includes the right to family planning, freedom from GBV and women's political participation.

Principles underlying the WEE Framework and PQAS

- **'Do no harm':** Gender issues can be politically, socially and culturally sensitive – no matter the context. The 'do no harm' principle is critical to consider across the program cycle. Its core premise is that the safety of women and girls, men and boys must take top priority and programs must do no harm and not reinforce gender inequalities.
- **Context-specific and evidence-based:** The challenges that women and men face will depend on the contextual realities of a program. Projects need to adapt according to evidence of the challenges and opportunities in a given country or context.
- **Intersectionality:** Individuals are diverse and identify as part of different groups, therefore inequality or exclusion is intersectional. It is important to consider how drivers of vulnerability, such as poverty status, disability and ethnicity – and other vulnerabilities – relate to one another.

Key concepts underlying the WEE Framework and PQAS

Figure 4: Levels of change that World Vision works on in a WEE program.



Working on WEE issues does not mean that there needs to be an exclusive focus on women. World Vision's livelihoods programs tend to work with both women and men. The important shift that we need to focus on is to improve programming outcomes for both sexes by taking a more intentional approach to WEE.

Economic empowerment: "...is the capacity of women and men to participate in, contribute to and benefit from growth processes in ways that recognise the value of their contributions, respect their dignity and make it possible to negotiate a fairer distribution of the benefits of growth".⁴⁸

When considering economic empowerment, it is important to promote **gender relations** between sexes.

Gender relations: This is a subset of social relations uniting women and men as social groups in a particular community, including how power – and access to/control over resources – is distributed between the sexes.⁴⁹

A key part of this is the promotion of a **gender-transformative approach** when considering individuals, households, communities, and broader systems – including economic, social and political structures and systems.

Gender-transformative approach: This seeks to address the root causes of gender inequality by looking beyond individual girls and women towards redressing the power dynamics and structures that serve to reinforce gendered inequalities.⁵⁰ This is linked to the 'agency' definition outlined above.

A practical way to promote gender-equitable relations within families is to promote the 'household approach' in our work, where the family and the business unit are one in the same. This will be outlined further in Chapter 4.

Household approach: A key premise is the importance of the entire household working together. It emphasises the value of men and women learning how to better plan their livelihoods together; work together to improve their food security and income and share the benefits equitably.⁵¹ This might extend to other family members as well, such as parents-in-law and older children – especially when working with women-headed households.



The Microfranchise Agricultural Services Expanded (MASE) Phase 2 project promotes a 'household' approach where women and men are partners on the family farm and share the benefits of their income generation activities (World Vision International).

3.2 WEE in livelihood systems

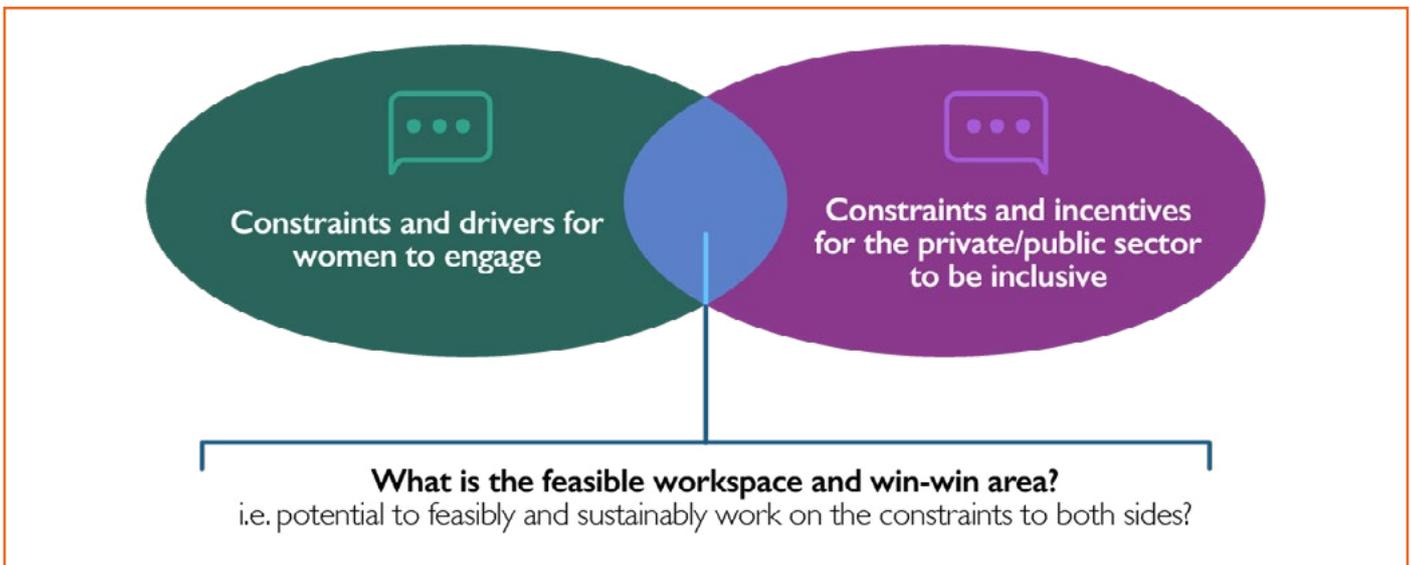
Overview

It is important to highlight that women do not operate in isolation; they function as part of an ecosystem at the household and community levels that interacts with other systems, both public and private. These systems comprise other actors (public and private) that may face multiple constraints to being inclusive. Therefore, core to any development is the need to work with a range of system actors (change agents) with an aim to **create lasting system change for the achievement of WEE and inclusive growth**. This principle applies irrespective of the approach and type of systemic constraint the program is trying to address.

WEE and the feasible workspace

The diagram below illustrates the 'feasible workspace' – or 'win-win' – between the target group and the system actors (public/private/community/household level). The circle on the left captures the supply side in terms of the behaviour changes and economic and social benefits in relation to the different dimensions of WEE that are triggered as a result of program support. The circle on the right captures the incentives of the private and public sector to become inclusive. It shows how innovative models and interventions with a range of partners could create a demonstration effect. This includes work at the community level to improve perceptions, as well as interventions promoting greater inclusion at the policy and regulatory environment levels.

Figure 5: WEE and the feasible workspace



World Vision's market-based programming

In the context of *World Vision's Livelihoods Sector Approach*, there is a spectrum of market-based programs, including Ultra-Poor Graduation and Building Secure Livelihoods, which includes Savings for Transformation, LVCD and iMSD. There are different types of strategies and approaches to promote WEE outcomes in these programming approaches, which are synthesised below.

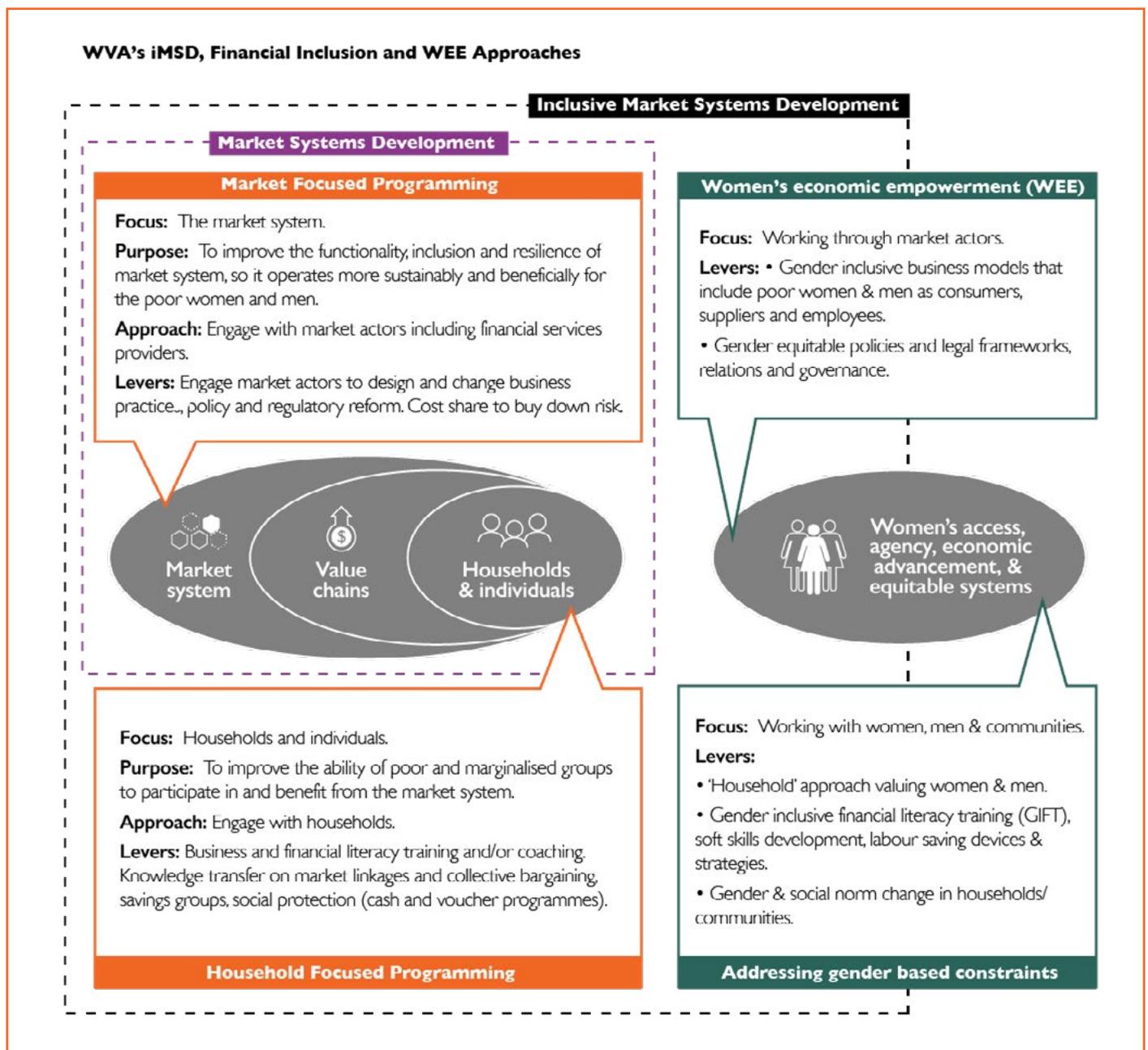
A part of Building Secure Livelihoods, World Vision's **iMSD** hybrid approach improves the way that markets function to better serve people living in poverty and marginalised groups (market focus), while also strengthening the productive capacities of these groups to better participate and benefit from market systems (household focus). More information on iMSD can be reviewed in the [iMSD PQAS \(2021\)](#).

Market-focused programming: It is critical to work through market actors and private sector partners to improve market functionality by addressing systemic constraints. This often involves working on inclusive and resilient business models that engage women and men living in poverty as producers, employees and consumers. This focus has been referred to as 'pull'/reach down'/indirect interventions to working with people living in poverty.

Household-focused programming: Recognising that people at different poverty levels and vulnerability categories require different support, World Vision also integrates household interventions given their specific needs. This may include business, financial literacy and market linkage training to ensure equitable participation and promote resilience to economic, social, health, environmental and other shocks. This is key to realising the equitable participation of people living in poverty and vulnerable groups. This focus is termed 'push'/'lift up'/direct interventions to working with people living in poverty.

Gender-based constraints are addressed across this hybrid approach. World Vision needs to engage market actors on gender-inclusive business models by making the business case for gender equality. However, in order to realise equitable opportunities for women in practice, it is essential to address gender-based constraints to WEE domains. This may include things like social norms and gender relations in households, communities and market systems. Indeed, based on evaluations of WEE projects in Ghana, Pakistan and Afghanistan, studies have concluded that a blend of 'push' and 'pull' strategies are required to overcome barriers to women's economic participation.⁵²

Figure 6: World Vision's iMSD and WEE infographic.



CHAPTER FOUR:

Program Quality Assurance Standards (PQAS)



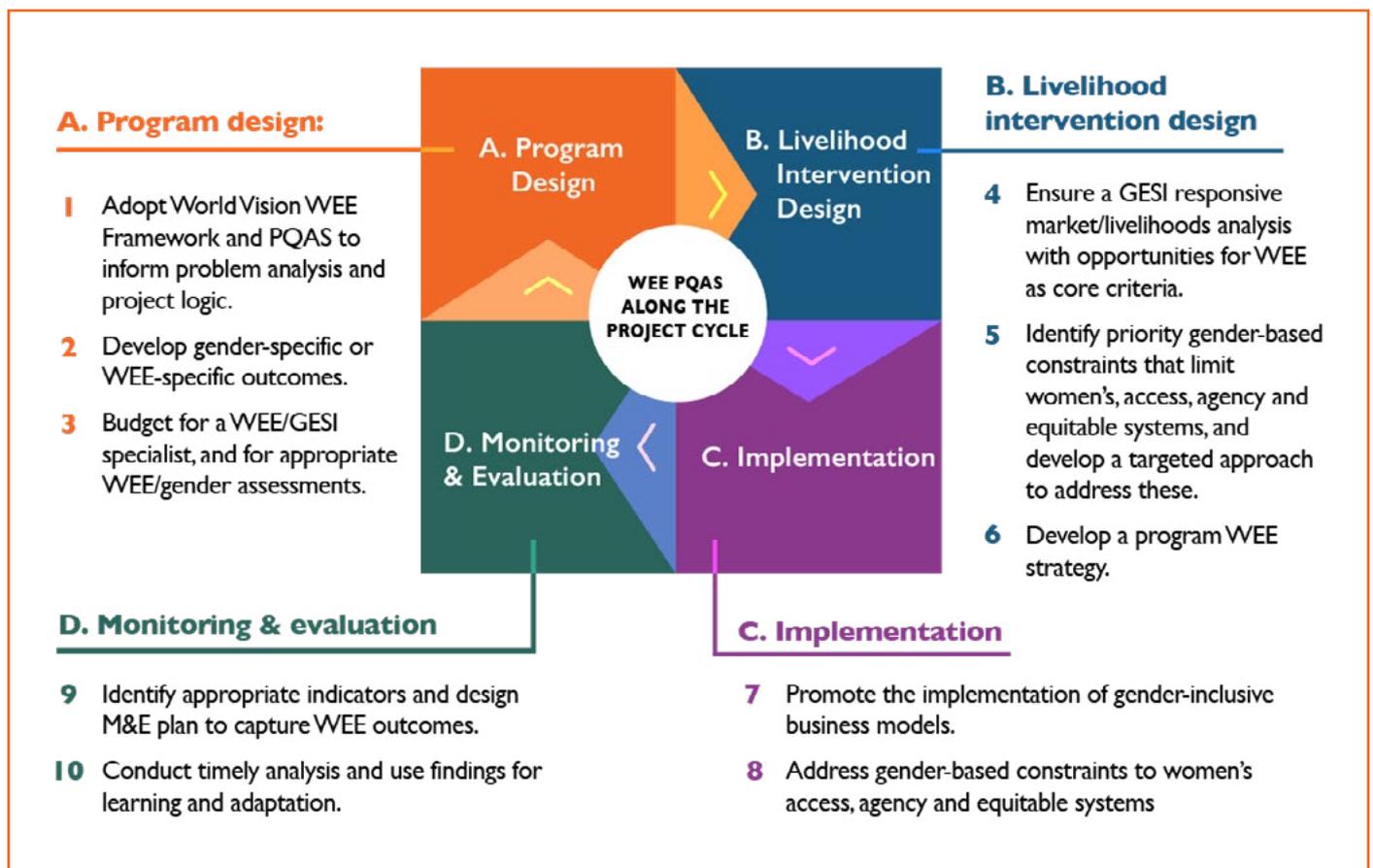
The Nutrition Sensitive Value Chains for Smallholder Farmers (NSVC) project prioritised opportunities for WEE as a key criterion for value chain selection to ensure there were several value chains where both women and men had opportunities to participate and benefit (World Vision International).

CHAPTER FOUR: Program Quality Assurance Standards (PQAS)

4.1 WEE PQAS Overview

The following figure illustrates the 10 key steps necessary to integrate WEE at each key level of the project life cycle: (a) Program design, (B) Livelihood intervention design, (C) Implementation and (D) Monitoring and evaluation.

Figure 7: WEE PQAS along the project cycle.



4.2 Program design – proposal phase

The program design – proposal phase is when World Vision prepares the project concept note and builds the project design of a new grant or technical program. At this stage, project staff are not recruited and the process is often led by World Vision grants acquisition and management (GAM) staff with technical staff inputs. Given that donors vary as to the level of detail required, it would also be helpful to read Section B PQAS 4-6, which provides more detail on the livelihood assessment phase.

PQAS 1: Adopt World Vision WEE Framework to inform problem analysis and project logic.

Learning outcome: How to apply a gendered analysis to problem analysis at the concept note stage considering the WEE domains and macro-level context.

Description: The design stage provides World Vision staff the opportunity to integrate an intentional approach to achieving WEE outcomes in proposed initiatives. Applying a gender lens at this stage helps

to improve the design and implementation of livelihoods programs and achieve deeper impact for women and girls. By intentionally applying a gender lens, World Vision can better understand the different experiences of women and men and design activities accordingly. Key issues that the programs can address to promote WEE outcomes should be identified, prioritised and appropriately resourced. This will lead to better outcomes for families, including both women and men members of the household and their children. If there are limited efforts to understand these differences – and a design is 'gender blind' – then we risk further entrenching gender inequalities, including unintentionally excluding women from livelihood programs.

“Intentionality at the outset is important – it leads to more rapid outcomes for women and drives internal buy-in that women and youth are of commercial importance.”

– Youth, Women and Market Systems Development in Agriculture and Supporting Markets (2020)

The WEE Framework can be used to ensure a comprehensive understanding of the problems commonly faced by women.

This can feed into World Vision's GAM process, where a stronger gendered analysis will not only deepen impact but increase the likelihood of success given the growing donor focus on gender inclusion. This information can be sourced from:

publicly-available secondary data; World Vision documents; and other organisations' evaluations in the target area. In addition to the problems faced by women, it is important to consider the key evidence or lessons learnt on how to address these problems in the target context. This analysis can support the development of the high-level program logic, which can be elaborated further during a more detailed assessment and design phase.

In economic development, good design is always about understanding – as early on as possible – where women, youth, persons with disabilities and remote communities **already engage in sector growth, playing diverse roles as economic actors.** Good design also seeks (to a lesser extent) to understand new areas in which these groups might engage in the future. This is particularly important for agricultural commodities, where the majority of households operate as small enterprises with all members of the household engaged in production and management to different degrees and in different spheres. **Recognising that these groups are key players to the sector vision we want to achieve** – rather than segregating off separate work streams – always leads to more significant work and more sustainable results. It also allows us – **at the very least** – to better understand the nature of who we are impacting.

In order to benefit women, some programs begin with sectors and roles where women already have significant presence, then deepen or improve their existing roles. Others focus on moving women into new functions within value chains and into roles with low female participation, particularly in non-traditional jobs and sectors. This helps diversify women's roles while also avoiding the reinforcement of the status quo. The choice of sectors and women's roles should also be tied to growth potential and what is feasible to achieve given program resources.

Therefore, at this stage World Vision will develop an understanding of the:

- a. Macro-economic context and women’s engagement, compared to men, across different sectors. This includes sectors with high growth potential (scale) and sectors where women have the potential to earn substantial income but growth is limited (depth) eg, handicrafts.

- b. The broader barriers faced by women compared to men across target sectors. This can be linked to the overarching problem analysis, which highlights common barriers for women and men.

Tools: Tools 1.1 and 1.2 are to be used at this stage of the program design.



Implementation note for team: The understanding of women’s constraints and opportunities in relation to the broader macro-economic growth potential and the local context is important for strategic purposes. Looking at WEE constraints without an understanding of the growth potential of economic sectors being targeted runs the risk of supporting activities that have short-term benefit. Therefore, at this stage it is useful to draw on macro-level data and secondary literature from publicly available sources within and outside World Vision in your target area. This analysis can support the development of the high-level program logic, which can be further refined during a more detailed assessment and the livelihood intervention phase.

Tool 1.1: Capture macro-level context of women’s engagement.

 TOOL 1.1: Capture macro-level context of women’s engagement	
Macro-level questions	Brief summary of status
What has the economic performance of the sector(s) been over the past 3-5 years?	
What is the growth potential of the target sector(s)?	
What is the relevance for target women in the selected sector(s) ie, what are the current roles of women and men?	
Is there potential for increased women’s economic participation with improved performance of the sector(s)? How/Why?	
What are the main factors limiting sector growth potential?	
What are the known barriers for women to economically engage and benefit in this sector? If sector-specific data is not available then use national level data. Make reference to the WEE domains in the table below using secondary data and World Vision past experience.	Complete Tool 1.2

Tool 1.2: Capture broader constraints to WEE across different domains.

 TOOL 1.2: Capture broader constraints to WEE across different domains		
WEE domains	Problems faced by women compared to men	Lessons learnt on how to address the problem/ opportunities for WEE
Economic advancement		
<u>Access to opportunities</u> (eg, production, access to markets, business and financial management)	<i>Eg. Women tend not to be involved in marketing roles in the value chain. They tend to work in undervalued roles, such as post-harvesting processing, which is considered 'easy' farming work.</i>	<i>Eg. Additional soft skills training for women, women role models, peer-to peer learning between women. Ensure non-production opportunities for WEE are prioritised in the gender-responsive market assessment.</i>
<u>Access to resources and services</u> (eg, financial services, agri-extension)		
<u>Agency/decision making</u> (eg, productive, non-productive, financial etc.)		
<u>Agency/manageable workload</u> (eg, paid/unpaid)		
<u>Agency/wellbeing</u> (eg, freedom from GBV, mobility)		
<u>Equitable systems</u> (eg, policy/legal frameworks/social norms)		



Implementation note for team: World Vision staff can practically seek to answer these questions both before and during the program design workshop, often run by grants acquisition staff.

1. Before the design workshop: Staff can review secondary data, World Vision program evaluations and other documents to complete Tools 1.1 and 1.2. At this stage, design focal points can engage cross-disciplinary expertise, including both livelihoods and gender staff, for their guidance.
2. During the design workshop: Ensure there is an agenda item for sharing the synthesis of key challenges linked to WEE. In any participatory sessions on the project problem analysis, ensure that there is time and a focal point to facilitate a discussion on how women and men face different problems. This can provide the basis for the ToC logic development, outlined in PQAS Step 2.
3. For iMSD projects, it would be useful to consider problem analysis linked to domains at the system and household levels.

PQAS 2: Develop a gender-specific or WEE-specific outcome and/or intermediate outcomes as part of the program ToC.

Learning outcomes:

- Understand how to develop a ToC reflective of WEE domains.
- Understand how to classify your project based on the focus on WEE using the Development Assistance Committee (DAC) criteria.
- Understand ToC for gender-transformative programs and how gender models can be integrated with livelihoods models.

Description: Once an understanding is gained of the overarching problems that women face compared to men in their context, as well as the relevance of women's economic participation to sector growth, teams can take more concrete steps to successfully promote WEE outcomes. At this stage, it is useful to:

1. Ensure holistic economic empowerment for women and men is the end goal.
2. Develop a preliminary project ToC reflective of gender-specific/WEE-specific outcomes and outputs.
3. Select the most appropriate project classification (Refer to Table 3 and Tool 2).

2.1 Ensure economic empowerment is the end goal: WEE should be a core goal of livelihoods programs, alongside – and as a key enabler to – child wellbeing. Given the different challenges faced by women compared to those faced by men, adopting a holistic WEE definition and benchmark for success is important. Program teams need to understand – and buy into – economic empowerment as the core goal from the beginning. If not, gender equality risks being deprioritised as a 'side' issue, to the detriment of the women, men and children with whom World Vision works.

2.2 Develop the project ToC reflective of gender-specific/WEE-specific outcomes: This should be done at the earliest opportunity as part of the project ToC based on the high-level findings.

At this stage, the World Vision team should aim to develop a preliminary project ToC which will be further refined based on concrete information from the in-depth analysis during PQAS 4. When developing the ToC, teams need to ensure that it broadly captures good design thinking. Once the project team has identified a list of prioritised problems, there should be corresponding outcomes, intermediate outcomes and outputs embedded in the ToC that respond to the key problems. These should consider:

- Whom the project needs to influence.
- The envisioned outcomes and the causality of change relevant to different domains of WEE at each level (mapping activities to achieved outcomes) and the key assumptions.

- Desired behaviour changes of women, household/ community members and the system actors (whether private or public) who are engaging with women as buyers/service providers/enablers. This should take into account the incentives and motivations of different stakeholders.
- Reflection of changes to WEE in relation to broader sector level change.
- 'Who does' and 'Who pays/provides' to ensure sustainability is taken into account beyond the project's lifetime.

All levels of the ToC need to capture the behaviour change of a) women, b) men and other household/community members and c) service providers/market actors as relevant.

For new grant acquisitions, the development of the project ToC reflective of gender-specific/WEE-specific outcomes should occur at the concept note stage to ensure appropriate resourcing. For Area Programs, this should be considered in the Technical Program development stage. Consideration of gender-specific/WEE-specific outcomes at these stages is much easier than retrofitting a project after design decisions have been made. If it is necessary to consider key indicators at the concept stage, please refer to PQAS 9.

Identify appropriate indicators and design the monitoring and evaluation plan to capture WEE outcomes. Please see below the NSVC Project simplified TOC and problem analysis (Figure 8). The NSVC Project is a 'principal' WEE project with WEE as a core objective. This DAC 'principal' classification will be further explained below in Case Study 2.

NSVC PROBLEM ANALYSIS

NSVC PROBLEM ANALYSIS		
<p>High levels of rural poverty & unemployment</p> <ul style="list-style-type: none"> • Women experience higher rates of poverty, and lower incomes 	<p>High levels of child stunting</p> <ul style="list-style-type: none"> • Women have poor diets than men, • Girls face poorer nutrition outcomes compared to boys 	<p>Households less likely to income to benefit the entire family, including nutrition</p> <ul style="list-style-type: none"> • Less prioritisation of spending for children, women and girls
<p>01: Lack of income for smallholder farmers (Economic Advancement/Access)</p>	<p>02: Lack of utilisation and consumption of nutrition foods of smallholder households</p>	<p>03: Lack of gender equitable relations relating to income & nutrition in households (Equitable Systems/Agency)</p>
<ul style="list-style-type: none"> • Low income from agriculture • Lack of skills to engage in agricultural markets (financial literacy, business, agriculture) • Farmers to not see value in collective buying and selling (aggregation) • Lack of market linkages (input/output market, financial and agri-extension services) • Lack of agri-inputs and technology • Private sector lack incentives to engage smallholders in remote Jamalpur • Environmental risks including annual flooding 	<ul style="list-style-type: none"> • High levels of food security • Lack of access to diverse nutritious food • Limited household production of nutritious food • Lack of demand for diverse nutritious food Poor IYCF practices • Lack of knowledge on nutrition/ IYCF practices • Cultural preference for cereals compared to meat and vegetables 	<ul style="list-style-type: none"> • Women lack control over income • Women have less decision making ability linked to productive and non-productive decisions (decision making) • Women do the majority of the care work (manageable workloads) • Women are as expected to defer to their husband's authority as head of household (equitable systems) • Women expected to take on most of the care work, limiting time for income generation • Mother-in-laws perpetuate gender inequalities and harmful (equitable systems) • High rates of gender based violence (GBV) (well being) • Women face physical barriers visiting the market (well being)
<ul style="list-style-type: none"> • Women play and important role in agriculture (e.g. post harvest processing) but are less valued • Women lack access to opportunities and recourses compared to men • Market actors do not see the business case for engaging women as producers/customers 	<ul style="list-style-type: none"> • When pregnant women do not eat enough nutritious food, it harms their unborn child • Gender based food discrimination where women and girls eat last and less 	<ul style="list-style-type: none"> • Mother-in-laws perpetuate gender inequalities and harmful (equitable systems) • High rates of gender based violence (GBV) (well being) • Women face physical barriers visiting the market (well being)
<p>Agriculture markets are not inclusive of the poor especially poor women</p>	<p>Small holders lack productivity capacity to effectively engage in market systems</p>	<p>Socio-cultural norms related to gender, income generation and nutrition limit development & growth outcomes</p>

Figure 8: Example of a 'principal' WEE twin-track design: NSVC Project ToC

GOAL	Smallholder farmers and their families have improved economic empowerment and nutrition.			
OUTCOME	Outcome 1. Male and female producers increase their incomes from value chain activities.	Outcome 2. Farming households have improved consumption and utilisation of nutritious foods.	Outcome 3. Farming households have increased gender-equitable relations.	Outcome 3. Increased learning on nutrition sensitive agriculture (NSA) in Bangladesh.
INTERMEDIATE OUTCOME	1.1 Producers increase collective buying and selling practices and market linkages. 1.2 Producers increase production yields. 1.3 Producers apply financial literacy, agricultural market skills and access to capital. 1.4 Producers are more resilient to climate change and disasters. 1.5 Private sector introduce more inclusive and sustainable business models.	2.1 Farming households have increased access to nutritious foods. 2.2 Farming households increase their knowledge and skills re: nutritious foods. 2.3 Caregivers improve women's nutrition practices, IYCF practices and health-seeking behaviours.	3.1 Farming households have increased equitable decision making on income and nutrition-related decisions. 3.2 Increased community support for women's empowerment in relation to income and nutrition.	4.1 Introduced MEAL around the project implementation. 4.2 Key partners participated in the learning events.
Activities targeting positive WEE/gender equality outcomes	Women's Economic Advancement & Access <ul style="list-style-type: none"> Gender-responsive market assessment to select sub-sectors with opportunities for women and men. Market linkages with agri-input supplies, with business case for expanding customer base to both sexes. Work with women entrepreneurs on skills development/market linkages. Implement gender-inclusive financial literacy and business training. 	Gender-responsive Nutrition Activities <ul style="list-style-type: none"> Ensure home gardens target dietary diversity in light of the health conditions of women and girls. Include key messages that women and girls should not eat last and less in nutrition behaviour change activities. Engage women and men on key messages linked to child health and Infant Youth Child Feeding (IYCF) practices so that both parents have access to knowledge on this issue. 	Women's Agency & Equitable Systems <ul style="list-style-type: none"> Mencare models implemented with selected couples from producer groups. Gender-awareness activities for mothers-in-law. Community engagement activities on gender equality, including male champions and women role models. Folk songs and courtyard session for community. 	Monitoring, Evaluation and Learning (meal) <ul style="list-style-type: none"> Annual internal and external learning events to share key learnings on NSA/WEE amongst the team, partners and key government stakeholders in Jamalpur. Joint monitoring visits, including the departments of agriculture, commerce, health and women and children affairs.



Implementation note for team: The project proposal sets overarching strategic priorities.

The detailed livelihoods design phase comes later. Therefore, it is important to design an initial ToC and logframe that provides the high-level framework for the development of a more detailed approach down the track based on the assessments. This more flexible approach will enable a smooth transition from GAM to the newly recruited project team.

Meta-ToC for Twin-Track WEE Programs

As outlined in Section 3.2 WEE in livelihood systems, World Vision is often looking at two key pathways of change in its market-based programs ie, LVCD or iMSD:

- 1) World Vision works in partnership with market actors (private or public) on business models that are more inclusive of people living in poverty; and
- 2) World Vision implements some activities directly to promote the equitable participation of people living in poverty and vulnerable groups.

Gender-based constraints can be addressed across this hybrid approach. Based on the spectrum of program strategies in WVA's pilot WEE programs, the meta-ToC for WEE twin-track programs was developed. Figure 9 below gives guidance on the types of changes relevant for WEE to be captured at each level of the ToC.

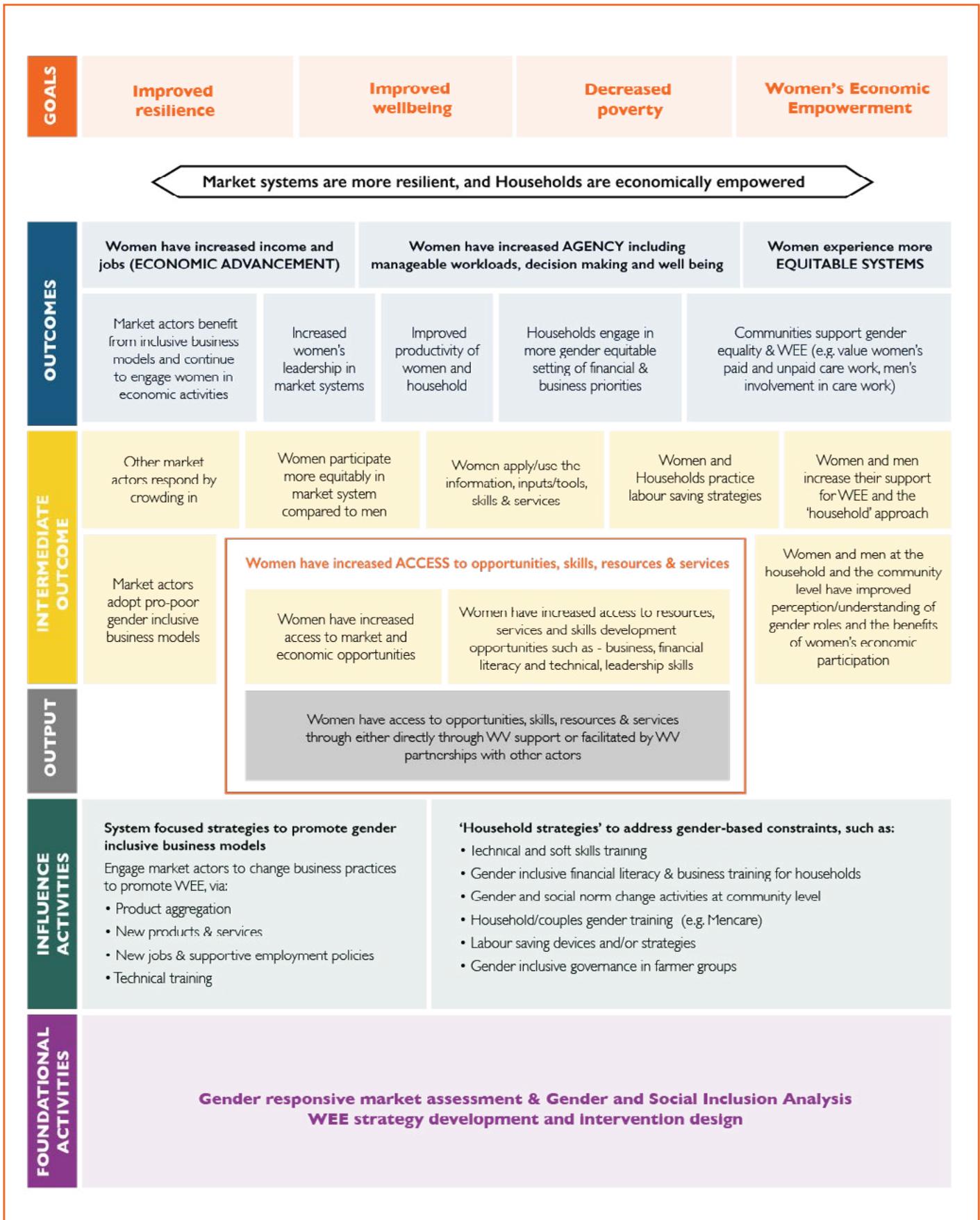
1. Promoting inclusive market systems/gender-inclusive business models: This may include gender-inclusive business models that enable women and men to access new job opportunities, information and skills, products and services, or opportunities for collective buying and selling (aggregation). This is presented on the left-hand side of the ToC. After successfully working with the private sector and changing their business practices, it envisioned that businesses will continue to invest in new approaches after the project's conclusion. Key to this is ensuring that there are strong incentives with both commercial and social returns. The design process for this pathway of change is outlined in PQAS 4 and 6. For example, World Vision might work with agri-business to expanding their customer base for agri-inputs by connecting them to producer groups – particularly women as outlined in the NSVC Project case study below. Further case studies on gender-inclusive business models are outlined in PQAS 5, 7 and 8. Please see [Case Study 3](#): PHAMA Plus (PNG) Identifying points of exclusion; [Case Study 2](#): NSVC WEE Strategy; [Case Study 5](#): Developing a Business Case- ELAN Project DRC.

2. Addressing gender-based constraints to women's access, agency and equitable systems: In order to ensure gender-equitable participation, a project might implement additional strategies directly with households and communities to address the key problems that women face when compared to men. This is based on the assumption that there are some activities that fall outside of what it is reasonable for market actors to do in a given context. These activities are household strategies. This is presented on the right-hand side of the ToC. Ideally, many activities will be completed under PQAS 7; however, depending on the context, additional household activities might be necessary to promote multiple WEE domains, which are outlined in PQAS 8:

- **Access to opportunities:** Technical and soft skills training; gender-inclusive financial literacy and business training for households.
- **Agency/decision making:** Household/couples gender training (eg, MenCare).
- **Agency/manageable workloads:** Labour-saving devices and/or strategies.
- **Equitable systems:** Gender and social norm change activities at the community level; labour-saving devices and/or strategies.

The design process for this pathway of change is outlined in PQAS 5 and 6. Further detail on implementation and case studies is outlined in PQAS 8. In the concept/proposal stage, programs will need to develop their approach for 1) and 2) based on understanding and evidence linked to the target group, sub-sector and contextual realities.

Figure 9: Meta ToC: Pathways to WEE in 'principal' WEE programs.



Example: Figure 9 (previous page) illustrates an example of a meta-ToC designed to reflect the pathways to WEE in 'principal' WEE programs with a 'twin track' design (includes both mainstreaming and targeted approaches to promote gender equality outcomes).

WEE and project logic: Refer to Figure 10 for an overview of the levels of change and detailed monitoring and evaluation for a market-based program.

- The output level should capture the immediate change as a result of project activities. This is typically a change in awareness or knowledge, or the development of new skills.
- The intermediate outcome level should capture the desired behaviour change in terms of application/usage of recommended practices by women and men. It can also capture the adoption of changes to inclusive models by private or public sector partners that the project aims to influence, as well as the change in behaviour of community and other household members.
- The outcome level represents performance change as a result of usage/adoption of practices. This level reflects how the models respond to the different incentives of various stakeholders eg, increased productivity or income of women/men and therefore sales of agricultural products by market actors, OR increase in new customer base for agri-input suppliers, and therefore market actors' increase in the sales of agri-inputs etc.
- The goal level captures the changes in terms of child wellbeing, improved household resilience, reduced poverty and contribution to economic empowerment for women and men in consideration of WEE domains.

2.3 Selecting the most appropriate project classification (WEE/gender tag):

Across World Vision, FOs and projects are likely to be at different stages when it comes to expertise, experience and track record in WEE programming. Therefore, it is useful to consider classifying a project at the beginning of its development to ensure reasonable expectations are established.

This includes setting targets and defining what success looks like. Many donors use the global Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD DAC) Gender Equality Policy Marker, where a project (aid activity) is marked as either (i) targeting gender equality as a 'principal' objective or a 'significant' objective', or (ii) not targeting gender equality. To make this assessment, projects can speak to how gender equality is represented in their ToC. Classification is also recommended along with a justification of the level selected. Please see **Tool 2: Gender equality classification of projects** below.



Implementation note for team: DAC gender marker applied in livelihoods programs.

World Vision staff should be striving to transition to 'principal' or 'significant' designs that intentionally promote gender equality and WEE outcomes, as these designs are more effective at achieving these outcomes. DFAT notes that **“Retrofitting gender equality is difficult – development initiatives that intend from the outset to promote gender equality are far more successful.”**⁵³ Therefore, donors like DFAT increasingly expect that programs strive for 'principal' or 'significant' designs with respect to gender equality and WEE. In 'principal' WEE projects, economic empowerment would sit at the goal level, with the intention to focus on WEE. The project design logic would be structured to achieve all four WEE domains. For a project with a 'significant' gender equality/WEE focus, achieving WEE outcomes would be an important and deliberate objective, but not the principal reason for undertaking the project. Please see *Figure 8: Example of a 'principal' WEE twin-track design: NSVC Project ToC and Case Study 3: Nutrition Sensitive Value Chains for Smallholder Farmers (NSVC) Project: A 'principal' gender-transformative project.*



TOOL 2:

Gender equality classification of projects.

This tool adapts the OECD DAC gender policy marker and, consistent with 2021 DFAT ANCP guidance, includes a mainstream category.

OECD DAC gender marker

Classification	Requirements	Reason for Selection
Not targeted	The project has been screened against the marker but has not been found to target gender equality. It is necessary that a gender analysis is conducted for all projects. Findings from this gender analysis should be used to ensure at minimum that the project 'does no harm' and does not reinforce gender inequalities.	
Mainstream⁵⁴ (DFAT ANCP Option)	While the project may not have explicit gender equality objectives, (i) gender equality gaps in participation and benefits are identified and addressed; (ii) a gender analysis has been undertaken; (iii) gender-related risks are being mitigated to 'do no harm'; and (iv) the monitoring and evaluation system collects sex-disaggregated data and (where appropriate) uses gender indicators. Mainstreaming is not an end in itself but a means to the goal of gender equality.	
Significant	<p>Gender equality is an important and deliberate objective, but not the principal reason for undertaking the project.</p> <ul style="list-style-type: none"> ✓ The design includes at least one explicit gender equality-targeted outcome/ intermediate outcome backed by at least one gender-specific indicator. The gender equality objective must be explicit in the project documentation and cannot be implicit or assumed. ✓ The project, in addition to other objectives, is designed to have a positive impact on advancing gender equality and/or the empowerment of women and girls, reducing gender discrimination or inequalities, or meeting gender-specific needs. ✓ The gender equality targeted outcome presents an opportunity to address systemic gender-based disadvantage and inequality. Consideration of gender-related needs and barriers is integrated across all other outcome areas to ensure they are all gender-responsive and complementary to the gender-targeted outcome. ✓ A gender analysis has been conducted and the findings inform the project's design and 'do no harm' approach. ✓ Data and indicators are disaggregated by sex where applicable. ✓ Commitment to monitor and report on the gender equality results achieved in the evaluation phase. 	

Principal	<p>Gender equality is the main objective of the project and is fundamental in its design and expected results. It would not have been undertaken without this gender equality objective.</p> <ul style="list-style-type: none"> ✓ The top-level goal is to advance gender equality and/or the empowerment of women and girls, reducing gender discrimination or inequalities, or meeting gender-specific needs. ✓ Can be implemented in multiple sectors: GBV; livelihoods (via WEE holistic approach); water and sanitation and hygiene (WASH); education; health etc.) ✓ A gender analysis has been conducted and the findings informed the project design and 'do no harm' approach. ✓ Progress toward the gender equality objectives is measured through indicators tracking changes expressly relevant to gender equality outcomes/ WEE domains. ✓ Data and indicators are disaggregated by sex where applicable. ✓ Commitment to monitor and report on the gender ✓ Equality results achieved in the evaluation phase. 	
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Including WEE indicators in the logframe: In a proposal, World Vision staff might be required to submit a project logframe to the donor which includes sample indicators. If this is the case, some key indicators that could be included are outlined below. Many programs will also include economic advancement and access domain indicators, but will be less likely to look at indicators for agency (decision making, manageable workloads, and wellbeing) and equitable systems domains.

Table 3: WEE domains and indicator summary to inform design

WEE DOMAINS/ SUB-DOMAINS	KEY INDICATORS
ECONOMIC ADVANCEMENT	<ul style="list-style-type: none"> ✓ % of households with increased income ✓ Number of jobs supported.
ACCESS	
Access to opportunities and life chances	<ul style="list-style-type: none"> ✓ % of women and men adopting recommended business practices (adoption). ✓ % women and men who believe that they have access to adequate information and other opportunities to start or expand an income-generating activity (access).
Access to resources and services	<ul style="list-style-type: none"> ✓ % women and men who believe that they have access to adequate information and access to relevant resources and services (access). ✓ % of households that used improved financial services in the past 12 months (adoption).
AGENCY	
Decision making	<ul style="list-style-type: none"> ✓ % households with equitable decision making in productive sphere. ✓ % households with equitable decision making in domestic sphere. ✓ % Proportion of project supported groups that are led by a woman.
Manageable workloads	<ul style="list-style-type: none"> ✓ Average number of hours spent on leisure and rest by women and men.
Wellbeing	<ul style="list-style-type: none"> ✓ Women's subjective wellbeing/average wellbeing score (WEMWBS).
EQUITABLE SYSTEMS	<ul style="list-style-type: none"> ✓ % of women and men with supportive attitudes towards women's economic participation.

For more detail on the WEE indicators, please refer to PQAS 10:



Additional resources:

For examples of 'principal' WEE project logframes including indicators:

- [NSVC Project logframe.](#)
- [GPOP Project logframe.](#)
- [iLIVE Project logframe.](#)

Figure 10: What to capture across different levels of the ToC.

GOALS	Captures wellbeing, resilience, reduction of poverty and women's economic empowerment.		
OUTCOMES <small>(Focused on improved performance as a result of improved access/adoption)</small>	Improved performance of businesses (economic/social) as a result of engaging women eg. improved quality of supply, reduced turnover, etc.	<p>Capture changes in household economic performance and roles of household/community members supporting WEE:</p> <ul style="list-style-type: none"> • Improved productivity and income at the household level. • Improved perceptions and signs of cooperation of men/community members. • Change in decision making and management of household responsibilities. 	<p>Capture changes in performance; economic and non-economic (agency):</p> <ul style="list-style-type: none"> • Improved productivity and incomes of women. • Improved economic participation (in terms of economic activities and jobs). • Changes in workload for women. • Changes in control of income and decision making across different spheres.
This level is about performance change as a result of access and adoption in the previous level.			
INTERMEDIATE OUTCOMES <small>Focused on behaviour change – access and adoption (USAGE)</small>	Capture actual changes such as increased employment opportunities offered to women or change in value of products/services sourced from or sold to women. Also capture any signs of demonstrations resulting in crowding in.	This level should capture expected changes as per relevant domains of access to opportunities and life chance and access to resources and services.	Capture how and why women are applying the practices/skills gained; how they are using services and engaging in economic activities.
	Indicate motivation and behaviour change through business model adaptation by market actors to be inclusive.	Capture how women/men/community members have improved understanding of women's/men's roles and gender perceptions.	Indicate how men and other community members are supporting women or sharing responsibilities.
This level should capture access and then usage/adoption of practices (as a result of the access) for both women and market actors.			
OUTPUT	This level should capture immediate change as triggered/supported by the project.		
INFLUENCE ACTIVITIES	Based on an understanding of the market actor (and individual partner) constraints and incentives to be inclusive and their willingness and capacity to make change. Assessments could involve willingness to pay; demand analysis; ROI of the proposed idea.	Based on an understanding of the household and community dynamics and gender norms that limit women's participation.	Based on an understanding of the constraints and points of exclusion of women to engage economically.
FOUNDATIONAL ACTIVITIES			

Gender-transformative programs: These types of programs seek to address the root causes of gender inequality by looking beyond individual girls and women towards redressing the power imbalances and structures that serve to reinforce gendered inequalities. Gender-transformative programs actively examine and question harmful gender norms and power dynamics between men and women, and seek change by promoting equitable alternatives. When considering your programming classification and project logic, the project team will need to decide to what extent gender-transformative approaches should be prioritised based on the context.

This process will be outlined further in PQAS 5 and 9. WVA has been working with World Vision FOs to pilot several 'principal' WEE 'twin-track' programs in Sri Lanka and Bangladesh that have sought to combine gender mainstreaming in the economic development model with gender-transformative program models adapted for the livelihoods sector. At the design stage, the team could consider implementing an additional gender model. See Table 4.

Table 4: World Vision adaptation of gender models for the livelihood sector in WEE pilots.

GENDER MODEL	OVERVIEW AND EVIDENCE	ADAPTATION FOR WV WEE PILOTS
<p><u>MENCARE – PROGRAM P</u></p>	<p>Developed by Promundo, this is a gender-transformative model to train couples over a 14-week period on issues of gender equality. Program P has been adapted and/or implemented in at least 18 countries around the world. Results from a <u>randomised controlled trial (RCT)</u> of Program P in Rwanda released in 2018 reveal powerful impacts on health and violence outcomes.</p>	<p>World Vision has been partnering with Promundo – US to adapt their gender-transformative MenCare model in the Nutrition Sensitive Value Chain (NSVC) for Smallholder farmers Project and Gender Inclusive Pathways out of Poverty Project (GPOP) in Bangladesh for livelihoods. See <u>NSVC Changemaker family</u> and <u>GPOP Changemaker Manuals</u>. It has been implemented by World Vision in Tanzania, Bangladesh, Sri Lanka, India and Armenia in health and other sectors. Training sessions include hands-on activities and role-playing exercises.</p>
<p><u>JOURNEYS OF TRANSFORMATION (JOT)</u></p>	<p>Developed by Promundo, this is a 14-week training module for couples where the husband or wife has been participating in a savings group. It was first piloted by Care in Rwanda, with positive results.</p>	<p>World Vision has been partnering with Promundo – US to adapt their gender-transformative JoT model in the Sri Lanka Gender and Disability Inclusive Economic Development (iLIVE) Project. This has been with participants from Savings for Transformation. See <u>iLIVE JOT manual</u>.</p>
<p><u>WORLD VISION COMMUNITY CHANGE (C-CHANGE) MODEL</u></p>	<p>This model promotes facilitated community dialogue on gender equality issues.</p>	<p>World Vision iLIVE Project has adapted the Community Change (C-change) to engage people at the community level on key gender equality issues linked to the project See <u>iLIVE C-Change manual</u>.</p>
<p><u>WORLD VISION CHANNELS OF HOPE (COH) – FOR GENDER</u></p>	<p>CoH motivates and builds capacity in faith leaders and faith communities to engage with key child wellbeing issues. CoH for Gender is an innovative approach to exploring gender identities, norms and values that impact gendered relationships in families and communities.</p>	<p>This has not been intentionally adapted yet for livelihoods but it may be a relevant option for those countries where religious leaders play a significant role in influencing community perceptions, norms and attitudes in a country or region.</p>



CASE STUDY 2:

Nutrition Sensitive Value Chains for Smallholder Farmers (NSVC) Project: A 'principal' gender-transformative project⁵⁵

Background: The NSVC Project is a six-year project (2017-23) in Jamalpur, Bangladesh, that aims to improve economic empowerment and nutrition outcomes for smallholder farming households. It seeks to achieve these goals through the adoption of a twin-track design and a holistic understanding of WEE.

Identification of constraints: Limited access to quality inputs, lack of productive skills and ability to engage with markets, and poor understanding of the value in aggregation were some of the common constraints that were relevant for smallholder farming households (both men and women). However, the project found some key gender-based constraints across different WEE domains. Some of the WEE-specific constraints included (but not limited to) the following:

- Access to opportunities: Lower income opportunities for women, who were concentrated in informal, commercial value chains.
- Access to services and resources: Women's limited connections to market actors – especially linked to marketing; women rarely seen in the larger marketplaces.
- Workload: Women's double burden linked to care work.
- Decision making and control: Lack of decision-making ability linked to both income and nutrition.
- Equitable systems: Perceived gender norms that men should be the main decision makers in the household and should have preference during mealtimes – as well as lack of recognition of women's work on the farm, including post-harvest processing.
- Wellbeing: High rates of GBV in Jamalpur.

Project classification and pathways to WEE and improved livelihoods: Harmful gender norms and inequitable gender relations were determined to be priority problems that not only affected women but also reduced overall productivity and health outcomes among households. Therefore, at the concept stage, the project decided to designate this as a 'principal' WEE program and include (i) gender mainstreaming in LVCD model with technical support from Value for Women in the design year and (ii) an additional gender relations outcome.

Adaptations to the project ToC: As seen in Figure 9: Example of a 'principal' WEE twin-track design: NSVC Project ToC and problem analysis, it was agreed that the goal would include economic empowerment. The different levels of the ToC were reviewed to reflect on targeted changes to achieve WEE outcomes. Under 'Outcome 1: Male and female producers increase their incomes from value chain activities', the project would focus on WEE and access to opportunities, resources and services. NSVC worked with Value for Women on a gender-responsive market assessment, with opportunities as key criteria. There was a specific output for action planning linked to WEE.

'Outcome 3: Farmer households have increased gender-equitable relations', was added to house the gender-transformative component of the project. The project partnered with Promundo to engage men and boys as allies to achieve WEE outcomes. Promundo and World Vision worked to adapt Promundo's MenCare approach. This approach seeks to promote gender-equitable relations and positive social norms at the household level – including joint decision making and men taking on a greater share of the care work. This has been complemented by community-level norm change, including folk songs, male champions, women role models and community dialogues. The preliminary results from this twin-track approach are promising across many indicators linked to WEE. However, with limited movement on equitable systems, the program is currently working to strengthen its norm change activities. *Please see more in Case Study 9: Mid-term results: The NSVC Project.*

PQAS 3: Budget for a WEE/GESI specialist and appropriate WEE/GESI assessments.

Learning outcomes:

- Understand budgeting needs linked to: (i) staff and office costs (ii) design and assessment phase; and (iii) implementation phase.

Description: Program activities, outputs and outcomes are largely determined by the program budget. To successfully promote WEE outcomes, appropriate budget should be allocated at the early stages of program design and budget development. Without the appropriate resources to achieve WEE outcomes, there will be significant constraints to attaining them. In their learning series on organisational challenges to mainstreaming WEE in market systems development (MSD) programs, the Australia Indonesia Partnership for Rural

Economic Development (AIP Rural) noted that some of their key challenges were due to unrealistic WEE resource allocation, such as understaffing or incorrect staffing.⁵⁶

Tool: At this stage, the World Vision team is expected to complete the WEE budget checklist.

Tool 3: Budgeting and resourcing for WEE.

 TOOL 3: Budgeting and resourcing for WEE		
Points to include	Relevance (Yes/No)	Description of allocation
1. Specialist support: Include a gender and social inclusion or WEE specialist(s) in the core		
2. Job description: WEE/GESI responsibilities embedded in all job descriptions – including management, implementation, monitoring and evaluation. project team – especially if WEE is a core program objective.		
3. Budget resources (time, project funds) for a GESI-responsive livelihoods or market analysis and, ideally, a separate gender and social inclusion analysis. Key parameters of this will be outlined in relation to PQAS 4 and 5.		
4. Technical partner: If your office is new to WEE/GESI, consider budgeting for a technical partner to support assessment and associated implementation activities.		

<p>5. Training: Include budget for relevant staff training on livelihoods and GESI/WEE at the start of the project – ideally after the start-up workshop (3-5 days). This training can support staff engagement in the design of gender-responsive interventions and results chains after the livelihood/market assessment (eg, understanding markets; understanding how gender interacts with markets; staff gender biases, values and attitudes). If you are working on a multi-sectoral program, all staff should have basic GESI training. However, program managers, livelihoods technical staff and M&E staff will benefit from specific WEE training.</p>		
<p>6. Ensure flexibility within the project's implementation budget to enact the WEE strategy and linked activities based on the assessment phase.</p>		
<p>7. Mainstreaming activities to implement your WEE strategy: Budget resources (time and project funds) to ensure gender responsiveness in the economic development model. For example, ensure that there is training budget for both women and men to attend skills training (eg, financial literacy and business training).</p>		
<p>8. Targeted approaches to implement your WEE strategy: Budget resources (time and project funds) to ensure that any targeted approaches the team chooses will specifically address gender-based constraints (eg, specific gender models).</p>		
<p>9. Monitoring and research: Ensure resource allocation for the collection of monitoring data to check progress towards WEE. This could include embedding WEE as part of M&E staff responsibilities and allocation for selective studies purposed to track WEE changes.</p>		



Implementation note for team: From management through to field staff, gender equality is everyone's job. World Vision is more likely to realise WEE outcomes when staff in FOs and program leadership positions are supportive of this goal from the outset, ensuring that the integration of gender across activities and monitoring forms part of the job description of all staff.

While all program staff should have a good understanding of gender equality and WEE, having specialised expertise is critical. When designing new staffing structures, a WEE specialist should be included as one of the key technical specialist roles. Ideally, this position would have experience and expertise in gender and economic development – including how to achieve gender equality outcomes in livelihoods programs. See [Annex 5.1: WEE Specialist Job Description \(JD\) Template](#). Key job responsibilities should be to develop and implement the WEE/gender-inclusion strategy – including the plan for gender-responsive and targeted activities, as well as monitoring and evaluation. For an MSD

project, ideally the JD would factor in the **MSD Competency Framework**. Other WEE-related roles might include WEE and private sector engagement officers/consultants. If the project has a social and gender norm change component, the program team should consider a different GESI specialist role to manage this area. This is because the skills required to engage the private sector and those utilised to implement discrete social and gender norm change models targeted at households and communities are different.

4.3 Livelihood intervention design

PQAS 4: Ensure a gender-responsive market analysis with opportunities for WEE as a core criterion.

Learning outcomes:

- Understand how to plan, design and execute a gender-responsive market assessment.
- Understand how to perform a gender classification of value chains.
- Understand how to construct gender-responsive sub-sector criteria with opportunities for WEE as a core criterion.

Description: While PQAS 1 uses a basic problem/situational analysis at the macro-economic level and focuses on high-level constraints to WEE, PQAS 4 should develop a more detailed understanding of the constraints and opportunities relevant to a specific sector growth strategy and to women's engagement and benefit. As highlighted in the WEAMS⁵⁷ framework, a common challenge that field practitioners face when it comes gender equality issues, is that the issues are 'too conceptual' or 'not core to economic development'. Yet women – and other vulnerable groups – are already working alongside men as producers, consumers and employees in agricultural markets. If women are not reaching their potential in the market system, the whole system is impacted. This in turn limits growth, poverty reduction and women's potential.⁵⁸ Therefore, an understanding of how GESI intersects with economic markets can support practitioners to improve the quality and impact of livelihoods programs.

Three steps in a gender-responsive market assessment

It is critical that a gender-responsive market assessment does three key things:

- 1. Ensures sub-sector or value chain selection includes opportunities for WEE outcomes** alongside other core criteria, such as market demand, growth and profitability. Program teams need to consider the weighting of this criterion and any potential trade-offs. The higher the weighting of WEE, the more likely a program will see impact.
- 2. Understands the functioning of economic markets and the points of exclusion** that prevent women from participating and benefiting in shortlisted sub-sectors compared to men. This involves understanding the system in which women operate and the barriers women face compared to men, as well as the underlying reasons for the barriers from the perspective of a) women and men, b) household and community members and c) the market actors operating in the system.

- 3. Identifies the economic opportunities for women** compared to men, as well as feasible areas for program activities. This will include shortlisting private sector partners with the skills/will to support WEE.

Key activities in this step include:

- **Ensure a gender-responsive market assessment design**, including a clear scope/assessment questions; relevant expertise; appropriate methodology and data collection methods; and analytical frameworks. The analytical framework of criteria and sub-criteria is critical to define from the outset as it establishes the project's priorities. Preliminary research on the macro-economic context in PQAS 1 can help refine this criteria development. Refer to Tool 4.1 Gender-responsive market assessment checklist and 4.2 Tool 4.2 Sample ranking tool with WEE as a core criterion.
- Based on the market assessment findings, the project team will need to finalise the key problems and develop the solutions that will form the basis of the livelihoods intervention. This is often best decided in a two to three-day workshop:
 - Identify the points of exclusion for women across different vulnerabilities (disability, remoteness, ethnicity etc.) regarding the WEE domains and how this exclusion affects the growth of the sector and market system(s). Refer to Tool 4.3: Identifying points of exclusion and relevance to inclusive growth.
 - **Identify the types of behaviour change needed** for women, household/community members and market actors to function and benefit from growth opportunities. Refer to Tool 4.4: Expected behaviour change of different target groups .

How gender dynamics intersect with economic markets

All three tools require a good understanding of how gender intersects with market systems. A basic premise of the **systems approach** involves targeting the root causes of weak system performance that hinder market/system actors from achieving inclusive growth. If the people living in poverty (men and women facing a range of vulnerabilities) depend on markets as consumers, producers and employees, then strengthening markets or the systems that support them will help secure higher incomes and access to goods and services. Ultimately, these changes will serve to provide a sustainable pathway out of poverty.

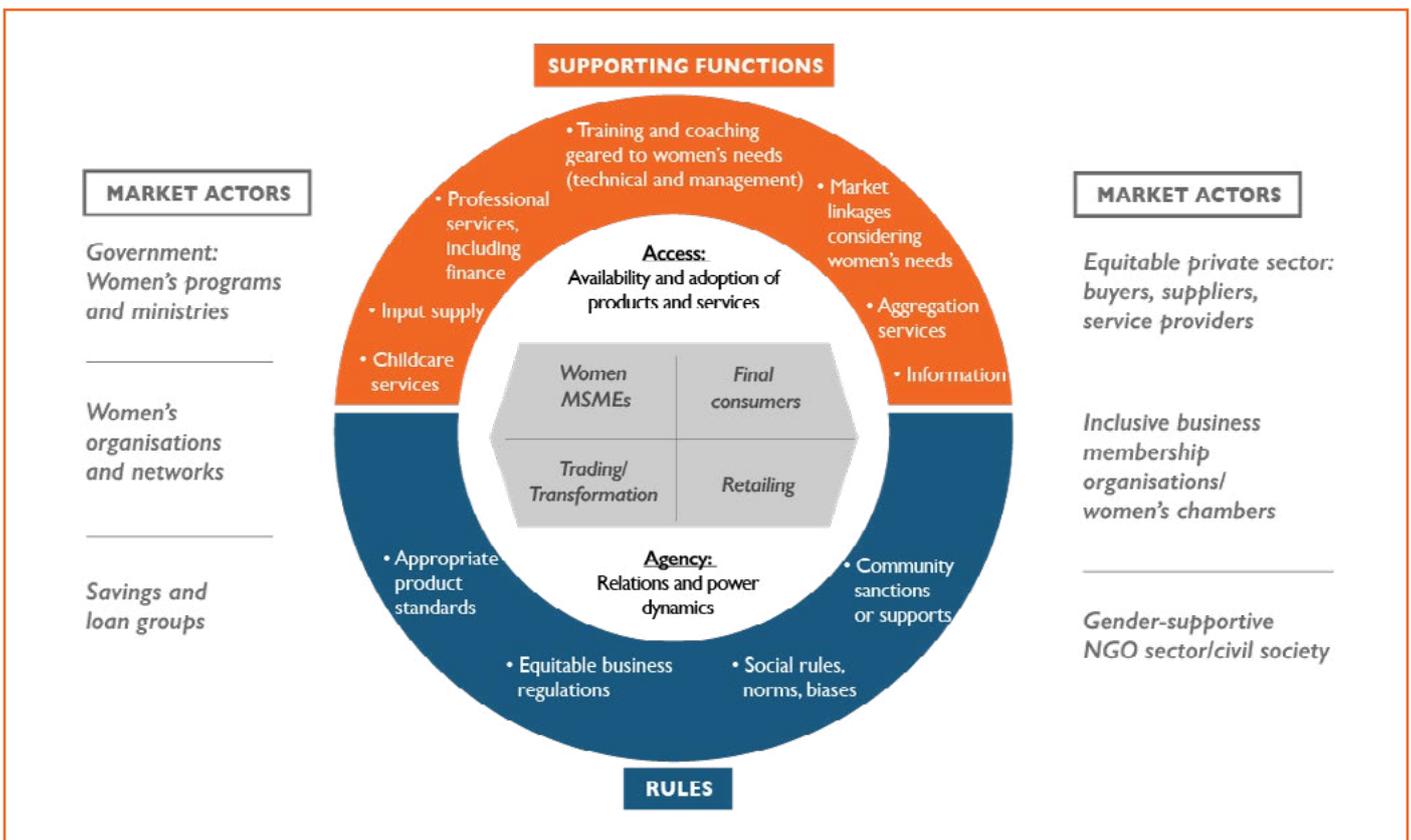
The **key components of a market system** as shown in the donut diagram (Figure 11) below include a core market, supporting functions, rules and market actors.

1. A core market: This is the simple exchange of goods and services among key value chain actors. Key value chain actors include the main actors involved in the value chain, ranging from producers to input providers, processors, distributors and consumers. Based on gendered social norms and other factors, women and men tend to occupy different functions in the value chain, which are critical if market systems practitioners are to promote opportunities for income generation and improve market functioning.

- 2. Supporting functions:** These may include agricultural extension services, financial services and other supporting products and services. Based on gendered social norms and other factors, women and men typically have differentiated access barriers to market services and products.
- 3. Rules:** Market systems comprise both formal and informal rules that govern behaviour. Informal rules include gender and social norms; however, formal rules, laws and regulations can also impact men and women differently.
- 4. Market actors:** These are public, private and civil society actors in the system who (a) are involved in the transaction of the core product or service eg, producers and buyers of agricultural products; (b) are involved in the delivery of support services eg, finance service providers; or (c) influence the way the system operates eg, local community organisations or government agencies developing the rules and regulations.

The donut diagram follows the conventional Making Markets Work for the Poor (M4P)/ MSD donut. It includes the core transactions, supporting functions, formal and informal rules/norms and the market actors. Access to supporting functions (products and services) – combined with agency afforded by rules and norms – influence women’s success as economic actors. The relations and power dynamics impact women’s agency and their ability to both operate effectively in a value chain (core transactions) and to take advantage of supporting functions.

Figure 11: Components of the market system as it relates to gender equality and WEE.



Gender classification of value chains⁵⁹

Value chains can be classified into three categories with respect to gender: women-led; jointly led; and male-led. WEE strategies and trade-offs will depend on the value chain classification. The market assessment should explore barriers and opportunities

in specific value chains to be able to properly assess the criterion: 'opportunities for WEE' in relation to other criteria (eg, market demand, profitability, pro-poor potential). The strategic approach can then be further developed in PQAS 6.

Table 5: Gender classification of value chain – strategic focus and potential trade offs

GENDER CLASSIFICATION	DEFINITION	STRATEGIC FOCUS FOR INTERVENTIONS	POTENTIAL TRADE-OFFS
Women-led value chains	<ul style="list-style-type: none"> • Key ownership, management, leadership and or decision making by women. • Women concentrated in key sectors, occupations or stages of the value chain as workers, managers, producers and entrepreneurs. 	<ul style="list-style-type: none"> • Building on where women are already participating in value chains • Professionalising or upgrading more informal women-led value chains which are likely to be less profitable. • Transforming market systems by creating new, high-value roles, positions and opportunities for women. • Provide women with skills, knowledge and access to services, resources and relationships to assist them to better participate in the market on equitable terms. • Focus on strengthening governance and women's leadership capacities (female farmer groups), confidence and soft skills. • Identify policy interventions that would further remove gender-based constraints in order to achieve impact at scale benefiting more women and men. 	<ul style="list-style-type: none"> • When women have control over resources and decision making, there can be more opportunities for holistic outcomes across WEE domains. • In conservative or fragile contexts where there is a high risk of backlash of women who go against accepted social norms, it might be more appropriate to work on women-led chains where women are already accepted in certain value chains, roles or functions. • However, as women-led value chains tend to be informal/less developed compared to male-led/jointly-led chains, there may be less potential to achieve scale quickly.
Male-led value chains	<ul style="list-style-type: none"> • Key ownership, management and/or decision making by men. • Women might be playing minor roles or they might be playing roles as second tier actors (or not involved). 	<ul style="list-style-type: none"> • Invest in gender-responsive value chain analysis on the roles, constraints and opportunities for men and women. • Make women visible and value their work. • Recognise the 'triple burden' of women ie, women's economic contributions within the value chain, reproductive care responsibilities and unequal share of the unpaid labour in the household. • Provide women with equitable access to skills, knowledge, services, resources and relationships compared to men. 	<ul style="list-style-type: none"> • As male-led/jointly-led value chains tend to be more developed/ commercialised already, with more investment from private sector and government there may be more potential to reach scale. • However, there will likely be barriers linked to social norms, gender relations and power dynamics in markets.
Jointly-led value chains	<ul style="list-style-type: none"> • Key ownership, management and or decision making by women and men. • Women and men working in the value chain with both playing important roles. 	<ul style="list-style-type: none"> • Support women in current management positions and/or support them to take up new positions. • Promote gender-equitable changes to existing rules, governance, institutional practices (mixed farmer groups) and policies. • Well complemented by gender-transformative models and approaches addressing social norms. 	<ul style="list-style-type: none"> • There will be increased likelihood of success to promote holistic WEE outcomes if women are already working in this area and have key ownership, management and/or decision making is by both women and men.

Tools: The following are the tools to be used by teams at this step of the PQAS.

Tool 4.1: Gender-responsive market assessment checklist.

 TOOL 4.1: Gender-responsive market assessment checklist		
<input checked="" type="checkbox"/>	What needs to be checked?	Has it been included?
	Planning assessments	
<input type="checkbox"/>	1. Ensure adequate time is spent on the research design and inception plan to collect appropriate data and to be able to make evidence-based conclusions about 'opportunities for WEE'.	
<input type="checkbox"/>	2. Data collection is costly and requires program staff and women's and men's time. As a matter of 'do no harm', prioritise and collect information that will be useful in informing program decision making and activities that will benefit both women and men.	
<input type="checkbox"/>	3. Ensure adequate resourcing both internally and externally to commission and manage the research. Engage key implementation staff responsible for the sector and M&E staff in the research, design and data collection phase.	
	Designing assessments	
<input type="checkbox"/>	4. Ensure that assessment design involves cross-disciplinary expertise (eg, iMSD, financial inclusion, value chain development, gender and social inclusion and WEE expertise)	
<input type="checkbox"/>	5. Sub-sector or value chain selection should include opportunities for WEE outcomes in relation to other core criteria such as market demand, growth and profitability. See Tool 4.2.	
<input type="checkbox"/>	6. The opportunities for WEE criterion might include several sub criteria ⁶⁰ , such as:	
<input type="checkbox"/>	a. low entry barriers for women (low input or start-up costs, close to the home, less resource intensive/small scale of production);	
<input type="checkbox"/>	b. women have or can acquire skills needed for income generation;	
<input type="checkbox"/>	c. high proportion of women working in the value chain or sub-sector;	
<input type="checkbox"/>	d. new and existing growth opportunities for women in the value chain or sub-sector (production, business or service provision); and	
<input type="checkbox"/>	e. women are interested in the proposed opportunities.	
<input type="checkbox"/>	7. Consider if short-listed value chains are male-led, jointly-led or women-led when planning data collection.	
<input type="checkbox"/>	8. Identify existing data gaps and develop key research questions linked to WEE domains, the high-level ToC, sector vision and expected behaviour change of different actors. Check which information can be collected from secondary literature and note what is missing so that the primary research is very targeted.	
<input type="checkbox"/>	9. Do a value chain mapping exercise using the donut diagram, checking which roles are relevant for women and what constraints exist in each of the targeted roles.	
<input type="checkbox"/>	10. Map financial services relevant to the sub-sectors and needs of target groups. Ideally, a more detailed financial needs assessment would be performed.	

<input type="checkbox"/>	Implementing assessments 11. Utilise gender-responsive data collection methods that reveal both women's and men's perspectives. Ensure you consult women! Key methods include: <ul style="list-style-type: none"> Female-only and male-only focus group discussions (FGDs). If there is another beneficiary category which requires more attention in your context such as female-headed households, break out FGDs further by sub-category (eg, disability status, ethnicity, age etc.). 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Key informant interviews (KIIs) with contributing actors, such as women's groups, women's business coalitions, government agencies focused on women's issues etc. 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Women enumerators or data collection staff, as women often feel more comfortable speaking to other women – especially in contexts that have conservative gendered social norms. 	
<input type="checkbox"/>	<ul style="list-style-type: none"> Where possible, make sure women are interviewed separately to avoid influence from other family members. Politely explain to them the rationale for this so that they are not offended. 	
<input type="checkbox"/>	Analysing assessment findings 12. As part of the analysis, develop a gendered market map to make women visible and aid understanding of how gender inequality interacts with market systems.	
<input type="checkbox"/>	13. Employ gender and disability segregation in the data analysis phase.	
<input type="checkbox"/>	14. Make sure that the analysis responds to 'what', 'why' and 'how' questions.	

Tool 4.2: Sample ranking tool with WEE as a core criterion.

 TOOL 4.2: Sample ranking tool with WEE as a core criterion		Maize	Chicken	Vegetables	Rice
Key criteria (weighting)	Sub-criteria				
Market growth potential (20%)	1. Strong demand for product or services being produced/ demand is increasing; unmet demand. 2. Ready market for products/services, but unable to meet demand ie, buyers of products (on-farm); employers of a waged service (off-farm). 3. Profitability/opportunities for value addition.				
Partnership potential (20%)	1. Input/output market, service providers, potential employers. 2. Potential training partners and/or apprenticeship programs for skills training in the target locations and/or ability of the program to provide the requisite skills. 3. Linkages with government services and favourable policies/ existing programs that can provide synergy and complementary activities.				

Pro-poor potential (20%)	<ol style="list-style-type: none"> 1. Market systems have opportunities for people living in poverty/systemic barriers that the project can influence. 2. Low entry barriers for people living in poverty; vulnerable sub-groups targeted. 3. Target group interested in participating in the sub-sector. 4. High share of households living in poverty and vulnerable sub-groups already working in the value chain (ie, outreach potential). 				
Opportunities for women (25%)	<ol style="list-style-type: none"> 1. Market systems have opportunities for women/systemic barriers that the project can influence. 2. High share of women employed in the value chain compared to in the economy at large. 3. Low entry barriers for women (eg, low start-up costs; close to household; skills set required value addition/employment opportunities is possible; less restrictive gender norms/time barriers). 4. Women control equipment/assets/resources required to participate. 5. The extent to which women are/have potential to benefit from value chain/employment activities. Consider how women are remunerated for their labour and their decision-making ability with respect to income generation. 				
Climate change (15%)	<ol style="list-style-type: none"> 1. Resilience of market systems to environmental factors and climate change. 2. 2. Climate change adaptation prospects within the sub-sector: 3. 3. Positive impact on climate change eg, green growth potential. 4. 4. Do no harm: Extent to which the livelihood option is safe; sustainable and legal; complementary with food security/environmental outcomes. 				
Final Score					

Figure 12: NSVC Project gendered market map.

An example of a gendered market map highlighting key gender-based constraints for women compared to men is below.

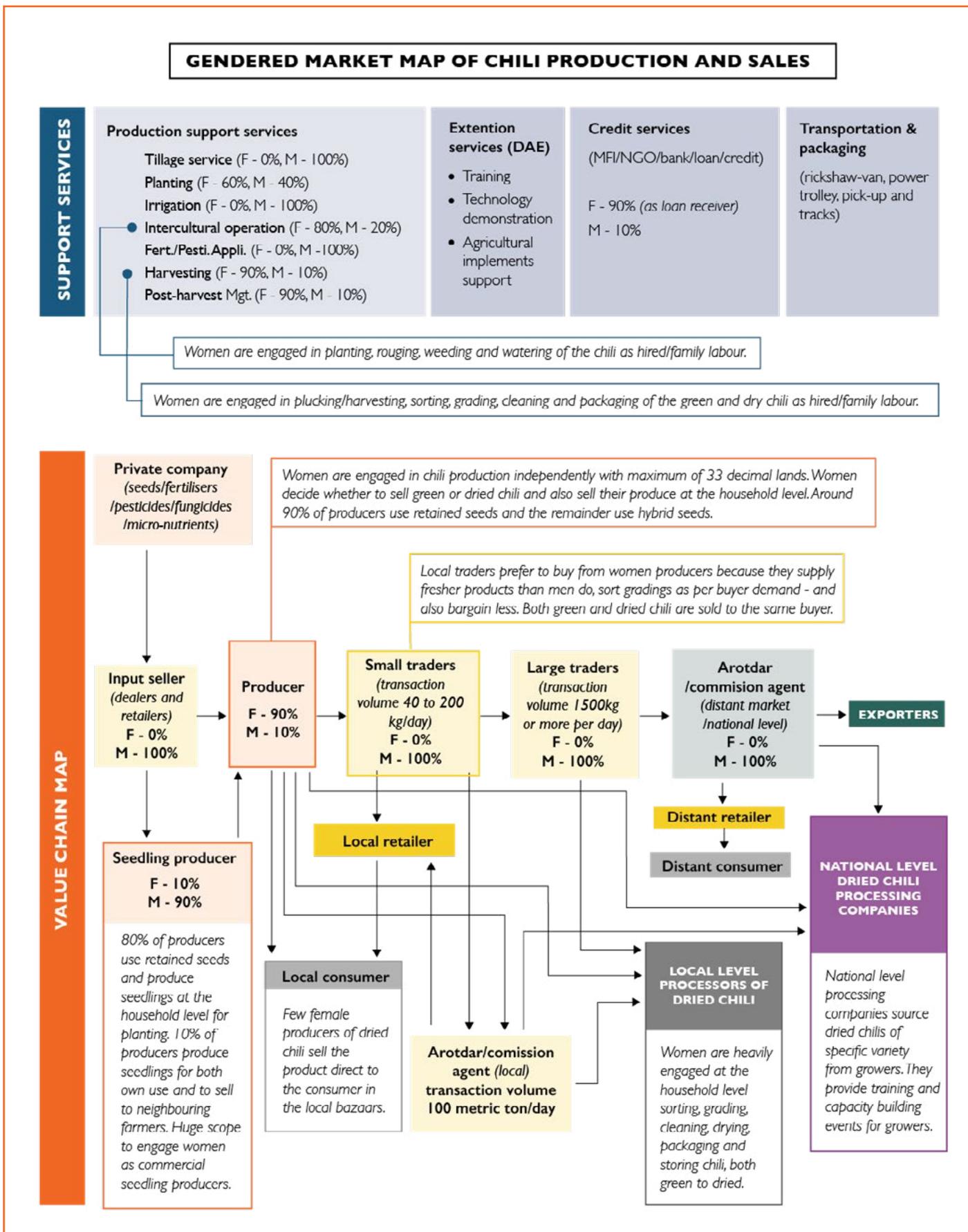


Figure 12 is a gendered market map of the production and sale of chili, one of the selected value chain crops of the Nutrition Sensitive Value Chains for Smallholder Farmers Bangladesh (NSVC) Project. It highlights the key opportunities and barriers faced by women considering their existing roles and functions in the value chain. The market system is governed by unwritten rules that influence behaviour at every level of the value chain.

For the chili market system, there are 1) standards for dried chili eg, shape, color, humidity, size etc, that help value chain actors predict demand; 2) informal business regulations that influence value chain transactions; and 3) social norms that influence existing gendered roles and functions ie, women are involved in the production and post-harvest processing of chili and men are engaged as input sellers, seed producers and traders.

Tool 4.3: Identifying points of exclusion and relevance to inclusive growth.

 TOOL 4.3: Identifying points of exclusion and relevance to inclusive growth			
Relevant WEE domains and sub-domains	What are the barriers/problems faced? (eg, inability to access finance) Build on Tool 1.2	Why do these barriers exist/immediate, intermediate and underlying root causes?	How does the barrier relate to sector/system growth?
Economic advancement			
Access to opportunities and life chances (supply and demand side)			
Access to resources and services (supply and demand side)			
Agency/decision making			
Agency/manageable workloads			
Agency/wellbeing			
Equitable systems incl. social norms, policy/legal environment etc.			

Tool 4.4: Expected behaviour change of different target groups.

 TOOL 4.4: Expected behaviour change of different target groups			
Relevant WEE domains and sub-domains	What behaviour change is required of system actors (market actors, service providers etc.) to address the constraints, and why is it not happening already?	What behaviour change is required of women, and why is it not happening already?	What behaviour change is required of household/ community members, and why is it not happening already?
Economic advancement			
Access to opportunities and life chances (supply and demand side)			
Access to resources and services (supply and demand side)			
Agency/decision making			
Agency/manageable workloads			
Agency/wellbeing			
Equitable systems incl. social norms, policy/legal environment etc.			


Implementation note for team: It is important to note that, when completing tools 4.3 and 4.4, teams must consider the long-term sustainability of project activities and work towards an exit strategy so that changes made continue beyond the project timeline.



CASE STUDY 3: PHAMA Plus (PNG): Identifying points of exclusion

The following case material is based on the DFAT-funded PHAMA Plus program in Papua New Guinea (PNG).

When women, youth or other groups with different factors of vulnerability play significant roles at various points in the market system (based on the current scenario or future potential), these groups might face different constraints and opportunities than other farmer groups. Developing an understanding of such situations and then designing solutions with specific consideration of these constraints can lead to more optimal project outcomes for all participants.

The diagram below shows that points of exclusion can vary for different groups across the range of market system roles. For example, an input producer showed frustration at the low level of turn-out to his promotion events, stating that female farmers in particular are just not interested in changing their practices. More than half of the farmer groups do not show up to such events. Digging a bit deeper, it was found that roughly 40 percent of female farmers in the area struggled with mobility and time constraints; they can only attend afternoon events close to home – unless on a Saturday when they go to the market and have opportunities to network. The limited attendance was a result of the event format, not lack of interest or motivation. A simple change of approach in light of the constraints experienced by women had a significant impact on the partner's efforts – yet had been initially overlooked because of a lack of understanding of customer segmentation.



The program's goal in the cocoa sector in PNG was to achieve *higher sales revenue from increased volume and differentiated price as a result of improved quality.*

The program identified that this goal required behaviour changes among different market actors as follows:

- Cocoa producers/suppliers experience increases in yield and quality as a result of access to disease-resistant planting materials, replanting and improved crop management techniques.
- Processors improve cocoa fermentation/drying techniques and expand their processing capacities.
- Input suppliers, exporters and traders sell disease-resistant planting materials and provide information on improved cocoa management practices.

Detailed gendered market assessment found that women play an important role in the cocoa supply chain:

- Women are involved in planting, weeding, harvesting, breaking the pod, sorting beans and the sale of wet beans – all of which have clear bearing on yield.
- Much of the higher-value processing and sale of dry beans is done by men.
- Women are involved in planning and decision making about cocoa production; however, their decision around sales and control over income is relatively low. Studies suggest that households where women have greater control over cocoa income experience higher welfare for all members.
- Relative to male-headed households, female-headed households earn a higher proportion of their income from other agricultural crops than from cocoa.

These findings meant that any work with input providers and with processors that were engaging with producers on improvements would inherently involve women, therefore making it relevant for project activities. The analysis revealed information regarding critical constraints for women participants and supporting market actors which was then used to design project activities.

Women were found to be constrained by:

- Women's role in the household/community/food production – in combination with lower return/control over cocoa income – affected their ability and motivation to invest time and labour in cocoa.
- The need for work within proximity to the home, transportation issues and security concerns limited them from downstream activities (processing and sale to exporters where return is much higher).
- Limited access and inadequate information on improved crop management and post-harvest practices affected both women and men from supplying better quality beans.
- Neither men nor women fully acknowledged the need for women to receive agronomic information – and to improve their ability to apply it.

Market actors faced the following constraints when engaging women:

- The current reach of publicly funded extension workers was limited.
- The case for the return on investment for exporters to pursue a broader extension model was not clear, as it takes time to see results.
- There was insufficient understanding among both the public/private sectors of women's roles in improving yield or quality.
- Security issues raised the risk of the public/private sectors engaging women in extension staff roles.

Entry points prioritised by the program included:

- Information/inputs targeted to women are critical for improved quality of supply.
- Business models (products/services) that improve efficiency/time allocation by women are critical to addressing labour issues and ensuring consistency in volumes.
- Potential for youth and women's participation in commercial nurseries and value-addition.



Implementation note for team: The term 'market system' is often used interchangeably with 'systems'. The reason for this is that – irrespective of with whom the World Vision project is working, and whichever approach (direct or market facilitation) is being applied – the intention is always to change the behaviour of a system or a set of system actor(s). This is so that certain constraints are addressed and the system can operate better for the benefit of different vulnerable groups, including women. Therefore, no matter the approach, team members need to identify what behaviour change is required. For example, if World Vision directly provides small grants to women through the Savings for Transformation groups, it is important to track how these grants are offered to be inclusive and, in the future, how the groups will continue to engage with women.

**Additional resources:**

- [Agripro gender and value chain tool kit](#)
- [Practical tips for gender responsive data collection – Biodiversity International](#)
- [Tools to assess gender-differentiated access and use of agricultural resources](#)
- [Synthesis of available market systems tools](#)
- [Making Cents International: Youth-sensitive value chain analysis](#)
- [Oxfam Gendered Enterprise and Markets Toolkit](#)

Examples:

- [NSVC Project gender-responsive value chain analysis report and gendered market map](#)
- [iLIVE gender and disability inclusive value chain assessment \(GESDI\)](#)
- [Oxfam example of a women-focused market assessment](#)

PQAS 5: Identify priority gender-based constraints that limit women’s access, agency and equitable systems and develop a targeted approach to address them.**Learning outcomes:**

- Understand how to plan for a standalone GESI assessment that can complement a gender-responsive market assessment.
- Understand the spectrum of activities that can support holistic WEE outcomes.
- Understand the key strategies used to prioritise and address social norms in livelihoods programs.

In livelihoods programs, working with market actors on more inclusive systems is a critical part of our work. However, to promote gender-equitable participation in the market system, there might be a need to work (directly as World Vision) on addressing the gender-based constraints that limit women’s access, agency and equitable systems. In the same way that a market assessment informs the design of interventions required to improve women’s access to income generation opportunities, new products, skills and services that the private sector might provide, it might be necessary to conduct additional assessments to inform the design of activities supported by World Vision.

Planning a clear assessment scope between the gender-responsive market assessment or additional GESI assessment is important. See Table 5 for examples of the types of assessments that World Vision has conducted in projects with a WEE focus. Each project will need to determine the most appropriate activities given the contextual factors. Factors for consideration

might include: 1) the availability of market services; 2) the key barriers faced by women in the local context; and 3) the project gender classification and extent to which the team has prioritised gender-transformative approaches. It is important to recognise that different expertise is required for designing market-based interventions and participatory social norm change models.

Table 6: GESI assessment and design to support the development of targeted activities to realise WEE domains.

ASSESSMENT SCOPE	GENDER-BASED CONSTRAINTS	EXAMPLES: DESIGN ACTIVITIES IN LIVELIHOOD PROJECTS WITH A WEE FOCUS
<p>ACCESS</p> <p>Gender-responsive financial needs assessment to identify the specific barriers that women face compared to men.</p>	<p>Women have low financial literacy rates and limited financial decision making compared to men.</p>	<ul style="list-style-type: none"> Design and adapt a gender-inclusive financial literacy training (GIFT) module for women and men to complete together. See PQAS 8 Case Study 6 for more detail on how this aligns with a household approach.
<p>ACCESS</p> <p>Identify soft skills required for women/men.</p>	<p>Women/vulnerable groups lack confidence to succeed as producers and entrepreneurs.</p>	<ul style="list-style-type: none"> Development of soft skills or leadership training for women and men. Note: For example, the Gender-Inclusive Pathways Out of Poverty Project (GPOP) in Bangladesh ran this training for women and men, while iLIVE Project, Sri Lanka, ran this for women only.
<p>AGENCY/EQUITABLE SYSTEMS</p> <p>Identify the harmful gender and social norms/relations that constrain women/and appropriate communication mediums.</p> <p>Develop and/or adapt materials for the context.</p>	<p>Women are constrained as economic actors by social norms.</p> <p>Women are constrained by inequitable relations between husband and wife.</p>	<ul style="list-style-type: none"> Develop social behaviour change (SBC) activity. Note: The type of SBC activity might depend on the context. For example, the NSVC Project has a mixture of folk songs/celebration of International Women's Day/male champion/female role models. Meanwhile, the Microfranchised Agricultural Services Expansion Project Phase 2 (MASE 2) featured gender dialogue and community engagement. Finally, the GPOP Project has developed information, education, and communication (IEC) materials and run community events. Adapt World Vision's Community Change (c-Change) Model. The iLIVE Project adapted this to run alongside LVCD.
<p>AGENCY/MANAGEABLE WORKLOADS</p> <p>Identify labour-saving devices and strategies for both paid and unpaid care work.</p>	<p>Women have to manage both paid and unpaid care work</p>	<ul style="list-style-type: none"> Adapt the MenCare model to promote more equitable household relations. This has been implemented by the iLIVE, NSVC and GPOP projects. This is outlined further in Case Study 7: NSVC Changemaker Families in Bangladesh and Case Study 8: Empowering women and persons with disability in northern and eastern Sri Lanka: Journeys of Transformation. Develop interventions/linkages with market actors to ensure that women have access to a labour-saving device/or strategy. For example, the GPOP Project introduced training to make and use more fuel efficient cookstoves for women. Develop child-friendly training space approach for World Vision trainings (MASE 2 Project).
<p>AGENCY/WELLBEING</p> <p>Map GBV service providers to ensure referral of GBV providers.</p>	<p>There are high rates of GBV in the context that impact women's wellbeing.</p>	<ul style="list-style-type: none"> Ensure the project has a standard operating procedure (SOP) for the referral of GBV survivors. For example, a SOP was developed by the NSVC Project. Meanwhile, the iLIVE Project worked on ensuring referrals to the local government.



Implementation note for team: Some projects, such as the GPOP Project implemented by World Vision Bangladesh, have structured external consultancies to do both the assessment and the activity development for targeted GESI activities. This approach has worked well in ensuring that assessment results are used to inform the project activity design.

Figure 13: Gender-Inclusive Pathways out of Poverty (GPOP) Project IEC materials.

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GENDER TRANSFORMATIVE

GENDER TRANSFORMATIVE APPROACHES

- Actively examines and questions gender norms and imbalances of power between men & women, and between groups
- Actively seeks change by promoting equitable alternatives. For families, what more important decisions are they than how to spend the family budget? We seek to address the problem and propose a solution!

The GPOP Project IEC materials above provide visual aids to support the project team to engage couples and the community in Cox Bazaar about why sharing financial decision making between husband and wife is beneficial for the whole family.



Additional resources:

- iLIVE Project formative GESI assessment to adapt the Journeys of Transformation model and C-change model.
- NSVC Project formative GESI assessment to adapt the MenCare ‘Changemaker’ curriculum.
- GPOP Project formative GESI Assessment (used to develop the GPOP adaptation of MenCare, soft skills curriculum, IEC materials and approach to labour-saving devices).

Addressing social norms:

Social norms can be defined as the “rules or expectations of behaviour within a specific cultural or social group. Often unspoken, these norms offer social standards of appropriate and inappropriate behaviour, governing what is (and is not) acceptable and coordinating our interactions with others.”⁶¹ Social norms are not separate from economic markets but are closely interlinked with market forces. Prevailing gender norms will influence how women and men experience markets and how gender roles often limit women’s economic participation.

Livelihoods programs can address the issue of social norms both directly and indirectly.⁶² Programs can work via market actors – often making the business case for WEE. In addition, programs can also work directly with households and communities to influence their attitudes and behaviour towards women’s economic participation. Many WVA-supported WEE programs have added a gender-transformative component in order to address harmful gender norms that constrain women. Some projects have sought to address social norms as they relate to intersectionality, including harmful social norms associated with persons with disability (especially women with disability eg. iLIVE Project), as well as harmful social norms associated with the ultra-poor (especially ultra-poor women and female-headed households eg. GPOP Project).

At the livelihood project design stage, the gender-responsive market assessment can consider how to engage with norms indirectly by making the business case for gender equality via market actors. Meanwhile, the GESI assessment can consider how to engage with norms directly by working with communities, households, women and men directly. For example, women are often constrained by perceptions that they are less suited than men to be economic actors and leaders. To address these perceptions, program teams can intentionally recognise via relevant project trainings the important roles that women play alongside men in the selected sub-sector or value chain.

Social norms prioritisation

Social norms are taboos, customary laws, mores, folkways and unwritten rules that can help inform a group or a sub-group of people about the beliefs, behaviour, attitudes and expectations that are considered ‘normal’, ‘acceptable’ or ‘typical’. Understanding social norms and differentiating them from behaviours and attitudes has proven to be quite challenging in practice.

This guidance, which draws on [Care’s Social Norm Data Use Tool](#)⁶³, will help programmers to use data from a project’s formative assessment to:

1. Assess the strength of social norms and identify cracks in social norms that would lead to positive behaviour change **(what to look for); and**
2. Show project design options for shifting social norms where possible **(how to approach identified cracks in norms).**

A ‘crack’ is evidence that a social norm is beginning to/can shift. To assess where the cracks in the network of social norms are, a programmer should seek answers to the key questions in this tool when reviewing the social norms data from a project’s formative GESI assessment. Answers to each question open a window of opportunity for further design work to develop interventions that seek to ‘widen’ the crack and alter prioritised norms that impact a project’s specific outcomes.

Please note that this guide does not offer guidance on how to collect social norms data in a project’s formative research or baseline evaluations. Before using this tool, refer to CARE’s **Social Norms Analysis Plot (SNAP) framework**⁶⁴ and **Tipping Point’s resources on social norms measurement**⁶⁵ for guidance and examples of how to collect data on social norms.

Rating social norms

Program staff can gauge the influence and strength of a norm on behaviour by asking the following key questions, preferably in a workshop-style setting, and rating the responses provided. Before the workshop, the project team might want to consider the top 5-10 norms that the project might be seeking to address before using this tool. Programs should prioritise those norms that have the most impact on behaviour AND are weak to begin with or show signs of weakening over time ie, those norms that fall into the ‘great extent’ rating. Programs should also consider those norms that have the most impact on the project’s ToC.

Tool 5: Checklist for social norm prioritisation in livelihood programs.

 TOOL 5: Checklist for social norm prioritisation in livelihood programs				
KEY QUESTIONS TO ASK WHEN PRIORITISING NORMS	DESCRIPTION	GREAT EXTENT	MODERATE EXTENT	LESS EXTENT
What is the impact of this norm on the behaviour of women, men, girls and boys?	The extent to which there is broad agreement regarding expectations about what others do and approve of (ie, everyone acts the way they are expected to). The extent that this consensus disproportionately impacts women and girls (ie, negative consequences).			
To what extent does the norm limit the envisioned changes in the ToC?	The extent that the norm will limit envisioned program outcomes (ie, Will the project be able to achieve its goal and intended outcomes if these norms are not shifted?)			
Does the norm have less rigid sanctions?	Less rigid sanctions, or people having less sensitivity to a negative sanction, could suggest that a norm is weak. In this case, the program design can include attempts to further weaken the norm and bring about behaviour change.			
Do exceptions exist to break a norm?	If there are exceptions ie, you are allowed to disobey a norm for few or many reasons, the norm is likely weaker. If there are absolutely no exemptions, the norm is likely to be more rigid, not easy to shift and strongly tied to behaviour.			
Based on the above, is the norm weak/does it show signs of cracks for weakening?				
Are there 'reference groups' for the norm who can become role models for community members to adopt positive behaviours? 'Reference groups' are made up of people whose opinions matter; they can therefore be unique to each person or norm.				
Are there laws, policies or practices that support norm change?				

Project design options for addressing social norms

Please see the Social Norms Design Checklist for examples of how to shift norms using project activities. Some design options are summarised below:

- 1. Commit to gender awareness-raising:** In-build training and mentoring support for WVI staff and affiliates on gender-transformative approaches and provide spaces for them to challenge and change their own viewpoints, biases and perceptions.
- 2. Adopt a staged approach:** Based on the prioritisation of norms, adopt a staggered approach to addressing norms. Begin with the weaker norms where the project works, moving towards stronger, more influential norms over time. This approach allows more time to get buy-in on fundamental issues and barriers to change.
- 3. Find early adopters:** There are often women and men in a program area already living in ways that support gender equality, including women's and girls' choices and opportunities. Find these early adopters.
- 4. Build support groups of early adopters:** It can be hard to embody positive, rights-based change alone. Groups help individuals to support, encourage and trouble-shoot.
- 5. Use future-oriented positive messages:** Help people imagine positive alternatives. Change is possible.
- 6. Open space for reflective dialogue:** Get people talking to each other about new ideas on the gendered and economic roles of women and men – valuing both women's and men's contributions to unpaid work – and challenge the implicit assumptions that everyone holds the same views, experiences and preferences. Reflective dialogue should be helped by trained facilitators and encouraged in focus groups as safe spaces for women and men to reflect and express opinions freely without judgement or repercussions.
- 7. Facilitate public debate:** Engage publicly with community members to debate what is OK in their context.
- 8. Engage target groups:** Move from envisioning possibilities of justice, to action. This involves engaging men and boys, religious/community leaders, service providers and policy makers proactively to build community and institutional accountability and governance, so that people show up for women's and girls' rights in their words and actions.
- 9. Show examples of positive behaviour in public:** Demonstrate that the positive shift we hope for already exists – and it is totally normal.
- 10. Map allies and ask for their support:** Identify the resources and networks needed to support positive change for individuals, families and communities.



Implementation note for team: Remember that it is important to ensure that staff model gender equality and are key agents of change too. They do this when they:

- Value women and recognise their paid and unpaid work.
- Ensure a personal commitment to gender equality and social inclusion, including training to reflection on their own gender and other biases.
- Are realistic – as it might be necessary to adopt a 'staged approach' to norm change where the project works towards different norms over time. It is often best to start with the easiest, more acceptable norms first, building gradually towards more sensitive issues in the given context.

PQAS 6: Develop program WEE strategy for chosen sub-sectors and financial inclusion.

Learning outcomes:

- Understand key considerations when developing a WEE strategy in response to the assessment phase, including the 'exit plan'.
- Understand how to incorporate 'do no harm' as part of your implementation approach.

Description: After PQAS 4 and 5, the team will be a position to make significant decisions about the sub-sectors or value chains that World Vision will work in, and the types of strategies and interventions that will be implemented to improve women's and men's income-generation opportunities and access to new products, skills and services. It is at this point in the program cycle that the WEE strategy can be developed for selected sub-sectors. If the project is going to directly implement targeted activities or specific project components to address gender-based constraints to women's access, agency and equitable systems, this is also the time to finalise the implementation plan and its

associated activities. The strategy will not be a finite document, but something that is revisited regularly by the project team and updated based on changing market and gender dynamics over the life of the project. Sustainability should be a core feature of the approach, including thinking about an exit plan from the beginning.

Tool: The following tools comprise a checklist for developing a WEE strategy and a table to complete the relevance of the WEE strategy to sectoral outcomes.

Tool 6.1: Checklist for addressing gender-based constraints when developing a WEE strategy for selected sub-sectors and financial inclusion.

 TOOL 6.1: Checklist for addressing gender-based constraints when developing a WEE strategy for selected sub-sectors and financial inclusion	
<input checked="" type="checkbox"/>	What needs to be checked?
<input type="checkbox"/>	Be realistic and prioritise solutions: Consideration of priorities is an important aspect of any problem analysis. What is the most urgent problem faced by households, including women and men within the household? The WEE strategy should identify the key problems and associated programming responses. It is better to focus energies and resources where the program is best placed to make gains in WEE outcomes. Consider the context and look for the 'quick wins'.
<input type="checkbox"/>	Find common ground and unpack feasibility: We cannot expect the market to respond to all of the inclusion-related constraints for households living in poverty with no understanding of why this has not already happened and whether or not there is sufficient reciprocal gain for everyone involved . This is key and often forgotten. As is always critical, households living in poverty – women, men and other market actors – have to see valid incentives to change their behaviour to address inclusion-specific constraints . Therefore, when prioritising program activities, ask why these activities are not happening already. If the market has not responded (in circumstances where the gains would otherwise be substantial enough to warrant change), the question to ask is Why hasn't this been addressed already? What constraints or disincentives does the market have in responding to overcoming these constraints – particularly if they seek to gain from doing so? If this looks like an area that can be overcome and would be sufficiently worthwhile to target, it might be possible to incorporate it into the intervention work (adjusted design) – or roll out a specific set of activities to target this area.
<input type="checkbox"/>	Create the space to weigh and debate trade-offs: In livelihoods programs, practitioners often need to weigh up the trade-offs. For example, when considering 'shared value' partnerships, it is often easier to reach more commercial farmers first, rather than poorer farmers. Such trade-offs are also likely when considering opportunities for women. For example, when considering working in a sub-sector where women are concentrated, there might be less opportunity for impact at scale compared to another sub-sector where men are concentrated. Make sure there are opportunities for the program team to really grapple with and understand program decision making and trade-offs.

<input type="checkbox"/>	Work on a mixture of sub-sectors that can benefit both women and men: As an organisation, World Vision works with both women and men. Supporting WEE outcomes does not mean that a program needs to work only with women, or that it needs only to work on sub-sectors or value chains where opportunities for women are weighted at the highest level. Having a mixture of sub-sectors/value chains and associated interventions can ensure that the broader community – both women and men – are supportive of the project.
<input type="checkbox"/>	Develop a clear approach to financial inclusion: Financial inclusion is a critical component of any livelihoods program, providing increased capacity for investing in productive activities and directing increased income to household priorities such as children’s education and wellbeing. Financial inclusion is also essential for building financial resilience, assisting households to absorb and adapt to economic, social and environmental shocks. This strategy should consider the different challenges facing women and men in accessing informal (eg, savings groups) and formal financial services (eg, micro-finance institutions, banks, fintech etc.), as well as in improving financial literacy.
<input type="checkbox"/>	Create a clear approach to address any other gender-based constraints limiting women’s access, agency, equitable systems and wellbeing. This should include a ‘do no harm’ programming approach that promotes women’s decision making, manageable workloads, addresses social norms and reduces any risk of backlash, including GBV.
<input type="checkbox"/>	Consider sustainability from the start: The project’s exit strategy should be part of the project’s entry strategy. Projects tend only to consider how pro-women benefits might continue at the point when their interventions are ending. Avoid this mistake. During the first phase of planning interventions, consider the day when the project is no longer there. It takes time to get project partners and participants to take responsibility for gender equality changes, so start early.

Using the tips on the checklist above and building on Tool 4.4, the team is expected to develop the strategies for each target sector. Refer to Tool 6.2 to complete the strategy table.

Tool 6.2: WEE strategy development.

 TOOL 6.2: WEE strategy development What is the overall vision for the project and the sector? What are the key exit strategies?				
	Expected behaviour change of women	Expected behaviour change of household/ community	Expected behaviour change of system actors (market actors, service providers, government etc.)	How are the changes relevant to the project/ sector vision (refer to ToC)?
ECONOMIC ADVANCEMENT				
Description	Same as identified in Tool 4.4	Same as identified in Tool 4.4	Same as identified in Tool 4.4	
How will the program achieve this change? (Potential project activities?)				
Who might potential partners be?				

ACCESS TO OPPORTUNITIES AND LIFE CHANCES (DEMAND AND SUPPLY SIDE)				
Description				
How will the program achieve this change? <i>(Potential project activities?)</i>				
Who might potential partners be?				
ACCESS TO RESOURCES AND SERVICES (DEMAND AND SUPPLY SIDE)				
Description				
How will the program achieve this change? <i>(Potential project activities?)</i>				
Who might potential partners be?				
AGENCY/DECISION MAKING				
Description				
How will the program achieve this change? <i>(Potential project activities?)</i>				
Who might potential partners be?				

AGENCY/MANAGEABLE WORKLOADS

Description				
How will the program achieve this change? <i>(Potential project activities?)</i>				
Who might potential partners be?				

AGENCY/WELLBEING

Description				
How will the program achieve this change? <i>(Potential project activities?)</i>				
Who might potential partners be?				

EQUITABLE SYSTEMS

Description				
How will the program achieve this change? <i>(Potential project activities?)</i>				
Who might potential partners be?				

Sustainability strategy – exit plan

Conduct *'Who does, who pays?'* exercise on:

- Who 'does' what currently, and who will do what in the future?
- Who 'pays' for what currently, and who will pay for what in the future?



CASE STUDY 4: NSVC Project WEE strategy

	Economic advancement/Access to opportunities and services (Outcome 1) advancement/Access to opportunities and services (Outcome 1)	Agency (including decision making) /Manageable Workloads/Wellbeing (Outcomes 1 and 3)	Equitable systems (Outcomes 1 and 3)
Project activities	<p>Under Outcome 1, the project is working in rice (male-led), maize (male-led), chili (mixed), eggplant (mixed) and leafy greens (women-only). Based on the gender-responsive market assessment, opportunities for WEE were weighted alongside profitability, market demand and pro-poor and quick win potential. Chili and leafy green were identified as the value chains with the highest opportunities for women due to: low start-up costs; many women were already working in these value chains; and work could be done close to the home.</p> <p>Consistent with LVCD, the project has supported farmers to engage in collective buying and selling through producer groups. Producer group leaders received training on improved production and post-harvest technologies, commercial farming and basic financial literacy, which has since been cascaded to all group members.</p> <p>The project developed new partnerships between private companies and producer groups – especially agri-input suppliers promoting hybrid seeds like AR Malik Seed, BRAC Seed & Agro Enterprise, ACI Seed, Petrochem Bangladesh Limited and Ispahani Agro Limited. The NSVC Project piloted a women's entrepreneurship initiative that included opportunities such as tillage, irrigation, threshing (service market) and mobile seed selling (input market). This has responded to unmet needs in different parts of the selected value chains, while also raising the visibility of women in Jamalpur. The project also partnered with the Department of Agriculture to provide technical skills training and extension services to producer groups.</p>	<p>The NSVC Project adopted a gender-transformative approach, which sought to promote women's agency in both households and in market systems.</p> <p>Under Outcome 3, the project partnered with Promundo to engage men and boys as allies in WEE. Promundo and World Vision have worked to adapt Promundo's MenCare approach into a 'Changemaker Family Curriculum'. This curriculum seeks to promote gender-equitable relations and positive social norms at the household level – including joint decision making and men taking on a greater share of the care work.</p> <p>The gender-formative assessment found that mothers-in-law played a significant role in influencing gender dynamics in Jamalpur, which was consistent with the situation in Bangladesh more broadly.</p> <p>Therefore, there specific adaptations were made to engage mothers-in-law as allies for WEE – including engaging them in MenCare sessions.</p> <p>Several key strategies under Outcome 1 were employed to promote agency. Firstly, efforts were made to ensure that women were able to take up more meaningful roles in the value chain, including in marketing. Secondly, key gender sessions have been integrated into financial literacy and business management training, such as joint family visioning and 24-hour clock exercises for men and women. Thirdly, there have been concerted efforts to support women to take up leadership positions in mixed and women-only producer groups.</p>	<p>The NSVC Project worked indirectly on norm change via Outcome 1. The project worked directly on norm change via Outcome 3.</p> <p>The NSVC Project focused on making the business case for the increased inclusion of women in economic activities. Assessments found common negative perceptions in communities about women's engagement, such as: 'If women go to agricultural land, crop production will be less.' Furthermore, women's work in post-harvest processing was considered 'easy' – despite providing an important value addition to the final selling price of crops.</p> <p>A key strategy across value chains was to make women visible and value their work. Initially, private sector partners were reluctant to engage with women-only producer groups, fearing that they were not the key decision makers when buying inputs. However, the project engaged agri-input companies on opportunities to expand their customer base in the Jamalpur region. Women's husbands were also engaged in the process. The project also worked to ensure that producer group members understood that women played very important roles in the selected value chains.</p> <p>Based on the formative assessment, the NSVC Project under Outcome 3 worked directly on norm change targeting the community. Activities toward this outcome included folk songs, male champions, women role models and community dialogues. Initially, there was 'back-biting'/gossiping (about the MenCare families in particular). However, this became less frequent following targeted community dialogues. Further training for religious leaders has been added based on mid-term evaluation findings.</p>

<p>Expected behaviour change among different target groups</p>	<p>Producers (women and men) apply improved production and post-harvest handling practices and are better able to aggregate their produce for sale. This reduces unit cost allows sellers to better negotiate with buyers. Producers apply improved financial literacy and business practices.</p> <p>Private companies sell inputs targeting both women and men as clients and establish linkages to source the supply of selected vegetables to meet their required quantity and quality. Women take up new roles (that are commercially feasible) in the market system, including marketing roles.</p> <p>Department of Agriculture Extension provides agricultural technical training to producer groups.</p>	<p>Men and women in the household better understand the importance of gender equality and view each other as partners.</p> <p>Women and men engage in gender-equitable decision making linked to the household and business budgets. Men support WEE and help women with child work. Women and men support and practice the gender equitable distribution of food in the household</p> <p>Mothers-in-law support the agency of their daughters-in-law at the household level.</p> <p>Women producer group members are supported to take up new roles and functions, such as marketing roles.</p>	<p>Private sector companies see the value of engaging women and expand their customer bases to target women (including women-only producer groups).</p> <p>Producer groups value women's roles in target value chains, including in production and post-harvest handling to influence the final product quality.</p> <p>Communities value women's roles as economic actors in the agriculture sector. Communities also support gender equity in the distribution of food in the household and sharing of care work.</p> <p>Religious leaders use their platforms to encourage positive social norms within their communities.</p>
<p>Project partners</p>	<p>Produce group leaders and members; private companies selling agri-inputs, such as Petrochem Bangladesh Limited and Ispahani Agro; Department of Agriculture; Value for Women (US NGO).</p>	<p>Changemaker Family/MenCare couples and mothers-in-law; producer group leaders and members; Promundo; Unnayan Sangha (PNGO).</p>	<p>Private sector companies; community and religious leaders; folk song performers; senior government officials from the Department of Agriculture Extension, Department of Health & Family Planning, Department of Women & Child Affairs; male champions; women role models; Unnayan Sangha (PNGO).</p>
<p>Relevance to sector vision/ sustainability</p>	<p>As an entry point, focus was on value chains with economic opportunities in terms of market demand and profitability potential that have lower entry barriers for women. This not only helped to create economies of scale with vulnerable groups to strengthen their engagement with market actors in a trade relationship, but also increased women's and men's access to new skills and opportunities – including how to engage with market actors and increase production yields. To ensure sustainable outcomes, the project is working to build the capacities of producer groups and community sales agents so that they can function well after the project's conclusion. Community sale agents play both commercial service and market facilitation roles, which include supporting producer groups to collectively sell their products and buy agri-inputs by ensuring business incentives. To ensure sustainable outcomes, the project is working to ensure the profitability of community sale agent activities focused on producer groups.</p>		

"According to Bokhari Sharif, prophet Mohammad (Sa) helped mother Ayesha Siddika (ra). If our brothers help their wives, the household chores will be less difficult. Now husband and wife work together at home, previously the men alone used to take decision for their family, but now husband and wife decide together for their family"

– Islamic leader participating in the NSVC Project.



	CHECKLIST 1: Ensure 'do no harm'
<input checked="" type="checkbox"/>	
<input type="checkbox"/>	<p>Consider the socio-cultural context: Women's safety should be a key consideration in the sub-sector selection process, especially in conservative or fragile contexts. It might not always be the appropriate strategy to try and support WEE in male-led value chains in highly conservative or fragile contexts – especially if WEE resourcing is limited and/or the project is of a short duration with limited time to work on promoting positive gendered social norms.</p>
<input type="checkbox"/>	<p>Identify key risk and risk mitigation strategies to ensure 'do no harm'. Ensure that this is revisited regularly. Please see Annex: Design tool: Developing a risk register based on WEE dimensions.</p>
<input type="checkbox"/>	<p>Engage men and boys as allies in WEE: It is also important to engage women and girls, as all people – regardless of sex – can internalise and replicate harmful social and gender norms. At the activity level, this might include:</p> <ul style="list-style-type: none"> • Working to understand what motivates men and boys to support WEE outcomes (eg, economic reasons, child wellbeing, community prosperity, family wellbeing); • Consultation with community, religious leaders, and government stakeholders; and • Consultation with the husbands of women program beneficiaries.
<input type="checkbox"/>	<p>Identifying labour-saving strategies or devices: This should consider paid and unpaid work.</p>
<input type="checkbox"/>	<p>Integrate a process to refer survivors of GBV to existing services: This is a critical aspect of ensuring women's wellbeing.</p>

Exit strategy options for a project promoting WEE outcomes

1. **Consider sustainability from the start:** the project's exit strategy should be the project's entry strategy. In order to achieve sustainable outcomes, the project should address the underlying root causes of gender inequalities from its very beginning.

World Vision implemented the five-year Sri Lanka Gender and Disability Inclusive Economic Development (iLIVE) Project (2016-2021) supported by the Australian Government through the ANCP Program. The project aimed to increase the economic engagement of 24,000 households, striving for holistic economic empowerment outcomes for 2,696 beneficiaries from producer groups. The iLIVE Project succeeded in achieving significant gender equality and WEE outcomes because it prioritised these from day one – not merely in the final few months of the project. These outcomes were achieved by integrating gender equality and WEE as core goals of the project TOC and establishing a 'twin track' design to promote women's economic advancement, access, agency and equitable systems. In partnership with Value for Women, CBM and Promundo, this was achieved by: (i) mainstreaming gender and disability inclusion in the LVCD model; (ii) targeting approaches to gender transformation via the Journeys of Transformation (JOT) and Community-Change (C-change) models; and (iii) targeting approaches to 'reasonable accommodation' via the engagement and leadership training of Disabled People's Organisations (DPOs). JOT aimed to promote gender-equitable relations between couples, while C-change sought to address harmful social norms at the community level.

2. **A future picture is not a fixed five-year plan.** There is a risk that, when projects set out a vision of change, they treat the vision as a long-term plan to be rigidly adhered to at all costs. This misunderstands the value of the vision and the need to adapt to the context and changing market system.

The iLIVE Project developed a clear vision and strategy based on participatory gender and disability-responsive value chain analysis. The project selected mushroom and groundnut as the focus of its activities based on low entry barriers for women and people living with disabilities. However, further analysis demonstrated strong profitability and growth potential for women and people living with disabilities in the area of value addition. Therefore, the project adjusted its strategy to focus on both production and value addition centres, which process products such as mushroom tea, dried mushrooms and shelled groundnuts. During COVID-19, the project needed to adjust again, identifying new local markets (eg, online markets) and increasing value addition activities to extend the shelf life of products during periods of disruption.

3. **The project should seek to understand two questions:**
 1) **Who does what currently, and who will do what in the future?** 2) **Who pays for what currently, and who will pay for what in the future?**⁶⁷

The iLIVE Project sought to ensure sustainable outcomes by forward planning regarding who would do what. This happened on multiple levels. Firstly, the project built the capacity of Local Market Facilitators (LMFs) and worked with producer groups to link them to local markets –later linking them to district, regional and national markets. The project also engaged Marketing Agents (MAs) who were more experienced entrepreneurs with their own private sector contacts and networks which they would leverage to facilitate links with larger regional and national markets. To ensure that women, men and people living with a disability could continue to benefit from improved market linkages, the project established an incentive structure, with profitable commissions earned by LMFs and MAs. Secondly, the project also sought to ensure that the producer groups were well connected with the government, including the Government Divisional Secretariat, to retain supervision in the long-term.



This was an important step in ensuring that women remained supported and recognised in the formal economy. Thirdly, the project sought to engage government partners, women's groups and DPOs in key gender-transformative models, including JOT and C-change, for training and capacity-building activities. This step sought to increase government buy-in for sustainable social and gender norm change beyond the project. More information on the project's impact sustainability strategy is available in the [iLIVE Project impact brief](#).



Additional resources:

- Further tools and information on 'do no harm' in livelihoods programs can be found in the *International Women's Development Agency (IWDA) 'Do no harm' Toolkit*⁶⁸ developed for the Pacific region. Specific tools include: Tool D3 – Map service providers; Tool I 6 – Guidance for staff, volunteers and partners implementing programs to respond to women's stories of violence; Tool M2 – Staff reporting disclosures of Violence Against Women (VAW).
- When considering fragile contexts, please refer to the *IASC guidelines for integrating gender-based violence interventions in humanitarian action: Food security and agriculture*.⁶⁹
- Identifying labour-savings devices or strategies (FAO)^{70 71}

4.4 Implementation phase

Once the strategy has been developed, it is important that World Vision identifies potential partners (public/private) for the program to work with in order to influence change. The program team should also now identify the approach to the activity design. Depending on the need and local context, World Vision may engage different tactics. These might include strategies such as co-investing in inclusive business models and demonstrating the business case to working with and through women's groups, associations and producer networks to facilitate expanded roles for women in agriculture, or working with different public sector agencies to influence norms.

PQAS 7: Promote the implementation of gender-inclusive business models with key partners (private or public).

Learning outcomes:

- Understand key elements of gender-inclusive business models.
- Understand how to make the business case for WEE, including how to identify key incentives to change the behaviour of market actors.
- Understand how to include WEE in private sector agreements.

Description: Livelihoods programs seek to promote inclusive market systems. In LVCD or iMSD, World Vision aims to promote market systems that are more inclusive of the people living in poverty. Success depends on making the business case for the inclusion of the people experiencing poverty, identifying 'shared value' opportunities with market actors and designing commercial incentives that have both financial return and pro-poor outcomes for communities.

To promote WEE, this approach needs to be expanded to ask how we can promote gender-inclusive business models. It is useful to consider how including women might support key business outcomes,⁷² such as:

- improving supply chain reliability;
- opening up new distribution channels;
- reaching female customers (eg, via product review, new product development or refreshed marketing strategy);
- enhancing brand reputation; and
- leveraging employee talent (not just employing women but paying them a fair wage, which can strengthen workplace productivity).

This pathway of change can be seen on the right-hand side of the meta-WEE ToC in Figure 9. This notes the importance of system-focused strategies to promote gender-inclusive business models via aggregation, new products and services, and new jobs and technical training.

The **partner selection processes** must incorporate and evaluate inclusion criteria. These selection processes should be informed by an analysis of market opportunities that align with impacts for women and groups with different vulnerabilities. Potential partners must be assessed on their willingness and/or ability to promote the inclusion of women within and across sectors. Concepts put forth for co-investment should also be evaluated based on the ability of the proposed innovation or model to achieve inclusion results.

It is at this stage very important to ask the following questions:

- a. Why are the market actors or businesses not making these changes already?** Even with the most logical inclusion potential, incentives to adjust and change behaviour do not always directly correlate with the most obvious economic opportunities. Again, as with any good facilitation activity, the program team will need to identify appropriate player/players to work with. To be credible – especially around inclusion – it is crucial to understand the specific **drivers around how inclusivity might be incentivised**. This establishes an opportunity for early success that opens up further opportunities to in turn develop a sustainable case with the key functional change actors. The following diagram shows some of the reasons why businesses or market actors vary in their willingness and capacity to be inclusive. It is useful for teams to assess where potential partners are positioned in this spectrum in order to help select appropriate partners, or identify where interventions will be needed to move partners along the spectrum.

Figure 14: Scale of incentives and capabilities (PHAMA Program)



b. **What incentivises partners to change?** Not all partners are concerned about profit alone; there may be **many drivers that will incentivise them to adopt or expand an inclusive business model**. For example: reaching more profitable or quality-focused end markets (ie, customers or buyers incentivise the types of supplier base or workforce engaged/purchased eg, coffee or garments); improving brand image or reputation (ie, companies that are engaging women as part of their brand recognition); or reducing absenteeism or turnover (ie, factories that want to attract women workers in competitive skills markets eg, with day care). When designing partnership activities, it is therefore useful to understand

The specific drivers a partner might have around inclusion issues. The following diagram illustrates a range of different drivers or incentives that could be used as part of the development of the business model or when negotiating with partners.

When engaging with market actors, rights-based language alone will not be sufficient to bring about change (and it can in fact alienate some businesses given time and money constraints). A business case must be made for the inclusion of women as potential producers, consumers and employees.

Data points play an important role in highlighting the commercial relevance of WEE to support gender-inclusive business models. For example, the PRISMA Project used data to demonstrate how women played an important role in the purchase of hybrid maize seed and supported engagement with maize seed agri-input suppliers to better target women as a key customer segment.⁷³

Tools: The following tool can be used to ask questions that inform the design of inclusive business case(s) for WEE.

Figure 15: Translating inclusivity dimensions into partnership options (PHAMA Program).



Tool 7.1: Key questions to consider when developing the business case for WEE.

 TOOL 7.1: Key questions to consider when developing the business case for WEE		
<input checked="" type="checkbox"/>	CHECKLIST	DESCRIPTION
<input type="checkbox"/>	How is the partner relevant to achieve the strategic objective?	
<input type="checkbox"/>	Does the partner have the willingness, incentive and capacity to enter into a 'shared value' partnership centred on gender equality and WEE? How?	
<input type="checkbox"/>	What incentives does the partner have to include women? Back up your business case with strong data points that support your proposition.	
<input type="checkbox"/>	How core is the inclusive business model to the partner's business model?	
<input type="checkbox"/>	What could be useful ways to engage the partner? Put yourself in the private sector's shoes and use terms that private sector partners can relate to.	
<input type="checkbox"/>	Are there other partners who could offer similar services? Extend your thinking to different types of private sector partners, including input and output actors, as well as financial service providers.	

Tool 7.2 provides high-level guidance for the inclusion of WEE dimensions in private sector partnership agreements. If WEE is referenced, it is easier to persuade partners to take this aspect of the work seriously.



TOOL 7.2:
Guidance for the inclusion of WEE in a private sector partnership agreement

SECTION OF AGREEMENT	THE STRATEGY DEFINES
Introduction of partners	When explaining the position or role of each partner, include their current or proposed engagement with women.
Rationale for the partnership	Incorporate points on how the partnership will support the partner to achieve business outcomes. Incorporate points on how the partnership will enable women to contribute to and benefit from growth. Which WEE dimensions are relevant in this partnership? What is the anticipated outcome?
Objectives of the proposed intervention to be undertaken by the partner	Identify key milestones for the partnership. Analyse according to the WEE dimensions and partnership type (it is not necessary to include all WEE dimensions as objectives, but to identify how women will benefit).
Detailed intervention plan	Ensure the intervention plan is realistic in terms of realising the desired objective for the selected WEE dimension(s) and the partnership type.
Deliverables	Explain in the agreement expectations for deliverables – the measure of successful WEE inclusion.
M&E	<p>What will be the joint plan for monitoring the co-designed business model/intervention to ensure business and WEE outcomes?</p> <ul style="list-style-type: none"> World Vision Market Systems Development Toolkit Section III: Market Systems Development Tools for Incorporating Women has several key tools to support making the business case for WEE. 1) Tool: Business Rationale for Incorporating Women in Input Market Systems as Customers 2) Tool: Business Rationale for Incorporating Women in Output Buyer Market Systems as Suppliers. World Vision’s Private Sector Engagement Initiative (PSEI) Toolkit Modules 1 and 3. The World Bank <i>Consultative Group to Assist the Poor (CGAP)’s Customer’s Centric Guide</i> provides useful tips on how to consider women as key customer segments of microfinance institutions, banks and fintech companies. For a useful tool to help consider gender dynamics, please refer to: CGAP Persona Profile Tool 1 and lessons learnt on how to consider social norms in financial inclusion, including (i) initial social norms diagnostic, and (ii) five-step process for developing the personas.



CASE STUDY 5: Developing the Business Case – Elan Project, DRC (Financial inclusion)⁷⁴

What business model was promoted?

Supporting microfinance institution FINCA to scale a rural agency banking model with the view to provide men and women living in poverty with an alternative form of financial services. The benefits of these financial services include:

- Significant time savings due to reduced time spent commuting to banks and a faster transaction service;
- Greater convenience thanks to far greater flexibility in opening days and working hours;
- Enhanced safety and trust – especially for women with deposits occurring close to home and with a well-trusted individual in the community; and
- Promoting saving due to the increased uptake of formal savings accounts (particularly among women) and more frequent deposits.

How was this gender-inclusive?

ÉLAN RDC recognised that this business model had the potential to particularly benefit women living in poverty given their limited access to formal banking services as a result of high collateral requirements and women's particular mobility constraints. The rural agency banking model offers women an alternative to informal finances such as savings groups, which are highly subscribed to among women living in poverty, but come with limited formal enforcement. Such informal finance groups can also be open to abuse and often involve the loss of money.

How was the gender business case made?

ÉLAN RDC sought to demonstrate to FINCA the commercial case for targeting an under-served consumer segment in financial services: low-income women. Given the sheer size of this segment and international evidence around women's higher loan repayment and savings rates, FINCA quickly recognised the business gains to be made by capturing this customer grouping. ÉLAN RDC and FINCA then co-created a pilot to test the attractiveness of rural agency banking among male and female consumers, and undertook qualitative research to understand the customer experience – with a particular focus on women. FINCA then used these learnings to adapt the business model to further increase uptake among women. In practice this meant:

- Reviewing the effectiveness of existing distribution channels and increasing the number of female agents (based on evidence that women often prefer to buy and sell from other women – often owing to higher trust levels);

- Ensuring that marketing messaging explicitly targets women and is aimed at increasing their awareness of rural agency banking, its benefits, and its affordability, delivered through channels relevant and accessible to women.

What were the commercial and WEE impacts?

Commercial impact: According to the Partnership for Financial Inclusion field notes #5, FINCA's female agents' business is more profitable than its male business. "Women-run businesses make more profit on average than those run by men; this trend continues when they become agents and women also tend to make more money as agents. Since women sell lower value goods, achieving higher revenue is assumed to be because women are more in a volume business where they generate a higher number of (low value) sales in general, boosting their revenues through quantity of sales (though we did not obtain figures about the number of items sold). At the same time, women seem to be more entrepreneurial since they put more money back into their business inventory rather than keeping it on a bank account which yields little interest."⁷⁵

WEE impact: Female clients of rural agency banking models have benefited from access to formal banking services, which provide greater opportunities to save, borrow and have a bankable history – a prerequisite for accessing larger forms of finance. This has been a critical development in their financial empowerment, with women taking greater control over their own income, spending and saving. Critically, many of the challenges faced by women accessing formal financial services have been overcome by the rural agency banking model, including those of women's restricted mobility and security concerns, which make travelling the average 60-120 minutes to a formal bank unfeasible or undesirable.

What was the key lesson learned?

The social trust that underpins saving groups is hard to replicate within the agency banking model, meaning that many women living in poverty are reluctant to deviate from their 'tried and tested' informal financing. Engaging women as agent staff goes some way to addressing this, however more structural shifts to social norms are needed to systematically progress women from informal financing to rural agency banking.

PQAS 8: Directly implement activities to address gender-based constraints to women’s economic advancement, access, agency and equitable systems.

Learning outcomes:

- Understand the spectrum of activities that World Vision can implement to address gender-based constraints linked to WEE domains.
- Understand key elements of the ‘household approach’ and how to apply this in practice through gender mainstreaming and targeted approaches.
- Understand key strategies to support women’s agency, including supporting women to take up leadership positions.

As noted in PQAS 7, World Vision can work with the private sector to promote more inclusive business models to support women’s income-generation opportunities and access to new skills, services or products. However, as outlined in PQAS 5, in order to ensure the equitable participation of women, additional activities might be required to address gender-based constraints and promote WEE. Some of these activities can be seen on the right-hand side of the meta-WEE ToC in Figure 9 Household strategies that can be leveraged to this end include: technical and soft skills training; gender-inclusive financial literacy and business training for households; gender and social norm change activities at the community level; household/ couples gender training (eg, MenCare); and labour-saving devices and/or strategies.

Household approach: World Vision livelihoods programs can promote women’s economic advancement, access, agency and gender equitable relations in our engagement with households. Households are a key part of market systems, especially when we consider how common family farms are amongst people living in poor rural communities. The relationship between women and men in households is key to the success of this approach. Please see Tool 8 for advice on how to adopt a household approach to promote WEE outcomes. A ‘household approach’ can be implemented by mainstreaming gender into common activities in a livelihoods project, as well as targeted activities.

Tool 8: How to adopt a household approach to promote WEE outcomes.

 TOOL 8: How to adopt a household approach to promote WEE outcomes	
Points to consider	Notes on use/approach for project design or implementation plan
<p>Value and make visible women’s paid and unpaid care work: Recognise that both women and men play an important role in the household economy. In the context of agriculture, this might be the family farm. It might be as simple as saying – women are farmers too!</p>	
<p>Involve and budget for all adult household members in training activities – especially those sessions about setting financial or business priorities. This helps to strengthen mutual learning and access to new opportunities for both women and men. Although this might involve extra planning steps, such as the consideration of convenient times and locations and the identification of childcare provision options, it will produce better results for the families World Vision partners with.</p>	

Integrate gender sessions into your financial management training. A budget reflects what a husband and wife prioritise; it is the manifestation of what might sometimes seem too conceptual to deal with in livelihoods: decision making. To promote gender-equitable relations, integrate activities such as joint visioning and discussions around whose priorities this reflects. Please see the break-out box on World Vision’s pilot Gender-Inclusive Financial Literacy Training (GIFT) activity.

Integrate gender sessions into your business training. One of the greatest resources that families living in poverty have is their time. Business planning requires a clear understanding of time available. Simple activities, like the 24-hour clock activity, can help make women’s paid and unpaid care work more visible, promoting manageable workloads.

Case Study 6: Gender Inclusive Financial Literacy Training Package (GIFT)



**CASE STUDY 6:
Gender Inclusive Financial Literacy Training Package (GIFT)**

“AC (Agricultural Cooperatives) members know how to use bookkeeping which leads to transparency within families. In the past we didn’t track income and spending and so didn’t know where it went. Women are now the ones to keep the money; they know how much they spend and generate [on the farm] and on medical and educational expenses. It prevents family conflict ... and domestic violence.”

– FGD, Satrey, Cambodia Sustainable Business Development (CSBD) Project Final Evaluation.



Risaldy (right) and Agustina (left) are one of the couples participating in the GIFT training in the MORINGA project in Indonesia. GIFT aims to increase both men and women’s access to financial literacy skills as well as agency to make financial decisions (World Vision International).

Background to the GIFT Approach: To complement World Vision’s existing market-based programming models, such as Building Secure Livelihoods, LVCD, iMSD and Savings for Transformation, WVA is partnering with several FOs to pilot a non-biased GIFT package – or a package that is not influenced solely by financial products. Based on global best practices in financial literacy, behavioural economics, and gender-transformative programming, it aims to promote women’s and men’s access and adoption of financial literacy skills, while also promoting gender-equitable relations. These aims were based on learnings from key projects, such as the CSBD Project, in which World Vision had the opportunity to help increase the causal linkages between income, gender equality and child wellbeing outcomes through its engagement with households – specifically via household financial management activities.

Target group: Designed to be delivered for couples within households; women and men.

Training Components:

Key financial literacy competencies covered in this manual include:

- setting your family vision;
- saving for the future (including emergencies);
- managing credit; and
- managing your money.

Building on the learnings from the NSVC Project's MenCare model implementation, GIFT also includes gender-transformative sessions, including:

- Respectful relationships that include the vision and priorities of both spouses;
- Examining and questioning gender norms linked to financial management;
- Understanding the value of sharing financial decision making for family wellbeing; and
- Understanding the value of sharing the paid work and unpaid care work for family wellbeing.

This activity is currently being piloted under the DFAT ANCP-funded Moringa Project in Indonesia and the Accelerating Healthy Agriculture and Nutrition Project (AHAN) Project in Lao PDR.

“..my wife and I have sizeable amount of income. But we did not know what expenses have been made because there is no record. In the family vision session, we surprisingly found that my wife and I had different visions. I have a goal of having a borehole well in our horticultural garden. Meanwhile, [she] has the goal of buying a small truck [for] our business. Then in the evening my wife and I tried to look back our goal. Then, we remake our vision...”

- Risaldy, GIFT participant, MORINGA project, East Nusa Tenggara



Additional resources:

- *Agripro Toolkit Tool 1.d. Household envisioning and planning. Agricultural Business Initiative Trust (ABI).*
- *International Women's Development Agency (IWDA) 'Do no harm' Toolkit Flash Card Set 3 on financial decision making.*
- *Gender and youth balance tree (GALS, 2015).* This is designed for households with one or more members of both sexes. It was adapted in World Vision's RISE Manual Stream 1, Activity 2: Family Balance Tool.
- *Coady International Institute: Leaky bucket tool.* This enables women and men to identify and quantify the main flows of money coming into and out of their community. In turn, this process may reveal economic opportunities which can help community members improve wellbeing.
- *Care's Family Business Management Training: Trainers Handbook for Papua New Guinea (PNG).*
- Promundo *Journey's for Transformation 24-hours in a day activity* (Session 4).



CASE STUDY 7: NSVC Changemaker Families – Promising practice to promote women’s agency and equitable systems in Bangladesh

A gender-formative assessment undertaken at the beginning of the NSVC Project (2018) revealed unequal gender relations at the household level and prevailing negative social norms linked to women in agriculture.

- *“Usually my husband decides; he is a guardian. I have no rights to ignore his decision.”* - Female respondent 1, Islampur (in-depth interview).
- *“From childhood we are seeing that there are different tasks of male and female. So, it is difficult to accept that women are doing men’s tasks.”* - Female FGD respondent 4, Islampur.
- *“Usually male members of family manage the money which is earned from the land. Male members sometimes discuss with their wives regarding crop production like what to grow but most of the time our male members of the family take the decision.”* - Female FGD respondent 5, Jamalpur.



Women and men smallholder farmers, community and government leaders celebrate international women’s day 2021 (World Vision Bangladesh).

World Vision worked to adapt the MenCare model into a 14-week group education curriculum for couples linked to the project’s producer groups. The gender-transformative model looks at challenging these practices and replacing them with equitable alternatives. Key topics include:

- **Section 1:** Session 1 Welcome.
- **Section 2 Gender and Power:** Session 2 - Reflecting on our family; Session 3 - Examining gender roles; Session 4 - Challenging gender roles; Session 5 - Examining power.
- **Section 3 Decision making:** Session 6 - Making decisions as a team; Session 7 - Financial decision making.
- **Section 4 Supporting my family:** Session 8 - Sharing the family’s workload; Session 9 - Supporting the baby on the way; Session 10 - Family nutrition; Session 11 - My parents’ impact.
- **Section 5 Gender-Based Violence:** Sessions 12, 13 and 14.
- **Section 6 Moving forward:** Session 15 - Appreciating the changes.



Men engage in a role play where they have to do the many unpaid care work tasks typically done by women in Jamalpur. Reflective dialogue, experiential exercises and role plays are a key part of MenCare model implemented in the NSVC project (World Vision International).

The curriculum encourages critical reflection on gender norms through facilitated exercises, including role plays (pictured left), facilitated debates and other experiential exercises to challenge perceptions of norms over time.

“Before when I requested my husband to drop our children at school, he told that it was my work, not his. But now ... the situation has been completely changed. He now drops children at school. He even helps me at my household work so that I may complete my tasks on time and also invest more time for household farming. The change happened because he knows that the profit I will make from selling the vegetables will contribute in our family ... by selling the vegetables, I provided school fees for my children. Before forming the group, I never imagined that this could happen.”

- Shanaj – NSVC MenCare participant (pictured right with her husband and two children).



As part of the NSVC project, Shanah participated in the MenCare “Changemaker” model says that the activities has changed the way that her husband approaches her income generation and care work, to the benefit of her two young children (World Vision International).

Supporting women in leadership: Women’s agency does not only extend to the household. As noted in Table 2:WEE domains and sub-domains, it also extends to other decision-making spheres beyond the household in the relevant sub-sector and market systems, such as leadership positions in value chains, producer or farmer groups, Savings for Transformation groups etc. For producer/farmer groups, decision making and leadership positions might include the Chairperson and other leadership positions such as the Treasurer. For Savings for Transformation groups, these positions might include the Chairperson, Secretary and Treasurer.

Checklist 2: Supporting women in leadership.



CHECKLIST 2: Supporting women in leadership

<input checked="" type="checkbox"/>	
<input type="checkbox"/>	Ensure GESI is included among the principles guiding the producer group or Savings for Transformation governance body. Women and men should have the same opportunities to take up leadership positions. These opportunities should also be extended to other vulnerable groups, including persons with disability.
<input type="checkbox"/>	Be encouraging and supportive of potential women leaders. As highlighted in Chapter 2, women often face more barriers linked to soft skills than men, including in the area of confidence. Program staff should promote a supportive and inclusive environment.
<input type="checkbox"/>	Consider the different needs of producer/farmer groups given the gender classification of the sub-sector. The leadership needs of women and men might be different depending on the type of value chain that they are in. In male-led or jointly-led value chains, there are likely to be mixed producer or farmer groups where it is important to focus on gender-inclusive governance structures. Meanwhile, in female-led value chains, there are likely to be women-only groups. As these types of value chains are often less commercialised, it is likely that efforts will need to be made to strengthen governance structure capacities to engage with market actors.
<input type="checkbox"/>	Consider the skills and capacity gaps for women compared to men. Depending on the context, it might be relevant to include leadership training as part of the project design. This might be relevant for both women and men, or women only.
<input type="checkbox"/>	Promote positive norms that women can be good leaders. In many contexts, harmful norms persist that prevent women from holding leadership positions. World Vision is skilled and positioned to help challenge notions that women are not suited to these roles.



CASE STUDY 8:

Empowering women and persons with disability in northern and eastern Sri Lanka: Journeys of Transformation (JoT).

“Earlier I was not willing to let him do any household work, but now I have learned that we can both share the workload and save time, and we can use [the time] on the tailoring to make some profit.”

- Rukmani, JoT participant, Eastern Province, iLIVE project.

Funded by the Australian Government's ANCP program, World Vision worked to realise WEE outcomes in northern and eastern Sri Lanka through its Sri Lanka Gender and Disability Inclusive Economic Development (iLIVE) Project. In close cooperation with partners Value for Women, CBM and Promundo US, the project adopted an integrated approach, utilising inclusive value chain development and Savings for Transformation groups – as well as implementing the C-change and Journey for Transformation (JoT) models in partnership with Promundo. Through targeted leadership training and significant engagement with Disabled People's Organisations (DPOs), the project has sought to encourage women and people living with a disability to take up leadership positions, including within savings groups, producer groups and within DPOs.

“Previously my wife used to do all the household work but now I share this.” – JoT participant, Vaharai.



Sivapalan [left] and Rukmani [right] participated in the Promundo's Journeys of Transformation (JOT) model as part of the iLIVE project. Sivapalan is a groundnut producer and Rukmani is a tailor. For the couple, who have three children, JOT has been the start of a process of change in their relationship and family life that will continue after the end of the project.

JoT is an eleven-session gender-transformative curriculum which sought to engage the male partners of women savings group members as allies in WEE. JOT aimed to build skills and promote couple communication in order to promote healthier, more equitable gender relations. The iLIVE Project engaged 762 couples or 1,524 participants in JOT, with 23 percent representation of persons living with a disability. The curriculum involved critical reflection, dialogue and participatory activities to help shift attitudes and behaviours related to gender roles and unpaid care work.

Qualitative evaluation findings showed promising results. Interviews with JOT participants and facilitators indicate positive changes related to:

- Men's greater support for women's Savings for Transformation participation and paid work;
- Greater couple communication and involvement of women in decisions regarding household finances;
- Sharing of household responsibilities due to increased understanding that working together as a team can contribute to improved family wellbeing and development; and
- Reduced violence and conflict (with more attention required).

Furthermore, some indicators (% of households where men are involved in daily childcare, and % households where men are involved in daily unpaid housework) showed stronger results for JOT participants ([see Table X](#)).

Key learnings identified in the [WV-Promundo learning paper](#):

- Family and children's wellbeing was a key entry point for promoting change.
- There needed to be broader engagement outside of JOT (ie, working beyond trainings).
- Additional incentives to engage men were required to ensure their participation.
- Further consideration could be given to how to engage other family members, including mothers-in-law.
- Engaging persons living with a disability as facilitators helped to ensure the participation of other persons living with a disability.

4.5 Monitoring and evaluation phase

Once the changes across the ToC and strategy are defined, it is important to monitor changes to check progress along the logic model. The following steps are critical to the monitoring and evaluation phase.

PQAS 9: Identify appropriate indicators and design the monitoring and evaluation plan to capture WEE outcomes.

Learning outcomes:

- Understand core and recommended indicators mapped to WEE domains given World Vision's livelihoods footprint.
- Understand quantitative and qualitative measurement approaches to WEE.
- Understand key steps to design your monitoring and evaluation plan to measure WEE outcomes.

The World Vision WEE Framework and PQAS and domains provide the basis for World Vision's WEE Monitoring and Evaluation Framework. The core purpose of developing indicators for measurement is two-fold:

- To assess the impact of program activities for reporting purposes ie, to 'prove' impact.
- To help monitor and support ongoing learning and adaptation. That is, to collect data to check the reasons underpinning what changes may or may not be taking place, and then use this information to 'improve' and inform program decision making.

Based on the literature review commissioned by WVA on sector good practices in monitoring and evaluation, defining WEE and mapping indicators to WEE domains is considered to be the best approach to measurement.⁷⁶ See below *Table 6: WEE Framework definitions, indicators and means of verification*. This table outlines a list of core and recommended indicators relevant across the breadth of livelihoods programs.

WEE indicators and recommended measurement plan:

Most of the proposed core indicators have been piloted and tested in WVA-supported targeted WEE programs. Since 2016, WVA has been working to pilot new indicators that reflect holistic WEE domains. A full list of WEE indicators is available in WEE Indicator Guidance and Tools, which programs teams can utilise during the project design phase when developing the logframe. This guidance tool can help programs understand the effectiveness of WEE/gender-inclusion strategies and the differentiated impact of programs on women and men.

WEE measurement can also help clarify the linkages between income, gender and child wellbeing outcomes. Programs may be at different stages in their understanding on how to achieve gender quality and WEE; however, it is important to remember that WEE domains are closely interrelated. For example, by improving women's access, there may be a positive impact on women's agency (or there may not). If we do not measure access and agency, there will not be a holistic understanding of impact towards WEE goals.

The following table suggests some key indicators that need to be adapted over time based on the changes being monitored.

Table 7: WEE Framework definitions, indicators and means of verification.

WEE Framework	Definition	Indicator	Minimum frequency	Means of verification
<p>Notes:</p> <ul style="list-style-type: none"> ✓ Core indicators that can enable aggregation are marked. Others are recommended for Field Offices and project staff to determine what might work best for their context. The full menu of indicator options is available in WEE indicators Guidance and Tools (February 2022). Where the WVI indicator codes and the WVA Evidence Building Framework codes are referenced. ✓ In the target household survey undertaken at the start of a project, all projects should note: 1) both women and men; 2) only husband; 3) only wife; 4) other (based on context). This will enable the project to speak to WEE. ✓ Goal-level indicators are measured and reported as 'household'. These can be disaggregated by household type (eg, male and female headed households). As World Vision works with both women and men, the indicators are targeted to both women and men as respondents. All indicators that mention 'women and men' are gender disaggregated. These indicators will sample half women and half men. In the analysis, this is usually reported: 1) as the average from all respondents in the 'All' columns; and 2) with analysis on the differences between figures in the 'Men' and 'Women' columns. ✓ All access-level indicators are required to be measured as per the regular monitoring plan. For iMSD projects working with private sector, this might be for 2-3 business cycles. ✓ All agency-level indicators need to be measured at baseline using primary household surveys (use secondary literature where primary research is not practical, such as rate of conflict at the household level) and in-depth qualitative information needs to be collected at least at midline and endline to capture 'why' and 'how'. <p>(**) These indicators are core indicators which have not yet been piloted or tested on a large scale.</p>				
I. ECONOMIC ADVANCEMENT				
<p>This refers to the increase in income or employment from income generation activities, including improved consumption smoothing to support households to meet their basic needs. In income generation-related projects, income generation is measured at the household level and is disaggregated between male-headed and female-headed households. However, this might indicator can also refer to individual business owners or waged employees.</p>	<p>1.1 % of households with increased income (Core).</p> <p>1.2 Average value of target products sold in the last 12 months.</p> <p>1.3 Number of jobs supported [disaggregated by sex] (Core).</p> <p>1.4 Proportion of women and men having their own regular income (Core).</p> <p>1.5 Average business profit in the last 12 months (eg, Intermediary Service Providers, micro-enterprises etc.)</p> <p>1.6 Proportion of women and men with individual and household savings.</p> <p>1.7 % of women and men undertaking new income-generating activities resulting from intervention or continuing existing activities.</p>	<p>1.1-1.7: Baseline, midline, endline evaluation. However, some projects might measure some of these indicators annually.</p>	<p>1.1-1.7: Household survey or other instrument.</p> <p>1.2-1.7: Annual monitoring data.</p>	

**This indicator should be accompanied by a narrative of the estimated total cumulative number of women benefiting from increased income or paid employment. It should acknowledge the role women play in the economic activity World Vision is influencing. There is no requirement to estimate unpaid care work.

2. ACCESS

<p>2A. Access to opportunities</p>	<p>This refers to access to opportunities for skills development, knowledge transfer and networks. This can include both hard skills (eg, <i>technical skills</i>) and soft skills (<i>confidence, leadership</i> etc).</p> <p>Access to opportunities here also includes project activities and facilitation to improve productive capacity. The indicators here linked to skills development refer to the access-related activities that would likely be delivered by a World Vision project, such as business, financial literacy and disaster-risk reduction training.</p> <p><i>Note: Skills and knowledge transfer delivered for production as part of agri-extension is measured in 'Access to resources and services', as information is delivered as a part of agri-extension service.</i></p>	<p>Access at target group:</p> <p>2.1 Total cumulative number of men and women with increased access to opportunities.</p> <p>2.2 Proportion of women and men who believe that they have access to adequate information and other opportunities to start or expand an income-generating activity.</p> <p>2.3 Perceptions of women and men on change in access to opportunities (<i>qualitative</i>).</p> <p>Adoption at target group level:</p> <p>2.4 Proportion of women and men adopting recommended business practices (eg, engaging in farming as business) (Core).</p> <p>2.5 Behaviour change of target group (women and men) and reasons for adoption of recommended practices (<i>qualitative</i>).</p> <p>2.6 Proportion of women and men who report feeling confident in their financial literacy.</p> <p>2.7 % of households able to employ an effective disaster-risk reduction or positive coping strategy.</p>	<p>2.1-2.2: Baseline, midline and endline. Some projects using impact assessments might measure this annually.</p> <p>2.3: Qualitative indicators can be measured as a follow up to the quantitative indicators annually or as necessary after the first business cycle, and then at midline and endline.</p> <p>2.4, 2.6 and 2.7: Baseline, midline and endline. Some projects using impact assessments might measure this annually.</p> <p>2.5: Qualitative indicators can be measured as a follow up to the quantitative indicators annually or as necessary after the first business cycle and then at midline and endline.</p>	<p>2.1-2.2 Household survey or monitoring data.</p> <p>2.3: Qualitative indicators need to be measured using in-depth interviews (IDIs) or FGDs on a sample of participants.</p> <p>2.4, 2.6 and 2.7: Household survey or monitoring data.</p> <p>2.5: Qualitative indicators need to be measured using IDIs or FGDs on a sample of participants, private sector partners / documentary evidence.</p>
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<p>2B. Access to resources and services</p>	<p>This level captures both access to and adoption of relevant resources and services required for economic advancement. This includes access to and adoption of resources such as household assets or new technologies. This also refers to access to market services, including financial and other market services such as agricultural extension services.</p>	<p>Access at target level:</p> <p>2.8 Total cumulative number of men and women with increased access to resources and services.</p> <p>2.9 Proportion of women and men who believe that they have access to adequate information and access to relevant resources and services.</p> <p>2.10 Perceptions of women and men on change in access to services (<i>qualitative</i>).</p> <p>Adoption at target group level:</p> <p>2.15 Proportion of households adopting improved agricultural practices.</p> <p>2.16 % of households that used improved financial services in the past 12 months⁷⁷ (<i>Core</i>).</p> <p>2.17 % of households with the means to save money (<i>Core</i>).</p> <p>2.18 Proportion of women and men who have used non-financial services (eg <i>agri-extension</i>) to start or expand an income-generating activity.</p> <p>2.19 Behaviour change of target group (<i>women and men</i>) and reasons for adoption of recommended practices (<i>qualitative</i>).</p>	<p>2.8-2.9: Baseline, midline and endline. Some projects using impact assessments might measure this annually.</p> <p>2.10, 2.19: Qualitative indicators can be measured as a follow up to the quantitative indicators annually or as necessary after the first business cycle, and then at midline and endline.</p> <p>2.15-2.18: Baseline, midline and endline. Some projects using impact assessments might measure this annually.</p>	<p>2.8-2.9: Household survey or monitoring data.</p> <p>2.10, 2.19: Qualitative indicators need to be measured using IDIs or FGDs on a sample of participants.</p> <p>2.15-2.18: Household survey or monitoring data.</p>
	<p>Access and adoption at system actor level</p>	<p>This captures access and adoption at the system actor level across both 'access to opportunities' and 'access to services'.</p> <p>Access at system actor/service provider level:</p> <p>2.20 Number of system actors/service providers World Vision has partnered with or facilitated to adapt inclusive business models (quantitative).</p> <p>Adoption at system actor/service provider level:</p> <p>2.21 Value of investment leveraged from inclusive business models that enable access to opportunities and services (quantitative).</p> <p>2.22 Behaviour change of system actor/service provider in terms of adaptations made to enable inclusive access to opportunities and services and reason for adoption (qualitative).</p>	<p>2.20: All access-level quantitative indicators need to be measured annually.</p> <p>2.21-2.22: All adoption-level indicators need to be measured at least after the first business/transaction cycle, or after the first uptake and then at midline and endline.</p> <p>All qualitative indicators need to be measured after the first business/transaction cycle, or after the first uptake to check adoption and then at midline and endline.</p>	<p>2.20: Project monitoring records.</p> <p>2.21-2.22: Private sector partners documentary evidence and IDIs.</p>

3. AGENCY				
<p>3A. Decision making ability</p>	<p>Decision-making ability could exist at multiple levels in World Vision's livelihood programs. Firstly, it is important to understand decision making at the household level, including men's and women's decision-making ability linked to income generation. This includes control over income-related and non-income related expenditures, such as child wellbeing expenditures. This could also include decision making on labour distribution within a household. Secondly, decision making could also be measured beyond the household in the relevant sub-sector and market systems eg, leadership positions in value chains, producer or farmer groups, savings groups etc.</p>	<p>Decision making:⁷⁸</p> <p>3.1 Proportion of households with equitable decision making in the productive sphere/income-generation activity (Core).</p> <p>3.2 Proportion of households with equitable decision making in domestic sphere (Core).</p> <p>3.3 Proportion of project-supported groups that are led by a woman⁷⁹ (Core).</p> <p>3.4 Reasons for the change in decision making in both the productive and domestic spheres (qualitative).**</p> <p>3.5 Proportion of women and men confident to take up a leadership role.</p> <p>3.6 % of women and men who report making a decision to save or borrow in the last 12 months.</p> <p>3.7 % of leadership roles in mixed-gender projects supported groups held by women.</p>	<p>3.1- 3.2: Baseline, midline and endline.</p> <p>3.3: Annual (Obtained from producer group audit, Savings for Transformation records).</p> <p>3.4: To be measured at midline and endline.</p> <p>3.5-3.6: Baseline, midline and endline.</p>	<p>3.1-2: Household survey.</p> <p>3.3, 3.7: Project producer group/ Savings for Transformation monitoring records.</p> <p>3.4: To be measured using in-depth interviews from a sample from the household survey.</p> <p>3.5-3.6: Household survey.</p>
<p>3B. Manageable workloads</p>	<p>This refers to whether women have manageable workloads. This is closely linked to whether women and men have an equitable division of labour within a household, including paid and unpaid labour as well as leisure time. Depending on a program's WEE strategy, it might also refer to the new or updated roles or functions of women within the selected value chain or sub-sector.⁸⁰</p>	<p>3.8 Average # of hours spent on leisure and rest/sleep by women and men (Core).</p> <p>3.9 Average # of hours spent on paid and unpaid work by women and men.</p> <p>3.10 Proportion of women and men involved in rewarding/influential roles in the target value chain.</p> <p>3.11 Women's and men's average perception (score) of men's contributions to household chores.</p> <p>3.12 Average # of hours saved due to new technologies/laboursaving devices or strategies.</p> <p>3.13 % of households using technologies that improve productivity and save time in tasks that women traditionally perform.</p>	<p>3.8-3.13: Baseline, midline and endline.</p>	<p>3.6-3.12: Household survey.</p>

78 The World Vision International (WVI) Livelihood Core Impact Indicators includes the following indicator: C4B.25442: Proportion households with women actively engaged in decision making. However, for programs focused on achieving WEE outcomes, it is recommended that measuring both productive and nonproductive aspects of household decision making is important. Therefore, WV Field Offices should determine what is best works best for their project and context.

<p>3C. Wellbeing</p>	<p>This refers to men's and women's feedback on whether the economic change results in satisfaction and happiness or stress and unhappiness. This links to women's overall physical, emotional, psychological and spiritual wellbeing. This is important but often challenging to measure. A key aspect of this measurement is freedom from violence. This refers to a women's ability to be free from GBV or "any act of [GBV] that results in, or is likely to result in, physical, sexual or mental harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life."⁸¹ Another key dimension of agency linked to wellbeing is women's mobility, or a women's ability to move freely. The extent that this is a focus will be dependent on the context and should be based on gender-responsive market assessment or GESI analysis and corresponding program interventions strategies.</p>	<p>3.14 Average wellbeing score (WEMWBS) (Core).</p> <p>3.15 Proportion of women who have freedom of movement to access program-related services within and outside residential locality (Contextual).</p> <p>Incidence of conflict:</p> <p>3.16 % of women and men reporting a perceived decrease in incidence of conflict in the community (quantitative). **</p> <p>3.17 Narrative on reason for change in wellbeing, including conflict/mobility and other aspects of wellbeing (qualitative). **</p>	<p>3.14, 3.15: Baseline, midline and endline.</p> <p>3.16, 3.17: To be measured at midline and endline.</p>	<p>3.14, 3.15: Household survey.</p> <p>3.16: Household survey.</p> <p>3.17: To be measured using IDIs from a sample of participants.</p>
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4. EQUITABLE SYSTEMS

<p>This refers to the formal and informal systems that women and men exist in. It refers to any institutional systems including legal and policy frameworks. It also refers to social norms relevant to the project.⁸²</p> <p>Gender norms are a sub-set of social norms. There are several aspects to these when we consider livelihoods programs, including:</p> <ul style="list-style-type: none"> - Gender norms linked to the role of women in paid and unpaid care work; mobility; and decision making or leadership roles. - Recognition of women can be considered as one specific aspect of gender norms. It also refers to the increased recognition of women in their roles within the household, community or amongst value chain actors. - Roles and functions: Depending on the project's WEE strategy and whether interventions will encourage women to take on new roles or functions in the market, this could also refer to specific norm changes linked to women's roles or functions in markets and how different market actors perceive women's roles and engage them for mutual economic benefit.⁸³ 	<p>4.1 % of women and men with supportive attitudes towards women's economic participation.</p> <p>4.2 Women's and men's average perception (score) of women's contributions to household income/ fund. **</p> <p>4.3 % of women feeling their economic roles/contributions within the household and the community are being recognised AND % of men recognising women's economic roles/ contributions within the household and the community. **</p> <p>4.4 Perceptions of system actors about engaging women in inclusive models and women's capacity to engage in economic activities (qualitative).</p> <p>4.5 Nature and reason for change in terms of supportive attitudes and recognition by household members/ community and business owners/ service providers in the targeted value chain (qualitative).</p>	<p>4.1-4.3: Baseline, midline and endline</p> <p>4.4-4.5: Qualitative indicators can be measured annually or as necessary after the baseline and/or first business cycle, and then at midline and endline</p>	<p>4.1-4.3: Household survey.</p> <p>4.4-4.5: IDIs/KIIs.</p>
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Additional notes: Measuring WEE outcomes

- For all access-level indicators, it is important to capture both 'access' to and 'adoption' of practices at two levels: a) target group (male and female farmers) and b) market actors or service providers (public/private).

	ACCESS	ADOPTION
<p>Overall definition</p>	<p>Refers to the immediate change in access resulting either from direct project support or facilitated by the project. Access can be captured at output and outcome levels as described below.</p> <p>Access of farmers as a result of household-focused approach (direct support) by World Vision activities should be reported under output level.</p> <p>Access of farmers triggered as a result of change through market-focused approach (eg. business model) via facilitation support provided to market actor partners by a World Vision intervention should be reported under intermediate outcome. This is most relevant for iMSD programs.</p>	<p>Refers to the application of practices by target group and/or partners as a result of improved access. This is generally captured at the intermediate outcome level of the ToC.</p>

<p>Target group (eg, male and female farmers)</p>	<p>Captures the number of men and women who have improved access as a result of WorldVision support or facilitation.</p> <p>Example 1: If WorldVision conducts training on certain production practices and gives seeds to start piloting the first batch of production, the number of women who attended training and received seeds would be recorded as access.</p> <p>Example 2: If WorldVision supports private sector Company A to help develop their sourcing network, and that support involves finding farmers who can supply chilies to Company A, then the number of farmers identified who could be potential suppliers to Company A should be recorded as Access.</p>	<p>Captures the application of practices by male and female farmers as recommended either directly by WorldVision or through its facilitating private/public sector partner:</p> <p>Example: Women and men now buy better seed varieties.</p> <p>Example: Women and men apply improved post-harvest practices as learnt from the training session or agri-extension staff of Company A to meet their quality and quantity requirements.</p>
<p>System actor</p>	<p>Captures the number of system actors WorldVision is working with or influencing.</p> <p>For example: A WorldVision project has engaged six firms from the self-selection process of agri-input supply dealers. WorldVision is meeting with them regularly and discussing a potential change in behaviour. Access is recorded as six system actors.</p>	<p>Captures the number and behaviour change of system actors to determine whether they have actually made changes to their business model/service delivery/ transactions in order to be more inclusive ie, so that more women can engage economically as suppliers, customers and employees.</p> <p>For example: Company A is now starting to give embedded information to female farmers on improved post-harvest practices.</p>
<p>Measuring access and adoption</p>	<p>There are multiple ways of measuring access.</p> <p>If a household-focused intervention, then collect cumulative sex-disaggregated data of participants or beneficiaries reached by WorldVision (those that were exposed to the message somehow).</p> <p>If a market-focused iMSD intervention, then collect:</p> <ol style="list-style-type: none"> 1. Participant list from partners. 2. List of farmers enlisted under a particular company as suppliers, customers or under any financial institution that WorldVision is influencing. 3. Self-reported by target group: Of the total number of beneficiaries interviewed, check the proportion that have mentioned having access to the type of service or product WorldVision is trying to influence through the partnerships. Extrapolate this figure to the target population to calculate the total figure. <p>For market actors, access and adoption is measured as the total number of system actors that WorldVision is partnering with or influencing through its activities.</p> <p>Note: Adjust for overlap.</p>	<p>At the target group level:</p> <ol style="list-style-type: none"> 1. Take a list of farmers from partner companies. If possible, also collect the sales records of retailers and lists of account holders with financial institutions or savings groups. 2. WorldVision should select a sample of the respondents who have had access and then ask whether or not they have adopted the suggested practices. If yes, ask what types of changes have they adopted and why. The proportion of people with access who have adopted practices should then be extrapolated to the total target population to calculate the adoption figure.



CASE STUDY 9: Mid-term results: The NSVC Project

The NSVC Project has made significant progress in achieving WEE outcomes, with positive results also noted for child wellbeing.

- **Economic advancement:** The project is working with 800 producer groups and 20,000 households. On average, project beneficiaries (63.5 percent women) have managed to increase incomes from target crops by 67 percent, from US\$125 at baseline to US\$208 at midline.
- **Access:** The project has worked to increase women's and men's access to opportunities, life chances and resources, with a significant increase recorded in the number of women collectively buying and selling via producer groups.
- **Agency:** The project has successfully promoted women's decision making in producer groups. 61.8 percent of executive committee positions are held by women. There also appears to be increased male engagement in the care work.
 - However, the results on household decision making are mixed. While decision-making power increased for both women and men, men reported having significantly more decision-making power than women in all domains assessed. Although two indicators show statistical difference between MenCare and non-MenCare groups, with MenCare participants having stronger results on decision-making indicators linked to IGA and non-IGA expenditure. The qualitative data demonstrated encouraging and promising results for the 358 MenCare groups established.
- **Equitable systems:** There were also mixed results linked to social norms, with some indicators moving positively (agreement on the value of women's agency) and others appearing to have limited progress (support for women's involvement in IGAs).
- **Child wellbeing:** The percentage of children aged 6-59 months receiving minimum dietary diversity in the last 24 hours increased from 12.7 percent to 54.4 percent at midline.

Key recommendations:

- Strengthen engagement with the private sector, including the targeting of agri-input suppliers and continuing to make the business case for inclusion and gender equality.
- Build the capacities of producer groups and community sale agents so that producer groups can continue to participate in and benefit from markets after the project's conclusion.
- Scale the implementation of gender-inclusive financial training to promote women's agency.
- Strengthen work to address social norms by designing a new MenCare training for religious leaders to promote equitable systems.

Further information can be found in the [NSVC evidence brief](#).

GOAL	INDICATOR**	BASELINE	MIDLINE
Child wellbeing	% of children aged 6-59 months receiving minimum dietary diversity in the last 24 hours (WHO definition)	12.7% (15.7% boys; 9.9% girls)	54.4% (55.7% boys; 53.2% girls)
WEE DOMAINS			
Economic advancement	Median total household income from sale of target crops/products (in BDT)	10,500 (US\$125)	17,500 (US\$208)
Access	% of producer members sold products collectively	1.7% (3.6% women; 0.5% men)	19.6% (18% women; 23% men)

Agency/Decision making	% men and women reporting decision-making power over IGAs - % women and men reporting decision-making power over non-IGA related expenditure	37.5% (men) 9.6% (women) 59.7% (men) 56.2% (women)	56.7% (men) 39.3% (women) 23.5% (men) 14.0% (women)
Agency/ Manageable workloads	-% reporting satisfaction over time use Report increased participation of men in domestic activities	14.1%	27% 64.5% (men) 54.7% (women)
Equitable systems	- % people in agreement with key gender attitude statements: -husband allows wife to become involved in IGAs; -he/she can make the decision on what is important for themselves (what to do, where to go, who to meet).	59.7% (men) 63.6% (women) 51.9% (men) 47.6% (women)	46.0% (men) 66.3% (women) 64.9% (men) 56.3% (women)
Agency/ Wellbeing	% respondents (women and men) reporting frequent incidents of domestic violence in their community	9.2%	12.1%



“Women getting out of their comfort zones and working to help their families is not a bad thing, I now know what I am truly capable of.”

– Shapla, women entrepreneur, NSVC Project.



Additional resources:

- [NSVC Project monitoring and evaluation plan.](#)
- [GPOP Project monitoring and evaluation plan.](#)
- [iLIVE Project monitoring and evaluation plan.](#)

Use of different measurement approaches: A diverse range of monitoring and results measurement methods should be applied to capture results and drive learning – even if the results captured by these methods were not always fully reported in project documents. This typically entails a **mix of qualitative and quantitative methods**, and the choice of instruments should be decided based on how the data will be used. While quantitative indicators and methods are useful to validate and extrapolate findings, it is highly recommended that qualitative indicators are used to check behaviour/social norm changes and sustainability. Qualitative indicators are even more important for capturing WEE impact given the nuanced changes. They are also useful to assess any unintended impact.

For more routine monitoring, tools such as impact assessments, annual surveys, FGDs, in-depth interviews and company records are useful to assess access and adoption more frequently. This helps to capture activity effectiveness and also respond to the real-time changes needed.

For in-depth thematic studies that require investigating a certain topic or any specific behaviour changes, such as change in savings and consumption patterns etc, programs can use methods such as longitudinal studies, significant stories of change, tracer studies, case studies etc.



TOOL 9:
Designing the M&E plan to measure WEE outcomes

✓	POINTS TO CHECK	NOTES
<input type="checkbox"/>	<p>Identify the evidence and learning questions linked to WEE at the start of your project: These can inform the overall design of the M&E plan, including the selection of indicators, key questions of enquiry and evaluation type.</p>	
<input type="checkbox"/>	<p>Include indicators in your logframe across multiple WEE domains: In general, World Vision already measures indicators linked to economic advancement and access domains in livelihood programs. However, there is less measurement of agency (decision making, manageable workloads) and equitable systems (eg, social norms).</p>	
<input type="checkbox"/>	<p>Ensure appropriate frequency of data collection: Many WEE indicators (especially those linked to agency and equitable systems) are only measured at baseline, midline and endline, so they do not need to be resource intensive for the project team responsible for monitoring. The frequency of measurement will depend on the level of the indicator in the project ToC/ logframe. However, those indicators that are access-related should be monitored closely to check for evidence of access and adoption. This is so that relevant adaptations to program activities can be made in order to understand attrition issues (that is, why uptake is low). You can read more about adaptive management in the iMSD PQAS M&E section.</p>	
<input type="checkbox"/>	<p>Incorporate a mix of quantitative and qualitative indicators as part of the M&E plan. Although quantitative indicators are often employed, qualitative indicators are also important – especially when examining agency and for understanding the causality of change from access to adoption. It is also important to talk to both men and women in a study to assess individual, relational and wider community-level changes. It is therefore recommended that in-depth interviews and/or FGDs are conducted at the baseline, midline and endline to understand the change in relevant domain indicators and how they have been triggered by the program. As mentioned in Tool 4.1: Gender-responsive market assessment checklist, women-only and men-only focus groups can provide valuable insights into the experiences of women compared to those of men.</p>	

<input type="checkbox"/>	<p>Include a mix both of indicators commonly used by World Vision and locally developed indicators of relevance:⁸⁴ This recognises that, while there are some standardised indicators that many World Vision projects use (highlighted in Table 7), the challenges faced by women will vary from context to context and by intervention design. Relevant indicators will depend on the project strategy and intervention.</p>	
<input type="checkbox"/>	<p>Prioritise indicators that make sense given your project design and context: Data collection is costly and time consuming. Carefully choose indicators that make sense for your program.</p>	
<input type="checkbox"/>	<p>Make sure that the assessment phase informs your selection of indicators: The detailed logframe and M&E plan should ideally be developed after the assessment and design phases. This required sequencing should inform operational planning linked to the timing of the baseline, which should be done after the key assessments.</p>	
<input type="checkbox"/>	<p>Track unintended consequences: The M&E plan should seek to understand the unintended consequences of project interventions on women compared to men – both positive and negative. Qualitative methods in particular help to unpack these issues.</p>	

PQAS 10: Conduct timely analysis of the results and utilise findings to inform adaptive management and future programming.

Learning outcomes:

- Understand the key planning steps required at baseline, midline and endline to measure WEE outcomes.
- Understand how to mainstream WEE into your monitoring and evaluation plan and processes for adaptive management.

To better understand the effectiveness and impact of programs to realise WEE outcomes, monitoring and evaluation plans need to focus on understanding the different experiences of women and men. Key factors that programs can consider are outlined in Checklist 3: WEE checklist for planning baseline, midline and endline.

Checklist 3: WEE checklist for planning baseline, midline and endline.

	CHECKLIST 3: WEE checklist for planning baseline, midline and endline
<input checked="" type="checkbox"/>	
<input type="checkbox"/>	<p>Representative sampling: When working on the evaluation design, ensure that there is statistically representative sampling in both quantitative and qualitative data collection.</p>
<input type="checkbox"/>	<p>Sex and disability-disaggregation and analysis: When considering data management, it is essential to systematically disaggregate results by sex (men vs. women or women-headed households vs. male-headed households etc). It is also important that disability-disaggregated data is also considered here in order to consider the various experiences of women and men living with a disability.</p>
<input type="checkbox"/>	<p>Gender/WEE expertise in consultancy technical proposals: When working with consultancies on baselines and evaluations, intentionally approach the understanding of WEE. For example:</p> <ul style="list-style-type: none"> • Consultants working on the evaluation have WEE or gender expertise, including in monitoring and evaluation design, as analysts and informants etc.
<input type="checkbox"/>	<ul style="list-style-type: none"> • Adequate time and resources are available to work with the consultancy on the inception plan or evaluation design, working through how to answer key evaluation questions linked to WEE.
<input type="checkbox"/>	<ul style="list-style-type: none"> • There is a clear approach to gender-sensitive data collection and 'do no harm' eg, women-only/men-only FGDs; female enumerators who women might be more comfortable speaking to about sensitive issues like decision making and gender norms etc.
<input type="checkbox"/>	<ul style="list-style-type: none"> • The approach to gender-sensitive data collection is included in training for enumerators. Tips and resources are also outlined in PQAS 4.

Many stakeholders at World Vision have an interest in monitoring and evaluation, including project donors and internal stakeholders. However, the key audience for monitoring and evaluation should be the project team who will use the monitoring and evaluation system – a resource into which we invest significant time – to improve program outcomes for women, men and children.

Adaptive management is the process by which critical project management decisions are made in response to its evolution over time. This process should be undertaken at the project's baseline, mid-term evaluation/review and final evaluation.

It should also feature at the collection of annual and semi-annual monitoring data – or any real time data that you are collecting linked to the implementation of private sector partnerships – to help steer project directions in light of key findings. The project team should also consider the differentiated impact on women and men in its monitoring and evaluation system so that this information can help to shape project decisions. Meanwhile, evaluation findings and recommendations should help to inform the design and implementation of new programs.



Implementation note for team: In the concept/proposal stage and livelihood design stage, the project pathways of change are mapped based on comprehensive assessments. However, it is only in implementation that these theories can be tested. A high-quality program is adaptive: it will respond and adapt! These realities are based on the understanding that markets and gendered dynamics are not static but dynamic – and always shifting and changing.

Checklist 4: WEE M&E and adaptive management checklist.



**CHECKLIST 4:
WEE M&E and adaptive management checklist**

<input checked="" type="checkbox"/>	
<input type="checkbox"/>	Adaptive management: Understand gendered dynamics in the core monitoring and evaluation processes in order to inform program decision making. There should be ongoing reflection and feedback loops with respect to how activities can be added, modified or adjusted in order to achieve expected outputs, outcomes and goals. It is recommended that World Vision teams reflect on the results, check variances to project plans and also consider whether results are on track in achieving the strategic objectives – including the 'do no harm' approach and exit strategy. This must be done annually as soon as results are gathered from the annual monitoring exercises. Considerations should be used to inform the annual work plan. Strategies need to be reviewed in detail at least once at midline – or ideally annually – to make the required adjustments.
<input type="checkbox"/>	Revisit sector constraints: It is important to understand and question how changes in WEE are relevant for broader sector growth and whether program activities are able to address constraints for WEE and at the sector level identified at the inception phase. Check progress across each level of against the program level and sector level ToC.
<input type="checkbox"/>	Gender and disability disaggregation: Reflect on the different ways that women and men/male and women-headed households/persons with disabilities/older persons – and other vulnerable groups – engage with and benefit from the project.
<input type="checkbox"/>	Check and question level of attrition: Check the dropout figures between access and adoption. If the adoption figure is much smaller than the total access figure, World Vision staff need to question the effectiveness of the model or adjust course accordingly. For example, 500 women might attend a training but only 50 women adopt the suggested practices. If this is the case, in-depth interviews need to be revisited to check why women are not adopting the practices ie, is it because of the product or service, or are there other factors that the program is not taking into account?

<input type="checkbox"/>	<p>Alignment with the selected value chain/sub-sector and/or private sector partnership intervention: In a LVCD or iMSD project, consider the different experiences of men and women specific to the targeted value chains or sub-sectors. The experiences of women in a women-led value chain and in a male-led or jointly-led value chain might be quite different, requiring different programming responses. The experiences of men and women will also differ based on private sector partnership type.</p>
<input type="checkbox"/>	<p>Triangulation: Program staff should triangulate monitoring data with their own experiences in the field. Data from large, externally conducted surveys should be triangulated with monitoring data, observations and insights from program staff themselves. When all data points together reveal a key insight, this provides a sound basis for a management response that is evidence based.</p>
<input type="checkbox"/>	<p>‘Do no harm’: As outlined in PQAS 6, during the design stage, project teams should look to map risks and risk mitigation strategies. The project’s monitoring and evaluation system should be able to provide the necessary data to assess if the project’s approach to ‘do no harm’ is effective, and/or if new/additional risks have arisen with implementation and risk mitigation strategies need to be considered.</p>

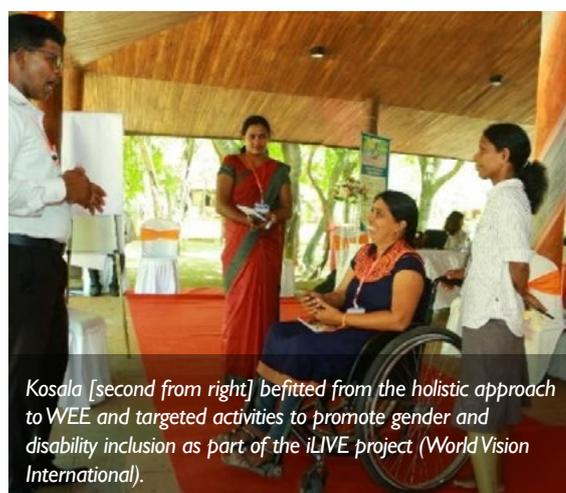
Case study 10: iLIVE Project Sri Lanka: Evaluation findings on WEE domains.



CASE STUDY 10: iLIVE Project Sri Lanka: Evaluation findings on WEE domains

“I was not aware that I could be a part of a social group or hold a leadership position in those groups before I attended the training done by iLIVE, but now I have understood my strength. I realise that my community now values me for who I am and what I am capable of.”

– Kosala (27 years old), Mushroom producer group, Savings for Transformation member and Disabled People’s Organisation (DPO) Treasurer.



Kosala [second from right] benefitted from the holistic approach to WEE and targeted activities to promote gender and disability inclusion as part of the iLIVE project (World Vision International).

The iLive Sri Lanka Project sought to understand the impact on WEE domains as a key part of its monitoring and evaluation plan. With a particular focus on evidence and learning, it documented best practices, learnings and challenges on gender equality and disability inclusion, and created mechanisms for cross-learning within communities, World Vision Lanka, World Vision Australia, partners and stakeholders.

The iLIVE Project has successfully achieved holistic economic empowerment outcomes across WEE domains, with key changes from baseline to endline:

- **Economic advancement:** 24,000 families increased their household incomes by 30 percent. Producer group members increased their incomes by 107 percent (mean) from key value chain projects, including groundnut and mushroom, which have low entry barriers and opportunities for women and people living with a disability – especially in value addition. 66 percent of producers were women and 15 percent were persons living with a disability.

- **Access:** Producer group members and savings group members were able to increase access to new economic opportunities, resources and services. For example, the percentage of respondents who reported feeling aware of market information (prices, demand, etc.) increased from 34 percent to 57 percent. 73 percent of respondents stated that their savings or loans were used to invest in income-generation activities.
- **Agency (decision making, manageable workloads, wellbeing):** There were positive shifts in household decision making, as well as increased men's engagement in the care work. The percentage of women reporting decision-making power over major household expenditures increased from 63 percent to 71 percent. Meanwhile, the percentage of women reporting having decision-making power over productive activities increased from 56 percent to 77 percent. The proportion of households where men are involved in daily childcare rose by 57 percent (from 23 percent to 36 percent). This figure was higher among men who participated in Journeys of Transformation (JoT) (53 percent).
- **Equitable systems:** There have been positive shifts in norms linked to gender and disability, although harmful attitudes to GBV persist. The percentage of persons in agreement that it is perfectly acceptable for women to work outside of the home increased from 73 percent to 86 percent. The percentage of respondents reporting they feel comfortable working with someone who has a physical or sensorial disability increased from 26 percent to 91 percent.

“Most women are now actively participating in community meetings and expressing their views with confidence. Decisions are made together as a family after participating in the JoT program. Women are engaging in income-generation activities based on their skills.”

– Economic Development Officer (EDO), Kandavalai.

Some of the recommendations from the project evaluation and other learning documents:

- Value addition was a successful strategy to involve women and persons living with a disability.
- Savings groups played a critical role in supporting income generation and promoting resilience amongst women and men during the floods and COVID-19.
- Expanding the target group to include more men and groups across the economic ladder could be considered for future programming. This could increase the scale of production and potential for partnerships with larger private sector actors.
- It was challenging to engage men in the C-change model alone, so additional efforts were required – including additional MenCare training.
- When considering intersectionality, engaging women's groups and DPOs were key to representing the interests of women and persons living with a disability throughout the life cycle of the project. The capacity building of DPOs was a key project achievement, contributing to shifting social norms and attitudes linked to disability.

For more information, please see the [iLIVE impact brief](#).



Additional resources:

- [BEAM Exchange Website](#)/Management section of the [M4P Operational Guide](#).
- **Collaborating, Learning and Adapting (CLA)** is another way of thinking about adaptive management and the concept of ongoing learning for those programs adopting an iMSD approach. [CLA Learning LAB](#).
- **USAID (2020) Adaptive management toolkit:** This document provides practical guidance to development practitioners on the mindsets, behaviours, resources, and processes that underpin an effective adaptive management system. It presents an approach to adaptive management that is rooted in complexity analysis and program theory.

ANNEXES: Additional Tools and Resources

Annex 5.1 Job Description (JD) – Gender Equality /WEE Specialist Template

World Vision Field Office *[insert country]* is seeking a Gender Equality/Women's Economic Empowerment (GE/WEE) Specialist to support a new grant project[s] *[insert name[s]]*, which has women's economic empowerment as a primary project component. *[Insert project description]*

PURPOSE OF THE POSITION:

Reporting to the project manager, the GE/WEE Specialist will lead the project's strategy and linked activities to advance WEE outcomes across the project cycle. The Specialist will be focused on field support: building GE/WEE capacity of team members in the context of value chain development (VCD)/ market systems development (MSD) programming and gender-transformative programs; supporting gender mainstreaming in project activities; leading targeted approaches and strategies to promote WEE outcomes. The role would also provide technical backstopping as issues arise; promoting adoption of WEE/GE in quality assurance and M&E activities; and other tasks as needed for greater GE/WEE responsiveness in VCD/MSD programming. Liaison with other technical staff within the project and Field Office – as well as alignment of methodologies – will be critical. A competitive candidate for this position will have significant background and expertise in GE/WEE and VCD, MSD, financial inclusion, and gender-transformative approaches, particularly in *[insert country and or region]*.

DUTIES AND RESPONSIBILITIES:

The Specialist's responsibilities will include, but not be limited to:

Project design:

- Be familiar with World Vision's WEE and Livelihoods Sector Frameworks, GE/WEE indicators and M&E approach and PQAS for GE/WEE. Also understand how these are applied to projects throughout the design, implementation and monitoring and evaluation phases of the project life cycle.
- Provide technical support throughout the design process, including the design of assessment methodologies, adaptation of existing or development of new tools, oversight of data collection, analysis and preparation of a report on findings. This will apply to gender-responsive market assessments and any additional gender and social inclusion (GESI) assessments.

- Based on the assessment phase, develop the GE/WEE strategy and associated work plan, including mainstreamed/targeted activities and approach to 'do no harm'. Contribute to refining the Theory of Change, reviewing M&E plans and the selection of implementation approaches.

Staff capability:

- Provide training for the project team on GE/WEE to promote skills development (assessment, approaches, private sector engagement and more) and the successful implementation of key strategies and activities in this area;
- Be aware of staff capacity and training needs; and
- Where necessary, recommend external learning opportunities.

Project implementation:

- Serve as a focal point for WEE strategy implementation in targeted projects;
- Be aware of all aspects of WEE implementation, including approaches, challenges, risks and opportunities;
- Engage with project partners as appropriate to promote inclusion of GE/WEE;
- Provide technical assistance and support to field team members, including problem solving and advice as issues arise to ensure adaptive management;
- Conduct or support the team to conduct responsive fact finding through FGDs and other tools to better understand challenges and opportunities that emerge; and
- Provide recommendations to project management about necessary changes.

Project M&E

- Work with the M&E managers to ensure the appropriate monitoring of activities, identifying ideas of concern based on gender-disaggregated data and ensuring appropriate programming responses; and
- Support field M&E teams in the collection of data, analysis and reporting of GE/WEE outcomes within the project to the donor and World Vision Field Office.

Stakeholder management

- Manage and/or support key partnerships linked to WEE strategy and implementation activities the gender equality/ WEE strategy and activities, including private sector, government, women-led organisations etc.;
- Develop a communication strategy and key messaging relevant to the different partnership stakeholder groups; and
- Engage with colleagues across the wider World Vision Field Office, national stakeholders, and World Vision International to share learnings and experiences in achieving WEE outcomes in the project.

PREFERRED SKILLS, KNOWLEDGE AND EXPERIENCE:

In addition, it would be advantageous for the candidate to also have:

- A Masters degree in a relevant discipline (international development, business administration, social sciences, women studies or another similar discipline);
- Experience in the relevant country or region;
- Experience working on grant projects funded by institutional donors; and
- Knowledge of working in Non-government Organisations (NGOs) like World Vision.

KNOWLEDGE, SKILLS AND ABILITIES:

The successful candidate must:

- Demonstrate strong technical skills in achieving WEE or GESI outcomes in VCD/MSD/financial inclusion and gender-transformative programming;
- Have a minimum of five years of work experience in implementing or advising on GE/WEE initiatives in VCD/MSD and gender-transformative programming;
- Exhibit excellent team building, training and advisory skills;
- Exhibit strong skills in stakeholder engagement, including with the private sector;
- Exhibit good skills in gender-transformative/social behaviour change (SBC) programs that seek to transform gender relations and social norms; and
- Have completed an undergraduate degree in a relevant discipline (international development, business administration, social sciences, women studies or another similar discipline).

Annex 5.2

Assessment tool – Understanding women’s challenges and opportunities in targeted agriculture sectors

Location (village, district, province):	Date:
Number of participants:	Group name (if any):
Facilitators:	Translator:
<p>Participants: Approximately 10 women who engage in the targeted sector. Ideally, these participants should be similar in terms of age, role in the sector, lived experience of poverty and power in order to have an open discussion (or characteristics relevant to the target context). This FGD is designed to take 60 minutes minimum and could be 90 minutes if participants are engaged (ideally no longer).</p>	
<p>Welcome, introduction (5 minutes)</p>	<p>Introduction to FGD/purpose, researchers and participants.</p> <p><i>Explain the process: It is a discussion – all comments are valuable. We would like to hear from everyone – even if opinions are different; practical experience is good.</i></p>
<p>Warm-up (5 minutes)</p>	<p>How do you contribute to household income? <i>(This should be worded appropriately according to the context.)</i></p>
<p>Challenges (15 minutes)</p>	<p>What types of challenges do you encounter in your work in the sector? <i>(Facilitator may prompt with production issues, low sales, unfair pricing, poor access to markets etc.)</i></p>
<p>Opportunities (10 minutes)</p>	<p>What opportunities could there be to expand your work or increase income in this sector? <i>(eg, upgrade the business, access new markets, hire labour, reduce waste, change variety, cut costs etc.)</i></p>
<p>Barriers (10 minutes)</p>	<p>What barriers are there to implementing these upgrades? <i>(eg, lack of finance, distance to market, needed technologies, skills and knowledge etc.)</i></p> <p><i>On the surface, these might look the same as challenges; however, barriers speak directly to opportunities, whereas challenges are those of a general nature identified before opportunities.</i></p>
<p>Solutions (10 minutes)</p>	<p>What would help you overcome these barriers? Who might provide this solution? <i>(eg, skills training from agricultural extension workers, changed location or terms of finance, affordable technologies etc.)</i></p>
<p>Wrap-up (5 minutes)</p>	<p>Other comments. Questions for the facilitators?</p> <p>Thank you.</p>

Annex 5.3

Design tool: Developing a risk register based on WEE domains

A risk register allows project designers to anticipate program risks, determine their level of likelihood and devise a strategy to mitigate the risks. The following risk register was designed to specifically consider the risk to the WEE domains and sub-domains. Other dimensions can be added as relevant to the program, such as GBV, women's leadership and role models etc.

WEE DOMAIN	DESCRIPTION OF SPECIFIC RISK 'There is a risk that ... '	LIKELIHOOD OF RISK ⁸⁵	IMPACT ON PROGRAM ⁸⁶	RISK MITIGATION STRATEGY IF SCORE OF 3 ON EITHER AXIS "In order to mitigate this risk, the program will... "
Economic Advancement				
Access/Access to opportunities and life chances				
Access/Access to resources and services				
Agency/Decision making				
Agency/Manageable workloads				
Agency/Wellbeing				
Equitable systems				

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