


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

March 2022



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)		



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.	
Mainstream (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. 	


<p>Principal</p>	<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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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.		
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.		
6. Ensure flexibility within the project's implementation budget to enact the WEE strategy and linked activities based on the assessment phase.		
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).		
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).		
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.		

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?
<input type="checkbox"/>	Planning assessments 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.	
<input type="checkbox"/>	Designing assessments 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					
Key criteria (weighting)	Sub-criteria	Maize	Chicken	Vegetables	Rice
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					


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 (<i>supply and demand side</i>)			
Access to resources and services (<i>supply and demand side</i>)			
Agency/decision making			
Agency/manageable workloads			
Agency/wellbeing			
Equitable systems incl. social norms, policy/legal environment etc.			

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?				

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"/>	<p>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'.</p>
<input type="checkbox"/>	<p>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.</p>
<input type="checkbox"/>	<p>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.</p>
<input type="checkbox"/>	<p>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.</p>
<input type="checkbox"/>	<p>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.</p>
<input type="checkbox"/>	<p>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.</p>
<input type="checkbox"/>	<p>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.</p>



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? (Potential project activities?)				
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?

	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>

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	<p>Incorporate points on how the partnership will support the partner to achieve business outcomes.</p> <p>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?</p>
Objectives of the proposed intervention to be undertaken by the partner	<p>Identify key milestones for the partnership.</p> <p>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).</p>
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)</i>'s <i>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.




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>	
<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.</p>	
<p>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.</p>	


 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.

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

 TOOL 9: Designing the M&E plan to measure WEE outcomes		
<input checked="" type="checkbox"/>	POINTS TO CHECK	NOTES
<input type="checkbox"/>	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.	
<input type="checkbox"/>	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).	

<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: 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>	

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.



CHECKLIST 4: WEE M&E and adaptive management checklist

<input checked="" type="checkbox"/>	
<input type="checkbox"/>	<p>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.</p>
<input type="checkbox"/>	<p>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.</p>
<input type="checkbox"/>	<p>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.</p>
<input type="checkbox"/>	<p>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?</p>
<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>

