WOMEN’S ECONOMIC LEADERSHIP IN AGRICULTURAL MARKETS AND ENTERPRISES

Identifying Opportunities for Women’s Economic Leadership

Thalia Kidder
tkidder@oxfam.org.uk
VISUAL ROAD MAP (1)

• Identifying opportunities for WEL (brainstorm & choose)
• Identifying key Barriers (focus)
• Mapping Stakeholders (…)
  • [includes How to talk to the private sector (not covered today)]
• Interventions (how will change happen)
• Next steps
VISUAL ROAD MAP (2)

- Gendered Market Selection
- Gendered Household Analysis
- Develop Gendered Market Map
- Identify opportunities
- Reflect on key barriers
- Improved impact on women
- New or reviewed intervention / project
- Meeting with stakeholders
- Propose preliminary interventions
- Stakeholder MAP

GROW.SELL.THRIVE.
GENDERED ENTERPRISE AND MARKETS PROGRAMME
Designing programmes for Women’s Economic Leadership - From analysis (map) to intervention (1):

Identify market opportunities for WEL:

- An opportunity is not ‘a barrier’ or ‘activity’ – don’t start with barriers or activities like “capacity building” or “improved production”...

We start with the market opportunity for WEL:

The hypothesis:

Our programs are most successful in achieving WEL, and overcoming barriers women face at all levels, when …

There is a ‘driver’ of a market opportunity that helps convince Producer Organisations, families (husbands), buyers & other actors to work to overcome barriers that women face.
Designing programmes for Women’s Economic Leadership - From analysis (map) to intervention (2):

The best ‘opportunities for WEL’ are also good ‘leverage points’ – overcoming a ‘bottleneck’ in the value chain

Our change for gender justice is also a value chain improvement; promoting women also develops the market.

Upgrading’ in value (market) chains

Means positions or roles with more benefits, stability, and fewer risks (for women) or ways to manage risks.
Example of potentially insufficient WEL opportunity

Opportunity for WEL:

PROMOTE IMPROVED PRODUCTION OF Women SHs, to increase women’s participation in Producer organisation

Why insufficient?

- The focus is only on improving production
- We only consider existing roles of women, and existing market channels....
- Margins are usually low, risky position in market women don’t gain new roles, skills, knowledge or power
Example: ‘Thinking out of the box’
WEL opportunity

Opportunity for WEL:
A particular by-product is facing huge demand. Given women’s reputation at processing, they can play this role.
Where are your WEL opportunities?
Where other countries saw opportunities for WEL

**A Whole new product**

- In production: Rwanda - Mushrooms
- In processing: Honduras - food processing

- Producers
- Producer Organisation
- Processing
- Traders

- Subproduct A
- Subproduct B
- Channel 1
- Channel 2

- National Consumer

**A by-product or new Marketing channel**
Guatemala - frozen vegetables

**Business Service**

- Inputs
- Extension
- Credit
- In new input supply: Ethiopia - beehives

**In marketing**
Ethiopia - women sole distributors

**In a particular business service**
Colombia - quality control
Choosing Opportunities (1) ‘Which Opportunities are best for WEL?’…

Tension: Identifying opportunities for WEL (brainstorm & choose)

• A realistic ‘entry point’?
  ... A women’s group to improve processing

• Or an ambitious new market position?
  ...Women lead export development in mixed coop?

• Both! (over time)

  We need to be explicit and intentional:

• How will the entry point lead to ‘women’s power in the market’
  (how will change happen)

• Know where you’re going, in market, and WEL.
Choosing Opportunities (2)

‘Why?’ and ‘Drivers?’…

‘Why this one?’
• Show GOOD market analysis (demand, prices, competitors, costs, trends)
• Show it’s important for market development
• Show this leads to WEL (& women’s adaptive capacity)

‘Drivers’
• How is this ‘opportunity’ compelling to all actors?
• Who will your allies, investors, promoters be?
• Why will women be motivated to do this?

Change for WEL will not happen without ‘drivers’
Identifying Barriers from Gendered Market Map and Household Analysis

Work ‘backwards’ from the market opportunity

• For this market opportunity what did your gendered market mapping show about barriers for women to achieve it? (it requires policy change, business, services, production or processing improvements, finance etc.)

• What did your household analysis show about barriers for women producers in this sub-sector, in this community?
Barriers: Common problems

We identify barriers for MOST women and miss critical issues for THESE women smallholders.

**Women smallholders in dairy project:**
1. Are older & married, generally literate, group already formed.
2. Don’t need land for dairy processing
3. Need safe, acceptable transport to markets
4. Bookkeeping skills
5. Need more time!
   Biggest issue: Fuel collection takes 3 hrs/day & fuel-efficient stoves

**Market analysis: Dairy production/processing:**
- High potential demand
- Need to develop herds
- Better feeds
- Veterinary services
- Mini-dairies/ storage
- Capacity building on cheese and butter processing / packaging
- Marketing, brand

Choose interventions relevant to specific group of women!
Ensure we consider barriers at three levels

• **Market** – bottlenecks, policies, infrastructure, facilitating services etc…

• **Enterprise** – the structure & policies & (lack of) capacities of the P.O. and how these facilitate (and block) women achieving this opportunity

• **Household and Community** – the time, control over assets, beliefs, skills required for these women to achieve WEL
One opportunity: barriers at three levels:

**Opportunity:** describe...

**Why:**
- WEL potential? ___________________________
- Market rationale? ________________________

---

**KEY barrier for women at each level:** Household, Enterprise, Market

<table>
<thead>
<tr>
<th>Ex.</th>
<th>Women lack time (water); Cooperative doesn’t train women on Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-Mkt</td>
<td></td>
</tr>
<tr>
<td>2-P.O.</td>
<td></td>
</tr>
<tr>
<td>3-Hhold</td>
<td></td>
</tr>
</tbody>
</table>

---

**In __________________________ Market**

---

Your input: Think key barriers
Clarify our change strategy for every intervention. There may be many reasons why we promote marketing training for women.

So women will have control over sales income, and men won’t ‘drink’ the money...

Because these women are going to invest in a new enterprise

To change the image of ‘what women can do’ in the producer organisation

Because if women are going to the workshops it shows that men are helping out more at home
Why stakeholder engagement?

The time when NGOs provide everything has come to an end
Francis Perez. Country Director. Cambodia

Download/Watch 2 minute video from: https://karl.oxfam.org.uk/communities
Who and how to engage?

• Consider all key actors, including less obvious (e.g. religious leaders, husbands)
• Think of allies, and blockers/targets, … and powerful ones
• One-to-one meetings are critical, but at one point you might need to put various groups in one room to agree on a joint strategy

A. If you have had meetings with Market Actors to analyse opportunities & bottle-necks in the value chain, but not focussing on WEL
   You can invite a few market & non-market actors for a WEL-specific

B. You have had meetings with local partners on WEL, but not with the wider market actors.
   You can invite other market actors, possibly on a WEL theme

C. You have not met with other stakeholders yet
Examples key actors: Public institutions

• Local Governments
  Honduras

• Municipal Government
  Colombia

• National Government
  India
Examples key actors: Private sector

“Sustainable farmers have to be able to pay for their services”

Husein, Farm Organic, Ethiopia

How EDP does it? Analyse each business plan … some items farmers pay in full (or loan from Oxfam), others decreasing % / cost-sharing, others grant
How to select a Private Sector

<table>
<thead>
<tr>
<th>Candidate</th>
<th>Feasible</th>
<th>Fit</th>
<th>Impact</th>
<th>Learning</th>
</tr>
</thead>
<tbody>
<tr>
<td>hariyali</td>
<td>Y</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Foodland</td>
<td>Y</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>fabindia</td>
<td>Y</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>spencer's</td>
<td>Y</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Reliance</td>
<td>Y</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>fieldfresh</td>
<td>Y</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Subhiksha</td>
<td>Y</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Mother Dairy</td>
<td>Y</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Tata</td>
<td>N</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Godrej</td>
<td>N</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Mahindra</td>
<td>N</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
</tbody>
</table>

Highest Potential Partners
How to engage with Private Sector

GROW.SELL.THRIVE.
GENDERED ENTERPRISE AND MARKETS PROGRAMME
Participation – who haven’t you met with yet and you think you should involve?

- Producer Enterprise
- Women Farmers
- Buyers
- Service Providers
- Community & religious leaders, radio
- Local authorities
- Husbands
- Women networks
Workshop Exercise: Stakeholder Mapping (1)

1. Choose one opportunity / barrier for each project
2. Do diagram of stakeholders
3. The Focus is on WEL: not “will they buy from farmers?” but “will they promote women farmers?”
Workshop Exercise: Stakeholder Mapping (2)

Who?
- actors on the map
- local authorities
- instances within the enterprise
- cultural groups (e.g. church)

Allies or blockers?

What role – How to engage?

Example from Philippines
Workshop Exercise: Stakeholder Mapping (3)

Questions by peers

• What actors are you engaging already?
• Who else is key?
• Are they in favour or against?
• What actors has the highest power to make things change?
• What will happen when this actor does that?
• So, you are saying if ‘actor 1 and 2’ come together there is high potential for this to happen?
For more information, contact Thalia tkidder@oxfam.org.uk
+44 1865 47 2323

Sign up for the Grow. Sell. Thrive community at growsellthrive.org