

# Synthesis Document: How to Integrate Gender and Women's Economic Empowerment into Private Sector Development Programmes



**Women's Economic Empowerment Working  
Group**  
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**DCED**

The Donor Committee for Enterprise Development

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The DCED is a long-standing forum for donors, foundations and UN agencies working in private sector development, who share experience, identify innovations and formulate guidance on effective practice. The Women's Economic Empowerment Working Group (WEE WG) aims to harness the knowledge and expertise of DCED member agencies to overcome some of the major obstacles to Women's Economic Empowerment in developing countries. For more information on the DCED WEE WG or to view the DCED Knowledge Page on women's economic empowerment, including an online library with hundreds of resources, please visit the DCED website at:

<https://www.enterprise-development.org/organisational-structure/working-groups/overview-of-the-womens-economic-empowerment-working-group>

For more information on the DCED Standard for Results Measurement, please visit the DCED website at <https://www.enterprise-development.org/measuring-results-the-dced-standard>

This guidance is based on a rigorous literature review of documentation relating to the integration of gender considerations into PSD programmes resources and the practical experience of a broad range of economic growth programmes integrating WEE into their design, delivery and result measurement. A Consultative Committee was developed to capture this programmatic experience – bringing together seven leading practitioners, from across six programmes – with a variety of levels of ambition for WEE, six countries, and three donors. This Committee participated in two virtual workshops, providing feedback on the usefulness of - and suggested improvements to - the resources identified, the presentational format, and remaining gaps. Finally, in-depth interviews with experts and practitioners, including but not limited to members of the consultative committee, were conducted to provide examples and case studies throughout this paper.

*This document has been lightly edited to fix broken links, and to accommodate the transition from Version VII of the Standard (which had 8 Sections) to Version VIII (which has 7).*

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Finally, the authors wish to thank the members of DCED's WEE Working Group for reviewing and contributing to this paper.

## **Acronyms**

**ALCP** Alliances Lesser Caucasus Programme

**ASI** Adam Smith International

**DCED** Donor Committee for Enterprise  
Development

**DFID** Department for International Development

**DFAT** Department for Foreign Affairs and Trade

**FEE** Female Economic Empowerment

**FGD** Focus Group Discussions

**GIZ** Gesellschaft für Internationale  
Zusammenarbeit

**IFC** International Finance Corporation

**IFPRI** International Food Policy Research  
Institute

**ILO** International Labour Organisation

**M4C** Making Markets Work for the Jamuna,  
Padma and Teesta Chars

**MDF** Market Development Facility

**MRM** Monitoring and Results Measurement

**NAIC** Net Attributable Income Change

**ODI** Overseas Development Institute

**PSD** Private Sector Development

**SDC** Swiss Agency for Development &  
Cooperation

**SIDA** Swedish International Development  
Cooperation Agency

**SOBA** Sierra Leone Opportunities for Business  
Action

**WEE** Women's Economic Empowerment

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## Definitions

To support the reader's understanding, definitions of key concepts used throughout this paper have been included below. While every effort has been made to ensure these definitions reflect current thinking, many of these terms are contested within the development community and regularly renegotiated. Readers should therefore be conscious of the potential for slightly differing terminology and/or definitions between this paper and the resources signposted and embedded throughout.

**Access** – Women's means or opportunity to approach assets needed for realising economic opportunities, such as: information, markets, infrastructure, credit, skills, and agricultural inputs.

**Agency** – Women's ability to make effective choices and to transform those choices into desired outcomes. Agency can be understood as women's ability *to take advantage of* their access to assets (see above) in order to realise economic opportunities. Expressions of agency may include<sup>1</sup>: women's control over resources; ability to move freely; decision-making with the household; freedom from the risk of violence; and ability to have a voice in society and influence policy, among others.

**Do No Harm** – A commitment to avoid creating parallel delivery mechanisms or institutional structures, privileging certain groups over others, increasing tensions/conflict drivers, overlooking anti-corruption and bribery, facilitating or encouraging child labour, or reinforcing harmful or discriminatory practices or relations. From a gender perspective, DNH recognises that women and men often benefit differently and unequally from opportunities and resources, and ensures that mitigating actions are taken so that programme interventions do not leave women worse off (economically, socially and in any other way) than before. Categories of harm may include: Gender-based violence (GBV), displacement of women from value chains, precarious livelihoods and greater vulnerability to exogenous shocks, and exacerbated health and safety concerns.

**Gender Aware** – An approach that seeks to comprehend how gender considerations and dynamics may affect programming. Gender considerations are incorporated into certain activities or at certain points of the programme life cycle but women's economic empowerment (WEE) outcomes are not explicit objectives.

**Gender Blind** – An approach that fails to recognise existing gender differences (roles, responsibilities, needs) and dynamics (power relations between and among men and women), and *how* these differences and dynamics influence how women and men may participate in and benefit from programme interventions. Gender blindness impacts on programme planning, implementation and outcomes.

**Gender Equality** – Women and men's *equal* access to social goods, services and resources and opportunities in all spheres of life. Gender equality does not necessarily result in equal outcomes for men and women, as men and women may have different abilities to take advantage of this access.

**Gender Equity** – The equivalence in life outcomes for women and men. The different life experiences and needs of men and women are taken into consideration and compensation is made for women's historical and social disadvantages (through the redistribution of power and resources).

**Gender Mainstreamed** – An approach that seeks to consistently integrate gender considerations into the design, implementation, monitoring, evaluation and reporting of programme policies, plans, activities and intervention at all levels. Mainstreaming a gender perspective is the process of

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<sup>1</sup> <https://openknowledge.worldbank.org/handle/10986/4391>

assessing the implications for women and men of any planned action, including legislation, policies or programmes, 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 programmes in all political, economic and societal spheres, so that women and men benefit equally, and inequality is not perpetuated.

**Gender Responsive / Sensitive** – A programming process is gender sensitive when the gender dimension is systematically integrated into every step of the process, from defining the problem, to identifying potential solutions, in the methodology and approach to implementing the project, in stakeholders analysis and the choice of partners, in defining the objective, outcomes, outputs, and activities, in the composition of the implementation and management team, in budgeting, in the monitoring and evaluation (M&E) process, and in policy dialogue.

**Gender Specific / Women Targeted** – An approach solely targeting women or girls; aimed at facilitating change for female beneficiaries, typically with the aim of realising WEE.

**Unpaid Care** – All unpaid services provided within a household for its members, including care of persons, housework and voluntary community work.

**Women's Economic Empowerment (WEE)** – While WEE is a complex process that can take varying pathways for different individuals, in different contexts, there is increasing consensus within the development community that when women gain greater **access** to economic resources and opportunities, combined with increased **agency** to voice and influence important decisions in their homes and communities; make their own strategic life **choices**; and retain **control** over resources, substantial and wide-ranging development results ensue.

# Introduction

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## Background

Women's Economic Empowerment (WEE) has become a pressing priority in recent years, as governments, the private sector, and donor agencies recognise its potential to simultaneously catalyse economic growth and contribute to broader human development<sup>2</sup>. Important efforts have been made to support development practitioners to integrate WEE considerations and objectives into their programme design, delivery and monitoring and results measurement (MRM) systems, and a vast array of resources – from guidelines, to tools and frameworks, to podcasts and webinars, to virtual communities and networks – have emerged. Despite the availability of resources, progress on the ground remains slower than hoped. Practitioners report feeling overwhelmed and struggle to navigate these resources, some of which are considered overly theoretical, and tend to be designed with new – and highly ambitious – programmes in mind. In short, programmes often do not know 'where to start' when it comes to WEE. There is a need to signpost proven, practical advice within an existing framework, clarifying steps on the way from a basic minimum, to achievement of the full potential.

## What does this paper aim to do?

This paper seeks to provide Private Sector Development programmes aspiring to 'do more on WEE' but struggling to know where to start, 'step up' the gender-responsiveness of their programme by providing:

- Concise, practical guidance on how to incorporate WEE into programme delivery and MRM systems. This guidance is organised into 'WEE reflection points', and structured according to the 7 elements of the DCED's popular Standard for Results Measurement;
- Links to the best proven and practical tools and resources available;
- Real programme examples and case studies.

## Who is this paper for?

We recognise that programmes have different levels of ambition for pursuing WEE and have organised both our guidance and resources into three categories: basic, intermediate, and advanced.

The table below helps programmes to understand which level of ambition they are pursuing, based on:

- the programme's objective (i.e., whether WEE is an explicit and widely understood aim of the programme)
- the programme's approach to WEE (e.g., Do No Harm, gender-aware, gender-mainstreamed, women-targeted, etc.)

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<sup>2</sup> Economically empowered women create healthier, more educated, and more productive societies, with advances in health, education and security not only serving to improve women's own status, but also engendering a multiplier effect with benefits for whole societies. Women who earn and control incomes are particularly powerful agents for development because, relative to men, they invest a higher proportion of their income in the education, health and wellbeing of their families.

Level of Ambition	Programme Objective relating to WEE	Programme Approach to WEE
<b>Basic</b>	<ul style="list-style-type: none"> <li>Poverty reduction remains the core objective (as opposed to WEE).</li> <li>Programme still looks to positively impact poor women, but the focus is limited to increasing their access (as opposed to agency, or the broader enabling environment for WEE).</li> </ul>	<ul style="list-style-type: none"> <li>Majority of interventions are ‘Do No Harm’ or ‘gender-aware’,</li> <li>Some interventions may be gender-mainstreamed and women-targeted</li> </ul>
<b>Intermediate</b>	<ul style="list-style-type: none"> <li>Poverty reduction remains the core objective, but WEE is also a programme priority.</li> <li>Programme seeks to increase women’s access and – in many cases – enhance their agency.</li> </ul>	<ul style="list-style-type: none"> <li>Majority of interventions are gender-mainstreamed, with some women-targeted interventions</li> </ul>
<b>Advanced</b>	<ul style="list-style-type: none"> <li>WEE is a core programme objective, of equal or greater importance to poverty reduction.</li> <li>Programme consistently seeks to increase women’s access, enhance their agency, and facilitate a more enabling environment for women’s empowerment.</li> </ul>	<ul style="list-style-type: none"> <li>All interventions are either gender-mainstreamed or women-targeted</li> </ul>

### How to use this paper?

This paper is designed to be used interactively, to support programmes to develop their own ‘WEE learning journey’. The sections can be read individually and in any order depending on the reader’s learning needs.

The ‘levels-of-ambition’ coding structure follows a graduated and incremental approach, for example, advanced programmes would look to the guidance offered at both basic and intermediate levels, before also considering the advanced recommendations.

We recognise that the ‘levels-of-ambition’ coding structure necessarily simplifies the complexity of many programmes. A programme, for example, may broadly align to an ‘intermediate’ level of ambition, but with certain interventions aspiring to achieve more ‘advanced’ outcomes. For this reason, we advise against too rigid of an interpretation of the coding system, instead advising a more fluid approach. The individual WEE Reflection Points are designed to allow for this, and can support programmes to ‘upgrade’ their programme between levels of ambition on gradual basis.

In addition, since all measurement methods have strengths and weaknesses, we would also suggest that programmes reflect on which measurement approach (at the three different levels-of-ambition) are the best, in their particular programme context, to ensure:

- accuracy;
- information meets users' needs;
- fairness and feasibility.

We should be concerned not only with the selection of appropriate design and methods, but also in the quality of conducting them. Therefore, when more 'complex' things like agency are the subject of measurement at the advanced level, the measurement design will need to increase in its sophistication to enable it to ensure accuracy/meets needs/is fair/feasible.

### **Before starting...**

Before proceeding with the detailed guidance below, programmes should consider:

1. Developing their own **working definitions of WEE** that is relevant to the local context. While definitions vary, increased access and enhanced agency are common to most programme definitions of WEE. Several examples are included below.
2. Setting their **level of ambition** in relation to WEE (basic, intermediate, or advanced), which may require negotiations internally with staff and externally with funders and any other relevant stakeholders.
3. Agreeing their **WEE approach** – whether a programme's interventions are/will follow a Do No Harm, gender-aware, gender-mainstreamed, women-targeted, or combination approach, as defined in Definitions.

Working through these three points will help programmes to interpret and implement the detailed guidance in Sections 1 to 7.

# 1. Articulating the Results Chain

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*The DCED Standard requires that programmes first articulate a results chain, a hypothesis about how the activities of the programme are expected to lead to outputs, outcomes, and eventually development impact. Making the logic of the programme clear, in the results chain format, provides a comprehensive framework for the results measurement system.*

## 1.1: Conducting gender-responsive research and systems analysis

The DCED Standard requires each results chain to be supported by adequate research and analysis. When conducting gender-responsive research and systems analysis, programmes need to recognise that market systems and the business environment are far from gender-neutral. As such, the research questions listed in the Implementation Guidelines as explained in [‘Guidelines to the DCED Standard for Results Measurement: Articulating the Results Chain’ \(2016\), DCED](#) need to be analysed through a gendered lens. While some programmes choose to undertake specific, standalone research studies into gender dynamics in their focal areas of interventions, other programmes integrate gender analysis into the core diagnostic research (see Programme Example box below).

<b>GUIDANCE</b>	<b>Basic</b>	To begin with, we recommend that all programmes (basic, intermediate, and advanced) investigate gender roles and responsibilities in each subsector; constraints facing women - whether these are additional to those facing men; or experienced differently by women; access to and control over supporting functions; how formal and informal rules affect men and women.
	<b>Intermediate</b>	Intermediate and advanced programmes may wish to conduct a more rigorous assessment of the gendered dynamics underpinning core transactions (see GROW case study below as an example of the expanded questions that could be explored); analyse whether constraints facing women are restricted by access, agency, or both; and undertake a more extensive examination of the supporting functions most critical to women’s economic advancement such as access to finance and skills provision.
	<b>Advanced</b>	Advanced programmes may go beyond examining the constraints to women’s engagement in markets, instead focusing on the constraints to WEE more broadly. This entails greater analysis of household dynamics, relationships and social norms including unpaid care and mobility, among others.

<b>RESOURCES</b>	<b>Basic</b>	<a href="#">Rapid Gender Analysis – Approach, Guidelines, Tools, Learning, Resources, CARE</a> offers a helpful set of tools for Rapid Gender Analysis in 5 Steps.
		Chapter 4 Market Systems Analysis in <a href="#">‘Mainstreaming WEE in Market Systems Development’ (2016), SDC</a> , SDC provides a list of guiding questions which can be used during core diagnostic research to gather the information necessary to develop this understanding, in addition to a good practice case study from the Making Markets work for the Chars programme.
		The <a href="#">Relevance, Opportunity, Feasibility Matrix</a> developed by the Arab Women’s Enterprise Fund can be used as a tool by programmes to map the gender dimensions of subsectors, in order to assist in sub-sector selection and identify areas where further diagnostic research is needed.
		A <a href="#">tool</a> developed by AIP-PRISMA is useful for assessing women’s and men’s roles in and control over subsectors.
	<b>Intermediate</b>	<a href="#">‘Reducing the gender asset gap through agricultural development: A technical resource guide’ (2015), IFPRI and ILRI</a> provides a useful framework carrying out such an assessment by considering these factors in terms of the assets necessary for an individual to benefit from an intervention.
		Chapter 4.3 ‘Preparing for the evaluation and understanding the context’ in <a href="#">‘Review of evaluation approaches and methods used by interventions on women and girls’ economic empowerment’ (2014), ODI</a> explores how relying on assumptions or stereotypes relating to gender dynamics risks misunderstanding the constraints facing women.
	<b>Advanced</b>	<a href="#">‘Women’s Economic Empowerment. How Women Contribute to and Benefit from Growth. Integrating Women’s Economic Empowerment into the MDF approach’ (2015), MDF</a> presents guidance on scoping and sector selection and analysis of growth, poverty and gender at both the sector and household level.

## **GROW Liberia's approach to gender-responsive diagnostics**

GROW is a Sida-funded agricultural market development programme in Liberia. While its initial market systems analyses did acknowledge certain differences in men and women's roles, constraints and opportunities, shortly into the programme GROW's team recognised that – to design interventions that worked to genuinely benefit women and young people – it needed to conduct supplementary analysis into gender and youth dynamics. The research used mixed-methods approaches to explore the position of poor women and young people in key agricultural markets in Liberia, and the constraints and barriers hindering their ability to increase productivity and income, and to adopt more beneficial roles. Key research questions included:

- *Concentration of poor women and young people in each of GROW's target sectors*
- *Women and young people's position in value chain, e.g. production, harvesting, processing, post-production, sales;*
- *Autonomy of production, e.g. husband-wife team, wage labourer, female-headed smallholder/microenterprise;*
- *Input into productive decisions;*
- *Average yield (high season and low season) relative to the county mean;*
- *Average revenue and profit (if possible, % value capture)*
- *Constraints analysis, including women and young people's:*
  - *Access to (and ownership of) land and other assets (e.g. livestock, machinery);*
  - *Access to and quality of inputs;*
  - *Access to information;*
  - *Access to (assured) markets (including women and young people's mobility to get to markets);*
  - *Access to and decisions on credit*
- *Decision-making influence over income;*
- *Use of income;*
- *Leadership and/or participation in sector-related groups/committees;*
- *Time spend on productive agricultural activities vs. care/domestic responsibilities vs. leisure.*

The findings of the research were then used to develop the programme's Gender and Youth Strategy, and to inform both in Intervention Strategies and Measurement Plans.

## 1.2: Establishing a WEE Strategic Framework

<b>GUIDANCE</b>	<b>Basic</b>	Not applicable: typically we would not expect programmes pursuing a basic level of ambition for WEE to necessarily establish a WEE Strategic Framework and integrate this into the programme’s Theory of Change.
	<b>Intermediate &amp; Advanced</b>	Intermediate and advanced programmes may consider developing a <b>WEE Strategic Framework</b> which can be integrated into the programme’s Theory of Change. This sets out the causal logic associated with enhancing empowerment. Importantly, this may be different from the causal logic associated with reducing poverty. For example, we cannot assume that by increasing a women’s income she will become economically empowered (this may depend on other factors, such as, whether the woman is able to influence the use of that income). Where the causal logic between empowerment and poverty reduction differs, it is important for programmes to articulate parallel causal pathways in the programme-level Theory of Change.

<b>RESOURCES</b>	<b>Basic</b>	Beyond the Five Non-Negotiable Dimensions of WEE in Market Systems in <a href="#">‘Women’s Empowerment and Market Systems (WEAMS) Framework’ (2016)</a> , <a href="#">Linda Jones for BEAM Exchange</a> presents various ‘dimensions’ of WEE. Programmes may wish to incorporate all or some of these dimensions into their definition of WEE. The chapter also provides some examples of how these can be customised depending on the programme context.
	<b>Intermediate &amp; Advanced</b>	Chapter 1.4 in <a href="#">‘Measuring WEE in PSD’ (2014)</a> , <a href="#">Erin Markel for DCED</a> provides excellent guidance on developing a PSD-WEE strategic results framework, and provides an example WEE Theory of Change from the Alliances Lesser Caucuses Programme.
		Chapter 4.4 Understanding the intervention – theories of change and frameworks of <a href="#">‘Review of evaluation approaches and methods used by interventions on women and girls’ economic empowerment’ (2014)</a> , <a href="#">ODI</a> offers guidance on developing WEE Theory of Change. A range of strong examples are showcased in Annex 9.
		<a href="#">‘Advisory Note on Measures: Women’s Economic Empowerment’ (2016)</a> , by <a href="#">Linda Scott</a> explores the potential tension between poverty reduction and WEE outcomes.

### 1.3: Setting out gender-specific activities

<b>GUIDANCE</b>	<b>Basic</b>	Not applicable: typically we would not expect programmes pursuing a basic level of ambition for WEE to develop different or additional women-specific activities.
<b>Intermediate &amp; Advanced</b>		<p>Recognising the different and/or additional constraints facing women in many developing contexts, for example:</p> <ul style="list-style-type: none"> <li>• lower literacy and skill levels,</li> <li>• more limited access to markets, credit, and resources,</li> <li>• restricted mobility,</li> <li>• limited voice and restricted opportunities for advocacy,</li> <li>• unpaid care burden and broader norm-based constraints,</li> </ul> <p>intermediate and advanced programmes may need to develop different or additional women-specific activities to ensure they benefit equally from programme interventions. Equally, programmes may target certain activities towards men and boys to sensitise them to the benefits of women’s participation. It is important that gender-specific activities are developed and effectively sequenced in relation to other activities.</p>

#### **ALCP’s approach to designing ‘gender-overt’ interventions**

Alliances Lesser Caucasus Programme (ALCP) is an SDC-funded market systems programme, which since 2008, has generated positive income changes for over 450,000 small scale livestock producer households in Georgia. From April 2017 the programme becomes the Alliances Caucasus programme working in dairy, meat, honey and wool sectors concentrating on regional development between Armenia, Azerbaijan and Georgia through SME sector sustainability, cross border trade and export. The programme has a strong focus on enhancing women’s economic empowerment through facilitative and incentive-driven approaches. To do this, ALCP complements ‘gender-sensitised’ interventions – where results chains articulate pathways designed to realise impact for women and men, with ‘gender-overt’ interventions (GOIs), which are designed to specifically impact women. Within ALCP’s market systems analysis, constraints facing women are identified, including those that are different from – or felt differently by women – than those facing men. Interventions to address these gender-specific constraints – ‘gender-overt interventions’ are then designed, with results chains designed with women as the target group. To realise greatest impact, the programme prioritises cross-cutting constraints which have strategic relevance to multiple interventions, and which appear to be somewhat malleable. For example, access to decision making fora was identified as a potentially limiting constraint for all programme interventions; new gender laws not yet enacted in local municipalities provided a promising entry point for an intervention targeting this constraint.

<b>RESOURCES</b>	<b>Basic, Intermediate &amp; Advanced</b>	<p><a href="#">‘How to put Gender and WEE into practice in M4P – A Description of the Ethos, Systems and Tools used in the Alliances Programme in Georgia’ (2016), Helen Bradbury for DCED</a>, outlines the steps which ALCP follows identify activities necessary to ensure that women benefit equally from each intervention, and then to incorporate these activities into each results chain (as per 1.4 below). This resource also describes ALCP’s ‘Gender Overt Intervention’, a cross-cutting intervention to improve women’s access to decision making, which was introduced to improve women’s economic empowerment outcomes for all interventions.</p>
		<p><a href="#">‘Mainstreaming gender in an agricultural M4P programme: MADE’s approach in practice’ (2015), MADE Ghana</a> provides examples of differentiated gender-specific activities undertaken by MADE the north of Ghana, taking into account heterogeneity within regions.</p>

## 1.4: Integrating WEE into Results Chains

The programme’s WEE level of ambition and WEE approach will determine how WEE is integrated into Results Chains. Clear general guidance on designing gender-responsive results chains can be found in Chapter 1.5 in [‘Measuring WEE in PSD’ \(2014\), Erin Markel for DCED](#).

<b>GUIDANCE</b>	<b>Basic</b>	<p>Programmes pursuing a Do No Harm or Gender-Aware approach should:</p> <ol style="list-style-type: none"> <li>1. Identify risks to women at each level in the results chains. These risks should then be integrated into the results measurement and risk management systems, with indicators developed to monitor these risks, and mitigation or management strategies established.</li> <li>2. Ensure the assumptions set out in the results chains take into consideration gender differences.</li> <li>3. Disaggregate results by women and men where relevant, and incorporate gender participation targets.</li> </ol>
	<b>Intermediate &amp; Advanced</b>	<p>In addition to the above, programmes pursuing gender-mainstreamed or women-targeted approaches should:</p> <ol style="list-style-type: none"> <li>1. Introduce boxes at activity and output level, where additional or different activities may be needed for women to benefit in the same way as men, recognising that women often have different market and non-market roles than men, and are affected by different constraints (see green boxes in the example results chain from ÉLAN RDC below).</li> <li>2. Introduce additional boxes at outcome and impact level, setting out anticipated changes to women’s access and agency, as a result of the intervention, in line with the programmes WEE Theory of Change (see red boxes in the example results chain from ÉLAN RDC below).</li> </ol>

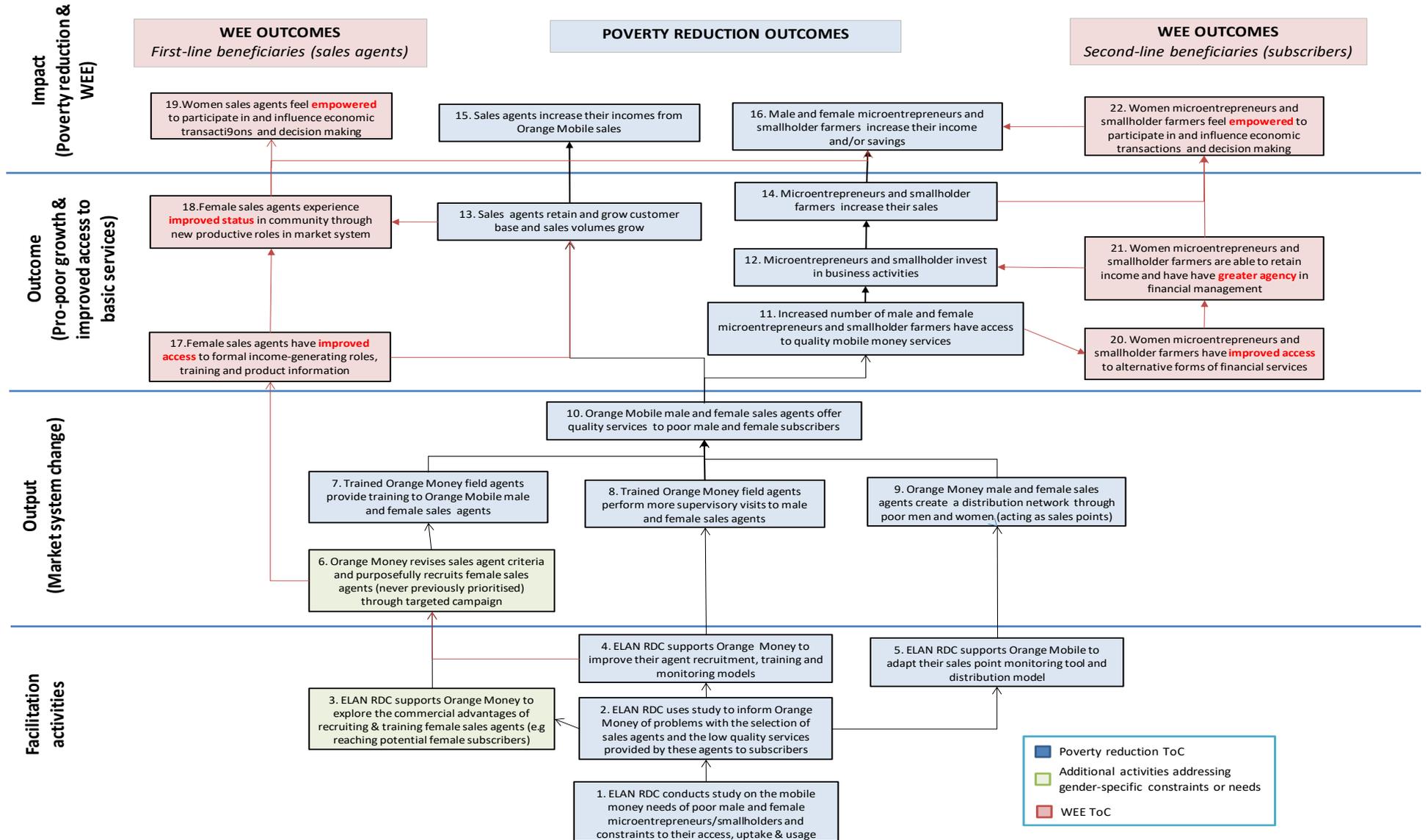
<b>RESOURCES</b>	<b>Basic</b>	Annex B in <a href="#">‘Measuring WEE in PSD’ (2014), Erin Markel for DCED</a> provides sample ‘Do No Harm’ and ‘Gender-Aware’ results chains with WEE integrated in to them.
		<a href="#">‘Standards for collecting sex-disaggregated data for gender analysis: a guide for CGIAR researchers’ (2014), CGIAR</a> outlines a step-by-step approach to collecting sex-disaggregated data.
	<b>Intermediate &amp; Advanced</b>	Chapter 1.5 in <a href="#">‘Measuring WEE in PSD’ (2015), Erin Markel for DCED</a> provides guidance on incorporating women targeted and gender mainstreamed activities into results chains, along with an example from the ALCP programme.
		Page 43 of <a href="#">‘Women’s Economic Empowerment and Market Systems (WEAMS) Framework’ (2016), Linda Jones for Beam Exchange</a> includes an additional example from the AIP-PRSIMA programme.

### **ÉLAN RDC’s evolving use of gender-responsive results chains**

ÉLAN RDC is a DFID-funded market systems programme in the Democratic Republic of Congo (DRC). While its primary objective is to increase the incomes of over 1 million poor people, the programme also seeks to enhance women’s economic empowerment. ELAN RDC is taking several steps to improve the integration of gender into its results chains:

- The programme analyses whether assumptions apply equally to men and women and where necessary incorporates additional or varied assumptions for women into its results chains. For example, several results chains recognise that women’s more limited mobility and disproportionate unpaid care burden may hinder women’s participation in certain activities, or that social norms may mean women do not receive – or have influence over –the increase income in the final stages of the intervention logic.
- ÉLAN RDC also disaggregates outreach targets by sex, and through this process, the team is able to critically assess whether women are genuinely able to access and benefit equally from the interventions, or whether additional or different activities need to be designed specifically for women (see below).
- In a few cases, where the intervention has been designed to take into consideration men and women’s different needs (i.e. it is gender-responsive), ÉLAN RDC has incorporated boxes where supplementary or different activities are needed for women to realise comparable outcomes to men. The programme is working to make gender-responsive results chains a more standard practice, but recognises that the fast-paced design phase of pilots and partnerships makes this difficult. The results chain below (**Figure 1**) depicts the causal logic underpinning a Mobile Money intervention. This intervention recruits and trains mobile sales agents to target potential mobile money subscribers which 1) increases the Mobile Network Operators (MNO)s’ customer base and 2) provides hundreds of thousands of poor people with access to alternative forms of financial services, particularly women who, in DRC, are not allowed by law to open a bank account without their husband’s consent. The blue boxes despite a conventional results chain, depicting the causal logic from facilitation activity to poverty reduction. The blue boxes depict the activities required for women to benefit in the same way as men from the intervention, in this case, supporting the Mobile Money partner to revise its sales agent recruitment criteria to facilitate women’s participation.
- In certain interventions where there is a purposeful WEE objective, ÉLAN RDC incorporates red boxes into its results chains to show how the programme activities also lead to WEE outcomes (in addition to poverty reduction outcomes). In the results chain below, the red boxes on the left show how the interventions lead to poor women accessing opportunities to adopt income generating roles as sales agents, leading to improved status in the HH and community and empowerment. On the right hand side we see how interventions and MSC have lead female sales agents to target female micro-enterprises and smallholder famers, providing them with access to financial services which previously were not available, and because of the mobile technology involved, women retain control over the money on their phone – increasing their agency and ultimately their broader empowerment.

Figure 1: ÉLAN RDC, Gender-responsive Results Chain for Mobile Money Intervention



## 1.5: Conceptualising WEE within a programme’s definition of Systemic Change

The DCED Standard recommends that results chains (or equivalent tool) outline the broader systemic changes the programme is targeting, and how the programme expects to contribute to these changes. There is no clear consensus on how to conceptualise WEE within a programme’s Theory of Change or intervention-level results chains. Below we set out some possible options that practitioners may wish to explore:

<b>GUIDANCE</b>	<b>Basic</b>	Not applicable: typically we would not expect programmes pursuing a basic level of ambition for WEE to integrate WEE into the definition of systemic change (if, indeed, they are seeking to measure this).
	<b>Intermediate &amp; Advanced</b>	<p><b>Adopt, Adapt, Expand, Respond (AAER):</b> If a programme defines systemic change along the lines of AAER (evidence of sustainability and scale) then they may wish to explicitly articulate how each step (Adopt, Adapt, Expand, Respond) of the change process, will contribute to WEE. For example, whether businesses are adopting pro-women / gender-responsive business practices (such as a mobile network operator deliberately hiring more female agents in order to better target and reach female consumers).</p> <p><b>Networks &amp; Relationships:</b> Programmes with an intermediate or advanced level of ambition for WEE may seek to influence systemic constraints such as certain specific examples of discriminatory social norms which perpetuate women’s more limited access to and ability to benefit from market opportunities. If a programme defines systemic change as a lasting transformation of the power dynamics within networks, including changes to the economic and social transactions underpinning these relationships, then programmes may wish to explicitly articulate the required changes in gender dynamics within their definition of systemic change. This goes beyond the actor-based approach of AAER, and may include shifts in social norms. Changes to norms can be incorporated into the programme’s definition of systemic change, however such norm changes must be feasible for the programme to influence.</p>

<b>RESOURCES</b> Intermediate & Advanced	<p><a href="#">‘Women’s Economic Empowerment and Market Systems (WEAMS) Framework’ (2016), Linda Jones for Beam Exchange</a> provides a good starting point for programmes wanting to consider targeted norm change as part of their definition of systemic change and their measurement approach, though it should be noted that this is a nascent field. In particular, see <a href="#">Table 3 (page 32) of the above-mentioned publication</a> of the which includes an example of the ‘Market Development Facilities’ approach to measuring systemic change in Women’s Economic Empowerment. More information can be found in the WEE Reflection Points within the Implementation Guideline for Measuring Systemic Change.</p>
	<p><a href="#">‘Women’s Economic Empowerment: How Women Contribute to and Benefit from Growth’ (2015), Market Development Facility</a> provides suggestions for measuring systemic change, and an example of how WEE strategy can be designed with systemic change.</p>

### **MDF’s integration of WEE into its definition of systemic change**

Market Development Facility (MDF) is an Australian DFAT- funded market systems programme operating in Fiji, Timor Leste, Pakistan, Papua New Guinea and Sri Lanka. MDF’s goal is to increase employment and incomes for men and women, though women’s economic empowerment is also a core programme objective. MDF has integrated WEE into how it defines and measures systemic change. MDF defines systemic changes in a range of sector engagement areas. MDF defines systemic changes as “the condition in which markets have matured to such a degree that their future functioning, expansion, innovation and inclusion of the poor would not require donor support”. For MDF, this condition is dependent on the ability of markets to be inclusive for women. As such, WEE is one of the criteria that is used to assess the degree of systemic change within a given sector i.e. has there been significant progress made in the WEE domains in a way that is sustainable and scalable.

## 1.6: Integrating WEE-related risks into results chains

The DCED Standard recommends that research and analysis underlying programme results chains takes into account the risks of job displacement.

<b>GUIDANCE</b> Basic, Intermediate & Advanced	<p>Beyond displacement, there are other WEE-specific risks or ‘trade-offs’ that may occur as a result of programme activities. These risks can often be considered as ‘<b>categories of harm</b>’, and if mapped out effectively, can be used to provide a clear framework for programmes to verify whether they are delivering on their commitment to ‘Do No Harm’. WEE-specific categories of harm may include gender-based violence (GBV); concentrating women in precarious livelihoods and increasing their vulnerability to exogenous shocks; exacerbating health and safety concerns etc.; reinforcing women’s position in low-value capture roles / sectors; and increasing women’s time poverty. The most important of these risks/categories of harm should be included in the results chains, supported by documented research and analysis.</p>
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**RESOURCES**

**Basic, Intermediate, & Advanced**

The [risk register](#) developed by Kenya Markets Trust can be used by programmes to help anticipate programme risks, determine their level of likelihood, and devise a strategy to mitigate against them.

For more information on GBV, see [‘Toolkit for Integrating Gender-Based Violence Prevention and Response into Economic Growth Projects’ \(2014\), USAID](#) and [‘Guidance Note on Addressing VAWG through DFID’s Economic Development Programmes’, \(2015\), DFID](#)

For more information on unpaid care work, see the SEEP Network’s webinar on [‘Measuring Unpaid Care Work in Market Systems’](#) and the full LEO Brief [‘Unpaid Care Work in Market Systems Development: Measurement Practices for Women’s Economic Empowerment’ \(2016\)](#).

## 2. Defining Indicators of Change, Other Information Needs

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*An indicator shows what you think success will look like if your outputs are produced and outcomes achieved. Indicators specify how you will measure whether the changes anticipated in the results chains are really occurring. The DCED Standard requires indicators to be derived from the logic of the results chain. Once you have clarified what you expect to happen, you can then be clear about what you expect to change – and what you would measure, at each step, to see whether this change occurred.*

### 2.1: Aligning indicators to your WEE level of ambition and WEE approach

Indicators should closely align to the programme’s WEE level of ambition and approach, as indicated below and explored more thoroughly throughout these Guidelines. General guidance on aligning indicators to your programme’s WEE approach can be found in Chapter 2.1.1 of [‘Measuring WEE in PSD’ \(2014\), Erin Markel for DCED](#).

<b>GUIDANCE</b>	<b>Basic</b>	As a minimum, programmes should ensure that beneficiary-focused indicators require sex-disaggregated data and that a clear disaggregation strategy is agreed for the programme. Specific indicators measuring the potential for harm should be included, for example women’s perceived risk of gender-based violence (GBV), the potential for displacement of women from value chains, and/or women’s perceptions of exacerbated health and safety concerns.
	<b>Intermediate</b>	In addition to the requirements set out for Basic programmes, programmes with an intermediate level of ambition should introduce some qualitative indicators focussed on the potential for differentiated outcomes for men and women.
	<b>Advanced</b>	Programmes with a clear WEE objective and women-targeted interventions, will need to incorporate WEE-specific indicators. Typically these measure changes to women’s perceptions of empowerment through access and agency-focused proxies, and will be explored in detail in the WEE Reflection Points throughout these Guidelines.

## GROW Liberia's counting approaches and disaggregation strategies

GROW is a Sida-funded agricultural market development programme in Liberia. In 2016, GROW hypothesised that its existing beneficiary counting approach, which recorded the 'head of the household / smallholding' as the beneficiary, was leading to the over-reporting of men, despite women's significant contribution to vegetable production. To test whether this hypothesis was true, and to develop a more nuanced way of understanding who contributes to – and benefits from – GROW's vegetable interventions, the programme piloted a 'joint-headship' approach. This approach recognises that, within smallholdings, there is rarely one individual involved in production and allows for 'joint-headship', as a means of recognising women's equal – if not greater contribution than men's. In late 2016, GROW's vegetable intervention team collected data to capture the contribution of men and women to enterprise-related activities more accurately – and their relative influence over enterprise-related matters.

To do this, vegetable traders and farmers were asked questions around how decisions related to the management of their business are taken and who carries out important tasks within their enterprises. The focus was on those activities and decisions that are most relevant to the on-going interventions in the vegetables sector. The interviewer asked vegetable traders and farmers who takes the lead (male or female), who assists (male or female), whether things are done jointly or in isolation. To reflect the different options, the following "codes" were used:

- FM - jointly made
- Fm - led by women, assisted by men
- Mf - led by men, assisted by women
- F - women only
- M - men only

The findings of this enquiry confirmed the programme's hypothesis of the over-reporting of male beneficiaries and the under-reporting of female beneficiaries. GROW has now rolled out the joint-headship approach across its vegetable interventions, and is using the 'Guidance on Decision Tables' set out in Annex II of ['Measuring Gendered Impact in PSD' \(2016\), Adam Smith International](#) to quantify male and female beneficiaries.

<b>RESOURCES</b>	<b>Basic</b>	Counting Approaches Table in <a href="#">'Measuring Gendered Impact in PSD' (2016), Adam Smith International</a> provides guidance on developing appropriate disaggregation strategies,
	<b>Intermediate</b>	Chapter 4.5 Methodology and indicators of <a href="#">'Review of evaluation approaches and methods used by interventions on women and girls' economic empowerment' (2014), ODI</a> offers useful guidance on ensuring that quantitative and qualitative indicators are complementary and examples of good mixed methods approaches.
	<b>Advanced</b>	Issues related to gender disaggregation and Generating and Using WEE indicators in <a href="#">'How to put Gender and WEE into practice in M4P – A Description of the Ethos, Systems and Tools used in the Alliances Programme in Georgia' (2016), Helen Bradbury for DCED</a> describes the issues ALCP encountered by relying on disaggregated indicators and provides guidance for how to develop WEE-specific indicators and strengthen these with additional qualitative data.

## 2.2: Defining ‘good’ indicators for measuring WEE

We cannot assume that men and women experience private sector development initiatives in the same way; that they derive the same benefits. In addition to being relevant, measurable, time-bounded, realistic and useful, beneficiary-focused indicators should also be gender-responsive. In other words, they must be capable understanding gender-differentiated outcomes and impact. Chapters 2.1.2 – 2.1.8 in [‘Measuring WEE in PSD’ \(2014\), Erin Markel for DCED](#) provides a good overview of how to develop good indicators for measuring WEE (Many of which are summarised below). Those programmes with an advanced level of ambition for WEE should also be looking to understand differentiated impact among women, recognising that women are not homogeneous and that empowerment in particular, is a complex and subjective process with outcomes that are unlikely to look the same for all women.

<b>GUIDANCE</b>	<b>Basic</b>	<p>As a first step, we suggest all programmes:</p> <ol style="list-style-type: none"> <li>1. Determine whether or not to require sex-disaggregated data: This decision is bound up in beneficiary counting approach discussed in the last bullet. If programmes decide to use an individual unit of analysis for beneficiary-focused indicators, then sex-disaggregated data should always be required, however where the unit of analysis is at the household or enterprise level, trying to artificially attribute a gender to the household or enterprise is complex and often misleading.</li> <li>2. Think through underlying assumptions or stereotypes which may affect choice of indicators and limit the analysis which can be performed from the data collected.</li> </ol>
	<b>Intermediate</b>	<p>In addition to the above, intermediate programmes may wish to:</p> <ol style="list-style-type: none"> <li>3. Ensure a mix of access and agency-focused indicators: As WEE is generally understood to require both an increased access to resources, and enhanced agency and power over these resources, intermediate to advanced programmes should look to ensure a mix of access and agency-focused indicators.</li> <li>4. Use qualitative indicators to understand WEE: The complex, subjective, and non-linear process of empowerment means that qualitative indicators are particularly important when it comes to understanding relevant proxies such as decision-making influence, mobility and self-confidence. Practical guidance on developing qualitative indicators is included below in WEE Reflection Point 4.</li> <li>5. ‘Define positive change: It is important to define what the programme understands as positive and negative change for women, including whether trade-offs have been made.</li> </ol>

Advanced	<p>6. In addition to those requirements set out under Basic and Intermediate, advanced programmes may want to design more ambitious indicators (provided that it is still within the programme’s ability to influence) such as time use, mobility, changes to unpaid care, or shifts in norms</p> <p>7. Women’s own definitions of empowerment vary by context. In order to ensure that indicators accurately capture changes in empowerment, advanced programmes may wish to take a participatory approach to designing indicators.</p> <p>8. Ambitious programmes may wish to disaggregate data by age and life-cycle, in order to understand, for example, how adolescent girls may be affected differently by an intervention.</p>
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RESOURCES	Basic	<p>Section 3 in <a href="#">‘Measuring Gendered Impact in Private Sector Development’ (2016), Adam Smith International</a> provides detailed guidance on beneficiary counting approaches and disaggregation strategies. Importantly, sex-disaggregated data is only so useful to understanding the complexities of gendered impact. Wherever possible, it is important to complement this with other data.</p>
		<p>Part B of <a href="#">‘Guidelines on designing a gender-sensitive results-based monitoring system’ (2014), GIZ</a> provides a useful introduction to indicators which can be used as levers for encouraging gender mainstreaming in private sector development programmes.</p>
		<p>Types of indicators and how indicators are chosen of <a href="#">‘Review of evaluation approaches and methods used by interventions on women and girls’ economic empowerment’ (2014), ODI</a> provides practical advice on how to think through underlying assumptions and stereotypes which may affect selection of indicators.</p>
	Intermediate	<p>Chapter 2.2.1 in <a href="#">‘Measuring WEE in PSD’ (2014), Erin Markel for DCED</a> provides more information. Figure 10 provides suite of different indicators to measure WEE at the household level.</p>
		<p>Appendix 2 of <a href="#">‘Advisory Note on Measures: Women’s Economic Empowerment’ (2016), Linda Scott</a> presents a list of questions which have been used to measure WEE to date, drawn from the author’s systematic literature review.</p>
		<p>Chapter 2.1.7 in the <a href="#">‘Measuring WEE in PSD’ (2014), Erin Markel for DCED</a> provides some practical guidance and examples of how programmes define positive change.</p>
	Advanced	<p><a href="#">‘Market systems approaches to enabling women’s economic empowerment through addressing unpaid care work’ (2016), BEAM Exchange</a> is a practical resource for exploring appropriate indicators for measuring time spent on unpaid care.</p>
		<p><a href="#">‘Measuring Empowerment? Ask Them: quantifying qualitative outcomes from people’s own analysis’, (2010) Sida Studies in Evaluation</a> provides guidance on using participatory approaches to design indicators.</p>

Chapter 6.7 'Tools and Data collection' of ['Review of evaluation approaches and methods used by interventions on women and girls' economic empowerment' \(2014\)](#), [ODI](#) provides a good entry point to the nascent literature on appropriate data collection methods for adolescent girls.

## 2.3: Qualitative indicators and WEE

The DCED Standard requires programmes to include qualitative indicators at various levels of the results chain. Programmes with an intermediate and advance level of ambition should consider incorporating gender-specific qualitative indicators in order to understand and monitor more nuanced changes to women's economic empowerment.

<b>GUIDANCE</b>	<b>Basic, Intermediate &amp; Advanced</b>	As highlighted above, qualitative data is particularly important when measuring WEE owing to its complex, subjective, and non-linear nature. The resource box below offers both guidance and a strong suite of example qualitative indicators for programmes to choose from. This might include, for example, qualitative feedback from women regarding positive and negative changes to their lives resulting from accessing new economic opportunities (covering topics such as respect within the household and community, decision-making power and control over resources, and feelings of empowerment).
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<b>RESOURCES</b>	<b>Basic, Intermediate &amp; Advanced</b>	<p><a href="#">'Understanding and Measuring Women's Economic Empowerment' (2018)</a>, <a href="#">ICRW</a> provides a set of illustrative qualitative indicators which can be used to measure changes in women's economic empowerment, in addition to guidance on tailoring choice of indicators to the specific dimensions of empowerment which a particular intervention will address and to the stage in the programme life-cycle at which changes are being measured.</p> <p><a href="#">'Measuring WEE' (2015)</a>, <a href="#">UN Foundation/ ExxonMobil</a> provides recommendations of qualitative for measuring 'intermediate', 'direct' and 'final' changes in women's economic empowerment, and is therefore another useful resource for tracking the process of empowerment. Suggestions are tailored depending on whether women are living in rural or urban areas.</p> <p><a href="#">'Women's Empowerment in Agriculture Index' (2012)</a>, <a href="#">IFPRI</a> provides an index of ten key indicators for tracking changes in women's empowerment within an agricultural setting.</p> <p><a href="#">'Rapid Qualitative Assessment Tool for Understanding WEE Results' (2016)</a>, <a href="#">DCED</a> is a useful tool for programmes wishing to identify indicators which allow for time- and cost-efficient qualitative research.</p> <p><a href="#">'Measuring Women's Decision-making: Indicator Choice and Survey Design Experiments from Cash and Food Transfer Evaluations in Ecuador, Uganda, and Yemen' (2015)</a>, <a href="#">IFPRI</a> provides a practical assessment of how the construction of qualitative indicators can Impact upon the results collected.</p>
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## 2.4: Additional aggregated indicators for WEE

The DCED Standard requires programmes to include a small number of indicators at the impact level that can be aggregated across the programme. Programmes with a higher level of commitment to WEE may need to consider additional aggregate indicators to capture results around WEE from across the programme.

<b>GUIDANCE</b>	<b>Basic</b>	Not applicable: only programmes with an intermediate and advanced level of ambition are expected to consider alternative aggregated indicators.
	<b>Intermediate &amp; Advanced</b>	<p>Programmes with an advanced level of ambition for WEE, may consider additional or alternative aggregated indicators, for example:</p> <ul style="list-style-type: none"> <li>▪ Number of women and girls who report benefiting from improved access to products, services, and economic opportunities</li> <li>▪ Number of women and girls who report increased levels of agency</li> </ul>

## 2.5: Determining projections and targets for women

The DCED Standard recommends that anticipated results and impacts are realistically projected for key quantitative indicators to appropriate dates. As men and women often experience change differently, and face different constraints in taking advantage of new opportunities, programmes should be careful in assuming that men and women will benefit equally from an intervention. Projections of outreach and impact should therefore be performed separately for men and women.

<b>GUIDANCE</b>	<b>Basic, Intermediate &amp; Advanced</b>	<p><b>Projections:</b> Setting projections for impact for women is particularly challenging, often owing to social norms which influence women’s willingness, ability, or availability to participate. Women-focused projections should take into consideration the gender-responsive market systems analysis (described in 1.1) and factors such as women’s existing productive and non-productive responsibilities including care roles, mobility, social acceptance of women’s economic advancement etc. Given the difficulty of setting women-focused projections, it is crucial that these are updated regularly as the programme evolves.</p>
	<b>Basic, Intermediate &amp; Advanced</b>	<p><b>Targets:</b> Some programmes may choose to set intervention-specific female participation targets, either in intervention strategies or partnership agreements. Such targets may help to ensure the programme team takes proactive measures to ensure women do not miss out from the intervention, and leverages its support to compel partners to adopt practices more inclusive of women where it can lead to genuine improved enterprise performance, in addition to WEE outcomes. The disadvantages of setting intervention-specific female participation targets is that it can lead to the instrumentalisation of women, particularly in low pay, low value-add roles or an over-emphasis on participation over depth of impact.</p>

### 3. Measuring Attributable Change

*Once indicators are identified, programmes must develop a system for measuring changes in these indicators. A ‘results measurement plan’ is required to summarise what indicators will be measured, when, how, and by whom. Primary research will frequently be required to gather information against indicators, which should conform to established good practice.*

#### 3.1: Undertaking gender-responsive baselines

The DCED Standard requires programmes to collect baseline information on key indicators. Baselines present a critical opportunity to capture useful data about women’s current levels of access, agency, and the gender dynamics underpinning these at a household level. Nonetheless, this opportunity is often missed by programmes – baselines tend to be gender-aware at best, and without a gender-responsive baseline it becomes difficult to measure changes for women. Chapter 3.1. of [‘Measuring WEE in PSD’ \(2014\), Erin Markel in DCED](#) sets out some strategies for integrating WEE into baselines without significant time and resources. The precise data collected will vary depending on the planned intervention but some guidance on the sort of data for each level of ambition for WEE is set out below:

<b>GUIDANCE</b>	<b>Basic</b>	As a first step, we recommend that baselines seek to understand where women are engaged in the value chain, the roles that they carry out, and basic information at the household level, for example the demographic make-up of households, and who contributes to the productive activity/ies.
	<b>Intermediate</b>	Intermediate and advanced programmes may wish to attain additional data to paint a more complete picture of the gender dynamics both within the household and at work, for example women’s current contribution towards shared household income or baseline income, and an indication of their influence over it. Intermediate and advanced level programmes may also wish to undertake some qualitative research as baselines are conducted, to understand women’s existing levels of agency in different settings and sites (e.g. as an individual, the household, the community, the workplace etc.)
	<b>Advanced</b>	Advanced-level baselines may look into male and female time use, to build a picture of women’s unpaid care burden, and undertake scenario based enquiries to understand key social norms impeding and/or facilitating the status quo.  Importantly, conducting gender-responsive baselines particularly for programmes with an advanced level of ambition can require additional time and resources. This is because agency-focussed enquiry depends more heavily on qualitative research, and, to understand gender dynamics, you need to engage at a household level – often with multiple members of the household. Gender-responsive research practices and guidance are explored further in WEE Reflection Point 2.

### 3.2: Gender sensitive research practices

The DCED Standard requires programmes to collect information using methods that accord to good research practices. In relation to gender, all programmes, irrespective of their level of ambition for WEE, should pursue gender-sensitive research practices both to uphold ethical standards and to limit bias.

<b>GUIDANCE</b>	<b>Basic, Intermediate &amp; Advanced</b>	<p><b>Designing gender-responsive research:</b> It is important for programmes of all levels of ambition to tailor the research design to recognise regional variations of empowerment; women’s (often lower) levels of education and literacy; identifying work in contexts where women are often engaged informally and/or as unpaid labour; involving both women and men in the research process; planning for validation workshops; and for advanced programmes, identifying empowerment ‘trigger points’ in which researchers should avoid asking a sensitive questions outright, instead using scenario-type questions to develop an understanding of particular elements of women’s empowerment. Programmes may also wish to stratify their sample by gender to allow for statistically significant comparisons of gendered impact. In such cases, programmes may need to over-sample females to ensure you get an adequate sample size for females.</p>
	<b>Basic, Intermediate &amp; Advanced</b>	<p><b>Undertaking gender-responsive research:</b> Wherever feasible, programmes should look to follow gender-sensitive research practices. This is important both for upholding research ethics and Do No Harm, as well as fostering an environment where female participants feel comfortable, open and honest, minimising the risk of response bias. Gender-sensitive research practices include:</p> <ul style="list-style-type: none"> <li>○ using female enumerators in contexts where social norms mean female participants may not feel comfortable speaking to men and/or when potentially sensitive topics are discussed, for example, violence;</li> <li>○ conducting research at times and in locations which are convenient and socially appropriate for women to participate;</li> <li>○ holding separate FGDs for men and women to create a ‘safe space’ for women to talk openly;</li> <li>○ seeking permission from community or family leaders before conducting research;</li> <li>○ engaging with men on an intervention’s potential or perceived gendered impact in order to build a richer understanding of shifts in power balances (at a family unit, enterprise unit, and community level) and male perception of these changes.</li> </ul>

### La Pépinière's gender-sensitive research practices

La Pépinière is a DFID-funded Adolescent Girls Economic Empowerment programme operating in Kinshasa, DRC. The programme places gender-sensitive research at the heart of its approach to learning through a Girl-Led Research Unit, for which it has recruited and trained 15 adolescent girls to undertake longitudinal research on the lived experiences of other adolescent girls. The programme's methodology includes training and building the capacity of 15 girl researchers, piloting in-depth interview guides, providing 4 weeks of mentored fieldwork, and coordinating participatory data analysis. Each girl researcher (aged 16-24) undertook interviews with younger adolescent girls, with peers of a similar age, and with adult men or women that they considered influential in their communities and social networks. In total, 177 interviews were conducted: 117 with adolescent girls and young women, and 60 with influential adults. Although the sample was purposive, it included a diversity of social backgrounds, including those in education, working, combining the two, or struggling to earn an income; those living with their parents, other family members or in other household situations; and those stigmatised and rejected, for example because they engage in sex work or transactional sex, or are filles-mères ('girl-mothers'). The programme has found that working with adolescent girls in the research process requires a careful and time-intensive approach, as many of the methods and activities are new and challenging, and the girl researcher have many other commitments to juggle. However, the dynamics and the quality of their engagement with both research and wider programming have demonstrated the added value of this model, reflected in stakeholder feedback. Specific attention to appropriate child and vulnerable participants' protection requires utmost attention to ensure robust prevention and response for any cases that arise.

## RESOURCES

### Basic, Intermediate & Advanced

['Rapid Qualitative Assessment Tool for Understanding Women's Economic Empowerment Results' \(2016\), DCED](#) is a useful resource that can be easily tailored to a particular context and/or programme. This tool stresses that the interview process itself should be empowering and the guidance below provides some strategies as to how this can be achieved.

The Data Collection and Data Analysis sections in the Checklist for ensuring gender-responsive MRM (Annex I of ['Measuring Gendered Impact in Private Sector Development' \(2016\), Adam Smith International](#) sets out a more comprehensive list of activities and checks to ensure gender-sensitive research practices.

['GAAP Toolkit on Collecting Gender and Assets Data in Qualitative and Quantitative Programme Evaluations' \(2014\), IFPRI and ILRI](#) provides guidance and tips for undertaking gender-responsive research, along with complementary programme examples.

### 3.3: Establishing mechanisms to understand gender-differentiated impact

The WEE Reflection Points integrated throughout the DCED Implementation Guidelines support programmes to develop mechanisms for understanding their gendered impact that are aligned with their level of ambition for WEE.

<b>GUIDANCE</b>	<b>Basic</b>	Wherever relevant, programmes should sex-disaggregate their data. Because logframe indicators often require reporting at a unit (rather than individual) level, this can complicate determining the gender of the beneficiary. We recommend that programmes develop clear counting approaches and disaggregation strategies (see suggested resources below).
	<b>Intermediate</b>	As stressed elsewhere, quantitative data is often insufficient to develop a nuanced understanding of gender differentiated impact. We recommend that programmes pursuing an intermediate or advanced level of ambition for WEE undertake qualitative analysis to complement quantitative data.
	<b>Advanced</b>	Advanced (and ambitious intermediate) programmes should consider specific enquiries into the programme’s WEE outcomes.

#### **ÉLAN RDC’s mechanisms to understand gender-differentiated impact**

Recognising the limitations of income change as a proxy to understand gendered impact, and the insufficiency of sex-disaggregated data to do this, ÉLAN RDC has introduced two mechanisms to develop a better understanding of its WEE outcomes, these comprise:

- 1) Incorporating log-frame **indicators at output and outcome level focussed on the progression of women’s roles** within market systems. ÉLAN RDC defines women as having adopted a “more beneficial role within a market system”, when they experience any one or more of the below changes as a result of the intervention and over a sustained period:
  - Greater job security
  - Formalisation of role / employment
  - Improved position in value chain
  - Greater sustained opportunity for training and capacity development
  - Improved working conditions
  - Changes to women’s roles within the household

Using these criteria for role change, ELAN RDC has a developed measurement approach using qualitative and quantitative SMART indicators to capture an instance in the change process, at a point in time. This measurement approach is being refined as results come in, and sector-level depictions of anticipated role changes are in development.

- 2) ÉLAN RDC is committed to undertaking several **supplementary qualitative studies** on specific interventions. These qualitative enquiries will form ÉLAN RDC’s Women’s Economic Empowerment Learning Series, which will both help the programme improve its delivery for poor women and build the currently limited evidence base on what works to economically empower women in DRC.

<b>RESOURCE</b>	<b>Basic &amp; Intermediate</b>	Chapter 3.4. of <a href="#">‘Measuring WEE in PSD’ (2014), Erin Markel for DCED</a> provides guidance on collecting reliable household-level WEE data.
		Counting Approaches Table in <a href="#">‘Measuring Gendered Impact’ (2016) ASI</a> , provides guidance on developing appropriate disaggregation strategies,
	<b>Advanced</b>	<a href="#">‘Practitioner Brief: Rapid Qualitative Assessment Tool for Understanding Women’s Economic Empowerment Results’ (2016), DCED</a> , introduces a practical tool which can be used by programmes to improve their understanding of WEE results by capturing changes in household level indicators, to complement enterprise level and/or sex-disaggregated data.

### 3.4: Measuring unintended consequences for women

The DCED Standard recommends that programmes monitor to identify unintended consequences.

<b>GUIDANCE</b>	<b>Basic, Intermediate &amp; Advanced</b>	It is particularly important that programmes gather documentary evidence of unintended effects, both positive and negative, as they relate to women. All programmes, even those with a basic level of ambition for WEE, should measure the potential for harm. Categories of harm might include: GBV, displacement of women from value chains, precarious livelihoods and greater vulnerability to exogenous shocks, exacerbated health and safety concerns, and increased women’s time poverty (through taking on/increasing their income-generating role without a reduction in care responsibilities within the household). Further, as WEE is highly complex and subjective process, unintended consequences are highly feasible – and it is only through qualitative research that we can capture positive and negative changes resulting from intervention which may or may not have been intended.

*It is not enough to measure changes in an indicator over time. Programmes also need to consider the question of attribution: to what extent would the changes have occurred anyway (even without the programme)? The Standard requires programmes to address this issue of attribution to a level that would convince a ‘reasonable but sceptical’ observer.*

### 3.5: Attribution of WEE

The DCED Standard requires programmes to estimate attributable changes in indicators using methods that conform to established good practice.

<b>GUIDANCE</b>	<b>Basic</b>	Programmes pursuing a basic level of ambition for WEE (which tends to stop at increased access) would typically use the same attribution strategy to measure benefits accrued by women as by men. For example, a programme that increases male and female access to seeds would follow the same attribution strategy for determining gender-disaggregated income change.
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Intermediate & Advanced

For programmes with an intermediate or advanced level of ambition for WEE (which goes beyond access), attribution becomes more challenging. This is because the multifaceted nature of empowerment is often influenced by a number of factors external to programme activities. Traditional attribution strategies (such as those described in the [‘DCED Standard Implementation Guidelines on Measuring Attributable Changes’ \(2016\) by Sen for DCED](#)) that test the perceived link between cause and effect are less effective when measuring WEE, which can be non-linear, and must be negotiated at various sites (at individual, household, community, and national levels). In addition, as WEE-focused activities will tend to use qualitative indicators to measure results, attribution strategies are likely to be theory-based, rather than statistical in nature. Given the challenges involved in attributing WEE changes to programmes, it is crucial that indicators are worded precisely, to assess changes on which the programme is most likely to have an impact, for example assessing changes in women’s decision making that relate back to the intervention’s focus (e.g. decision-making around maize production), rather than decision-making more generally. Narrative-based measurement methods such as ‘Most Significant Change’ as explained in [‘The ‘Most Significant Change’ \(MSC\) Technique - A Guide to Its Use’ \(2005\) by Davies and Dart](#) and related tools, such as [SenseMaker®](#), may, in certain cases be useful for unpacking links between changes in women’s lives and programme interventions.

RESOURCES

Basic,  
Intermediate &  
Advanced

Chapter 4.1. of [‘Measuring WEE in PSD’ \(2014\), Erin Markel for DCED](#) offers practical guidance on strategies for attribution, and supporting programme examples.

## 4. Capturing Wider Changes in the System or Market

*Traditionally, programmes aim to directly improve the lives of aid recipients. For example, they may distribute seeds, provide healthcare, or sponsor education. However, this type of assistance is limited; it will only benefit the direct recipient of the aid. Moreover, it is frequently unsustainable, as it ceases when the project ends.*

*In response to this challenge, PSD programmes often seek to create 'systemic change'. This is change in systems, such as markets, government, or civil society. This can have a greater impact than direct assistance, as it affects everyone in that system. People benefit indirectly from systemic change even if they had no contact with the programme. It is more likely to be sustainable, as the change may continue even once the programme is over. The Standard calls on programmes to make efforts to capture these wider changes, so that they do not under-report their achievements.*

### 4.1: Understanding systemic change as it relates to WEE

There is not yet a consensus on how to define systemic change in terms of WEE, nor agreement on the best way to measure it. How a programme has chosen to conceptualise WEE in their definition of Systemic Change (undertaken as part of WEE Reflection Point 5 in [Chapter 1. 'Articulating the Results Chain'](#) of this publication) will influence how a programme seeks to capture gender-responsive change at the systems level.

<b>GUIDANCE</b>	<b>Basic</b>	Not applicable: typically we would not expect programmes pursuing a basic level of ambition for WEE to be seeking to measure WEE at a systemic change level.
	<b>Intermediate &amp; Advanced</b>	<p><b>AAER:</b> If a programme defines systemic change along the lines of AAER (evidence of sustainability and scale) then they may wish to measure whether pro-women / gender-responsive practice changes are taking place at each of the four steps (Adopt, Adapt, Expand, Respond) of the change process. A programme following this approach would, for example, look at whether the business case for targeting men and women with a new product / service has been proven for both men and women, and whether copycats are incorporating pro-women aspects of the business model.</p> <p><b>Networks &amp; Relationships:</b> If a programme defines systemic change as a lasting transformation of the power dynamics within networks, including changes to the economic and social transactions underpinning these relationships, then programmes may wish to measure changes to gendered power dynamics, including social norms. Critically, this requires household-level enquiry, a practice often absent within the AAER approach to understanding systemic change.</p> <p>This is a developing field, with limited best-practice examples, but several tools are gaining prominence for their ability to measure more nuanced, non-linear changes within (gendered) power dynamics. These are explored in WEE Reflection Point 3.</p>

### **MDF's approach to systemic change and WEE**

For each of the key strategic changes that MDF aims to foster, the programme uses a framework to define systemic change and manage and monitor progress towards achieving systemic change. Systemic change is conceived of as a pathway from the beginning state to expected end state, with systemic change progressing from initial to mature. For MDF, constraints to women's economic empowerment are understood as core market constraints, and thus addressing these constraints is critical in progressing towards systemic change. WEE criteria are defined for each level, and progress towards systemic change is assessed based in part on whether these criteria have been achieved. MDF carries out market systems analysis to understand which changes, including in terms of women's economic empowerment, need to take place in order to progress along this pathway, and to articulate a vision for the 'end state'. MDF is then able to assess progress towards each of these changes, and towards systemic change overall.

## 4.2: WEE, systemic change, and social norms

Social norms are critical in upholding power relations which limit women's access to and agency over economic opportunities. For programmes that conceptualise systemic change primarily in terms of disrupting or shifting these norms, these programmes will need to consider ways in which these changes can be measured.

**ANA HUNNA – Media Campaign aims at raising awareness for working women in the MENA region**

ANA HUNNA is a film and media campaign executed by the Economic Integration of Women in the MENA Region (EconoWin), a regional project of the Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH on behalf of the Federal Ministry for Economic Cooperation and Development (BMZ). EconoWin is explicitly mandated to carry out measures to change awareness and perceptions of women at work. 10 short films from Egypt, Jordan, Morocco and Tunisia were developed in the multi-step campaign (2011-14); they explore topics including the role of working women in society and women’s self-realisation through work, sexual harassment and conditions at the workplace. The movies enjoyed success at both regional and international film festivals: They were shown at more than 300 separate events and were seen by over 7,000 men and women. Following the screenings, discussions were held at the venues and on social media. Furthermore, in order to capture the perceived changes, surveys were conducted after the screening, which showed that 85% of respondents now appreciated working women more or much more. More than half (62%) said that they would change their behaviour towards working women very positively, while another 21% stated their intention to change the way they behaved towards working women a little. Almost all (96%) journalists attending the ANA HUNNA events stated that, they would be reporting more positively on working women in the future and thereby achieving a longer-term impact. In addition, short films proved to be an extremely effective instrument in changing awareness, since films engage emotionally with audiences, giving them food for thought and providing material for discussion. The film screenings were particularly well received in schools, universities and other educational establishments. The development of pedagogical guidelines, the ANA HUNNA Education Kit, for teachers and trainers make it easier to continue using the films in educational institutions and other frameworks, thus enabling young people to engage with rigid gender roles.

<b>GUIDANCE</b>	<b>Basic &amp; Intermediate</b>	Not applicable: only programmes with an advanced level of ambition are expected to try to measure systemic change in WEE.
	<b>Advanced</b>	Recognising this, programmes with an advanced ambition for WEE are increasingly looking at direct and indirect strategies to disrupt the most discriminatory norms and promote new, progressive norms. There is increasing recognition that changes in the social norms which underpin transactions can both indicate and constitute systemic change, and indeed that these changes can be critical for further systemic change – particularly if women are to benefit from changes in the market.

[‘The Social Norms Factor: How gendered social norms influence how we empower women in market systems development’ \(2016\), Erin Markel, Emily Gettliffe, Linda Jones, Emily Miller and Laura Kim](#) provides a helpful starting point for conceptualising social norms in relation to economic development programmes. It identifies five common norms constraining women’s economic activity:

- › gender segregation of sectors and tasks (both paid and unpaid)
- › perceptions of appropriate types of work
- › gendered division of decision-making,
- › restrictions on mobility, inheritance and ownership norms, and
- › acceptance of gender-based violence and sexual harassment.

[‘Women’s Economic Empowerment: Pushing the Frontiers of Inclusive Market System Development’ \(2011?\), USAID](#) provides a definition of ‘gendered rules’, including social norms, which affect women’s economic empowerment and a theory of how they interact with behaviour change.

### 4.3: Tools for understanding systemic change as it relates to WEE

<b>GUIDANCE</b>	<b>Basic &amp; Intermediate</b>	<p>Not applicable: only programmes with an advanced level of ambition are expected to try to measure systemic change in WEE.</p>
	<b>Advanced</b>	<p>Three tools have recently gained some attention for their potential to measure systemic change, all of which, lend themselves to capturing the complexity associated with WEE and social norm change:</p> <p><b>Social Network Analysis:</b> Social network analysis assesses social relations, interactions and connections between people, organisations and other networks using quantitative data obtained through surveys. Social network analysis can be a powerful tool to monitor changes in the relationships among different market actors, and this focus on relationship is particularly helpful for understanding whether observed changes in the functioning of market systems are genuinely leading to women experiencing more access or agency.</p> <p><b>SenseMaker®:</b> SenseMaker® is a narrative-based research methodology that enables the capture and analysis of a large quantity of stories in order to understand complex change. It is a form of meta-analysis of qualitative data that bridges a gap between case studies and large-sample survey data. The approach offers a new methodology for recognising patterns and trends in perceptions, behaviours and relationships.</p> <p><b>Outcome Harvesting:</b> Outcome Harvesting does not measure progress towards predetermined objectives or outcomes, but rather, collects evidence of what has changed and, then, working backwards, determines whether and how an intervention contributed to these changes. The outcome(s) can be positive or negative, intended or unintended, direct or indirect, but the connection between the intervention and the outcomes should be plausible. This flexibility is particularly useful for capturing the complex outcomes of WEE interventions, including any potential negative consequences.</p>

**[SOBA](#)'s application of network analysis to map complex vegetable trade and communication networks, featuring integrated gendered power dynamics trend analysis**

SOBA is a DFID-funded market systems development programme in Sierra Leone. In 2015, the programme collaborated with a USAID-funded initiative, delivered by MarketShare Associates, to test tools for assessing system change, in this case: network analysis. The use of network analysis revealed gender trading behaviours that showed that male-to-male trade constitutes only 6.8 per cent of relationships, despite being 27.6 per cent of the observed population, and trade between women constitutes 55.9 percent of trade relationships. The research also showed that women exchange price information with non-trading female traders in more than 72 per cent of communication relationships. In other words, female social and communication networks distinctly influence female trader business practice and performance. The same change (6.8 per cent vs. 8.3 per cent) is hardly apparent for male traders. This indicates that female traders in Sierra Leone's vegetable market system are far more likely than men to gather price and other vital trade information from among the members of their own sex. The research also indicated that communications networks are highly localised. To influence trade practice, then, leveraging local social networks – above trade networks – is critical. More information can be found in the first resource listed below.

**RESOURCES**

**Advanced**

['Testing Tools For Assessing Systemic Change: Network Analysis of the Soba Project and Sierra Leone's Vegetable Market System \(2016\)', USAID / MarketShare Associates](#) provides further information on the case study detailed above.

['The BEAM Exchange's webinar Measuring Systemic Change in Feed the Future Uganda: Network Analysis' \(2015\), Jenal'](#) provides a good introduction to using social network analysis to measure systemic change, drawing on the example of Feed the Future Uganda.

['Using SenseMaker to Understand Girls Lives: Lessons Learned from GirlHub' \(2014\), GirlHub,](#) describes GirlHub's experiences of using SenseMaker® over a two year period, and outlines lessons learned.

['Testing tools for assessing systemic change: Outcome Harvesting' \(2016\), USAID,](#) provides a useful introduction to how outcome harvesting can be used to monitor systemic change, illustrated by examples from the Alliances Lesser Caucasus project with specific reference to measure changes in WEE.

# 5. Tracking Costs and Impact

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*The Standard requires programmes to state their annual and cumulative costs, so that the achievements of the programme can be put into perspective. Clearly, a larger and more costly programme can be expected to achieve greater results and scale*

## 5.1: Conducting cost-effective measurement of WEE

<b>GUIDANCE</b>	<b>Basic, Intermediate &amp; Advanced</b>	<p>The additional cost of measuring women’s economic empowerment impacts varies depending on the level of ambition of project objectives. The measurement of changes in quantitative indicators can be integrated with other quantitative assessments for cost-efficiency. Measuring changes in qualitative indicators is critical for developing a thorough understanding of changes in empowerment, but is more expensive due to the time and technical capacity required.</p> <p>Chapter 6.2 of <a href="#">‘Measuring WEE in PSD’ (2014)</a>, <a href="#">Erin Markel for DCED</a> outlines examples of tools for minimising the cost of qualitative indicators.</p>
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### **ALCP’s experience of incorporating WEE into programme systems**

For ALCP, the main cost involved in implementing and measuring WEE in programme interventions was gender training. In ALCP’s experience, what is ultimately required to achieve and measure WEE is mindfulness and changes in implementation and expenditures of time, rather than money - hence the importance of investment in team capacity building.

## 6. Reporting Costs and Results

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*The Standard requires programmes to document the key changes in the indicators at least annually, so that they can be communicated both internally (to donors, management staff, programme staff) and externally if deemed appropriate.*

### 6.1: Aggregating impact-level gender results

<b>GUIDANCE</b>	<b>Basic, Intermediate &amp; Advanced</b>	Within a PSD programme, different interventions may use different beneficiary counting approaches, even for the same impact-level indicator. For example, an intervention focused on establishing micro-distribution channels linking poor consumers with pro-poor goods would count the individuals trained as sales agents as the first-line beneficiaries – who are either individual men or women; whereas in a contract farming intervention the beneficiaries would be smallholdings (often comprising multiple people of different sexes) meaning that either the perceived head of the smallholding would be counted (which tends to privilege the reporting of men), or all contributing members. While both are valid approaches and each appropriate for their relative intervention type, this presents a difficulty when aggregating upwards, and can be misleading in terms of understanding the real gendered impact of each intervention and the programme more broadly. As there is no easy ‘way around’ such inconsistencies when aggregating upwards, we recommend that programmes document their beneficiary counting approach and associated disaggregation strategy for each intervention when reporting impact level results. This challenge applies equally to programmes with basic, intermediate, and advanced levels of ambition for WEE.
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<b>RESOURCES</b>	<b>Basic, Intermediate &amp; Advanced</b>	Counting Approaches Table in <a href="#">‘Measuring Gendered Impact in PSD’</a> (2016), ASI, provides practical guidance on using appropriate counting approaches which allow aggregation.
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## 6.2: Complement impact-level results with qualitative statements on gendered impact

<b>GUIDANCE</b>	<b>Basic, Intermediate &amp; Advanced</b>	Because of the challenge associated with aggregating impact-level results when interventions use different beneficiary counting approaches (see WEE Reflection Point 1), we recommend that all impact reporting be accompanied by a qualitative statement to supplement and add greater nuance to sex-disaggregated beneficiary data.
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### **ALCP's approach to describing and presenting WEE Impact**

ALCP has found that WEE impact is most effectively described and presented by using narratives which combine information on the changes in agency observable amongst women at the household level, meaningfully aligned with gender disaggregated quantitative data. This allows the multifaceted nature of WEE impact to be explained and showcased, whilst also providing supporting data.

<b>RESOURCES</b>	<b>Basic, Intermediate &amp; Advanced</b>	Step 5 in <a href="#">'Measuring Gendered Impact in PSD' (2016), Adam Smith International</a> provides guidance on how qualitative analysis can supplement and add greater nuance to sex-disaggregated beneficiary data.
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### 6.3: Publishing results in a gender-sensitive way

<b>GUIDANCE</b> Basic, Intermediate & Advanced	It is critical that research ethics are upheld not only when conducting research but also when publishing programme findings. It is critical that the data and identities of beneficiaries and research participants are protected, and that published reports are reviewed to ensure their gender-responsiveness.
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<b>RESOURCES</b> Basic, Intermediate & Advanced	<p><a href="#">'ELAN's WEE Learning series' (2016), Adam Smith International</a> provides an example of how anonymity can be managing in reporting results, without comprising on the rigour or usefulness of the findings for the development community.</p> <p><a href="#">'Women's Economic Empowerment in the MENA Region. Rapid assessment of household-level results' (2016), GIZ</a> provides an excellent example of how success stories can be written up anonymously, therein contributing to the evidence base on what works to economically empower women while still minimising risks for beneficiaries through anonymity.</p>
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# 7. Managing the System for Results Measurement

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*An effective programme will use real-time monitoring data to adjust their approach as they implement. This allows information on results to guide decision-making at all levels, from strategic choices to implementation methods. Results measurement should consequently be integrated into all aspects of programme management, from design through implementation. Programmes also need to invest sufficient resources and expertise in creating and maintaining an effective measurement system.*

## 7.1: Developing an empowering culture

<b>GUIDANCE</b> Basic, Intermediate & Advanced	<p>If a programme is to achieve women’s economic empowerment results, the team working towards this must themselves be empowered by an inclusive and gender-responsive programme culture. Methods for fostering this culture include promoting diversity; providing staff training; introducing gender focal points; and ensuring that staff’s terms of reference are gender-sensitive.</p>
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<b>RESOURCES</b> Basic, Intermediate & Advanced	<p>Box 2: ‘Setting a Favourable Outcome: Some practical experience from the ALCP’ in <a href="#">‘How to put Gender and WEE into practice in M4P – A Description of the Ethos, Systems and Tools used in the Alliances Programme in Georgia’ (2016) Helen Bradbury for DCED</a> provides practical suggestions for how to build an organisational culture and team which is empowering and encourages all staff members to take ownership of a women’s economic empowerment agenda.</p> <p>Box 13 in <a href="#">‘The Social Norms Factor: How gendered social norms influence how we empower women in market systems development’ (2016), Erin Markel, Emily Gettliffe, Linda Jones, Emily Miller and Laura Kim</a> provides proven examples as to how ÉLAN RDC has created a rotating Gender Champion network to empower core team staff to promote WEE across the programme.</p>
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## 7.2: Mainstreaming gender within MRM and wider programme management and decision-making processes

The DCED Standard requires programmes to ensure the results measurement system is well managed and properly integrated with the wider programme management function. Similarly in the context of WEE, it is important that gender is not bolted-on, or managed in isolation from the rest of the programme.

<b>GUIDANCE</b> Basic, Intermediate & Advanced	<p>Programmes are more likely to generate positive results for women if they fully mainstream gender into their design and implementation processes. Although a separate Gender Framework or Gender Strategy can be a useful resource for setting out the programme's overall approach and level of ambition in relation to WEE, programmes are encouraged to also build-in (rather than bolt-on) gender considerations throughout the intervention lifecycle. This includes incorporating gender into sector selection criteria, market systems analysis methodologies (or other diagnostic processes), intervention design processes, and monitoring processes. It is also important that gender is routinely considered during key strategic decision points, such as portfolio reviews or annual business plans, informed by gender-focused results from the results-measurement system.</p> <p>Programmes should consider how they can ensure that both positive and negative gender-focused results from the measurement system can feed into decision-making processes in a timely manner. In the case of negative unintended consequences, it is important that programmes react promptly in order to minimise the risk of doing harm.</p>
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<b>RESOURCES</b> Basic, Intermediate & Advanced	<p>Chapter 8.1 of <a href="#">‘Measuring WEE in PSD’ (2014), Erin Markel for DCED</a> offers guidance establishing a gender-responsive system for results measurement.</p>
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## 7.3: Resourcing WEE within the programme

The DCED Standard requires programmes to support their MRM systems with sufficient human and financial resources. Similarly in the case of WEE, it is important that programmes match the level of WEE resourcing to their level of ambition.

<b>GUIDANCE</b>	<b>Basic</b>	Programmes should invest in training for their staff to ensure that everyone understands the basic concepts and frameworks, particularly Do No Harm and gender-awareness, and are able to apply it in their work. Similarly MRM staff need the time and resources to integrate basic gender awareness into measurement activities and can operationalise a Do No Harm monitoring system. Programmes may also benefit from periodic mentoring or guidance from a WEE specialist. Some programmes have also used ‘gender champion’ models to good effect (see ÉLAN RDC case study below).
	<b>Intermediate &amp; Advanced</b>	<p>Programmes with a higher level of ambition should consider investing in additional staff training covering more complex concepts around agency, social norms, and so on. Depending on the programme budget, dedicated WEE expertise within the programme may be beneficial.</p> <p>Given that measuring changes in agency in particular typically requires more time-consuming qualitative techniques, programmes should be prepared to dedicate sufficient monitoring resources to the measurement of WEE outcomes.</p>

### **ÉLAN RDC’s rotating gender champion model**

The experience of ÉLAN RDC – and many other private sector development programmes – suggests that attempts to resource gender / WEE through one focal point are rarely successful. In response to this, ÉLAN RDC developed a GESI Champion-led Model. This attempts to tackle the recognised weaknesses in a single and centralised adviser model, makes GESI coaching and guidance more available, increases GESI visibility, and improves accountability for realising positive outcomes for women. ÉLAN RDC used a competitive process to select five provincial programme staff that have demonstrated strong commitment to empowering women and/or marginalised groups. These staff have been provided with a series of trainings to become “GESI champions” for their respective province. While there have been some difficulties in ensuring the champions feel both equipped and empowered to support teams mainstream gender considerations into the programme’s day-to-day activities, it has certainly helped to de-centralise GESI expertise and accountability. The programme is continually improving the model, and has recently realigned champions to sectors (rather than provinces) recognising that becoming a gender expert across multiple sectors – in addition to their core programme roles – was a particularly challenging ask. The individuals who were performing the gender champion role have also been rotated, to provide new candidates with the opportunity to perform the role and further expand the team’s collective ability to realise positive outcomes for poor women.

<b>RESOURCES</b>	<b>Basic, Intermediate &amp; Advanced</b>	Chapter 8.2 of <a href="#">‘Measuring WEE in PSD’ (2014), Erin Markel for DCED</a> offers guidance on implementing empowering human resources systems.

## Other resources:

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There exists a body of literature which assesses the most effective forms of programming in the pursuit of WEE. However, this is beyond the scope of this document, given that the area of focus of a programme has usually been determined by the funder in its early phases. This synthesis document aims to provide practical guidance for implementers aiming to achieve and measure women's economic empowerment results. Useful entry points into this body of literature include:

- [‘A Roadmap for Promoting Women’s Economic Empowerment’ \(2014\), UN Foundation and Exxon Mobil Foundation](#)
- [‘Toolbox: Promoting equal participation in sustainable economic development’ \(2015\), GIZ](#)
- [‘Women’s Economic Empowerment in Technical Assistance Programmes: Examples of good practice in private sector development’ \(2016\), GIZ.](#)
- [‘Rapid Review of Programmes for Women and Girl’s Economic Empowerment’ \(2016\), EPS PEAKS](#)
- [‘Supporting Women’s Economic Empowerment. Scope for Sida’s Engagement’ \(2015\), Sida](#)

Implementers will frequently be required to make the ‘business case’ for Women’s Economic Empowerment to private sector partners. There exists a body of literature on this theme, with useful starting points including:

- [‘Making the business case: Women’s economic empowerment in market systems development’ \(2015\), USAID](#)
- [‘The Business Case for Women’s Economic Empowerment. An Integrated Approach’ \(2014\), OAK Foundation](#)
- [‘How inclusive is inclusive business for women?’ \(2016\), Endeava](#)

Tailored advice for implementers of programmes with WEE and nutrition goals:

- [‘M&E Guidance Series Volume 6: Measuring the Gender Impact of Feed the Future’ \(2014\), Feed the Future](#)

Tailored advice for implementers of programmes with WEE goals operating in urban areas:

- [‘Gender Roles and Opportunities for Women in Urban Environments’ \(2016\), GSDRC](#)

Tailored advice for implementers of programmes with a Business Environment Reform approach:

- [‘Business Environment Reform and Gender’ \(2016\), DCED](#)
- [‘Policy Brief: Key lessons and recommendations drawn from a pilot study of BMZ-funded, GIZ-implemented interventions’ \(2016\), DCED](#)

Tailored advice for implementers of programmes working with informal entrepreneurs:

- [‘Transitioning into the Formal – Women Entrepreneurs in the Informal Economy of Nepal’ \(2013\), PEDL Research Paper](#)

Tailored advice for implementers of programmes with an agricultural value chain approach:

- [‘Capturing the Gender Effect: Guidance for Gender Measurement in Agriculture Programmes’ \(2013\), ICRW](#)