WOMEN'S ECONOMIC LEADERSHIP IN AGRICULTURAL MARKETS AND ENTERPRISES

Gendered Market Mapping

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From Selected Market to Market Mapping

- Gendered Market Mapping
- Analyse actors, policies, market chains and gender in one market

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GENDERED ENTERPRISE AND MARKETS PROGRAMME
Market System is a…

Network of market actors
• Many buyers and sellers – not only one chain
• Supported by infrastructure and services
• Interacting within context of institutions or rules ….
• that shape the actors’ trading environment

… is represented in a ‘(gendered) market map’
• Used in market assessments and programme design
• is a communications tool
• Can be a capacity building tool for participants
Three areas of the gendered market map

Any business activity is influenced by the market system where it operates: 1) the (dis)enabling environment that is, existing institutions, rules and practices—which affect men and women differently. 2) The (lack of) market services that work with market chain actors. 3) The market chains: the producers, trader and retailers. This is why we facilitate changes at many levels: from farmer support to policy. We describe the market system using the graph below:
Why GENDERED Market Mapping?

FOR PROGRAMME DESIGN

FOR STAKEHOLDER INVOLVEMENT
  More complete, better information
  Improved programme design
  Ownership

FOR COMMUNICATION
  Visual ‘map’ for internal analysis & thinking
  External communication -> implementation

Health warning: STATIC picture/map
Gendered Market Mapping Process

NO Market Map Exists

Identify Stakeholders

Ensure women representation

(Non-Gendered) Market Map Exists

Map Market Chain

Identify where Women are/n’t

Process will depend on whether this Is a NEW or Existing programme …

Identify issues in External Environment

Check effect On women

Identify Market Services

Assess availability to women
The complete Gendered Market Mapping process

<table>
<thead>
<tr>
<th>Step</th>
<th>Activity</th>
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</table>
| 1. Desk Research | • Identify government policies & practices, cultural norms, environmental factors that (dis)enable women smallholders from participation or leadership  
• Identify key market chains for women |
| 2. Value Chain Analysis | • (External) Contractor – GENDER aware  
• Gender disaggregated data  
• Check for new products and market channels (potential opportunities for women) |
| 3. Multi Stakeholder Meeting | • Need Expert facilitator  
• Involve women!!!  
• Identify ‘gender sensitised’ s/holders  
• Identify roles of stakeholders in market  
• Set clear objectives – agree a ‘Map’ |
Gendered Market Mapping Process

Identify WHERE women ARE and ARE NOT in this Product Market

• % women & men in different parts of market chain; in business services; % of services for women/men
• Policies (un-)favourable to gender equality etc.

Ask RIGHT questions about

• WHY women are under-represented in certain areas;
• Which market actors are or are NOT committed to promoting women
• What the DEMAND TRENDS are for products / services that women are going to provide
• WHY are biz services / policies are or are not available to / reaching / benefiting women?

Talk to DIFFERENT STAKEHOLDERS

• Government officials / ministries / bureaucrats
• Businesses including buyers, banks, traders, transporters, etc.
• Household members, farmers, others in the community
WHO’s on board?

Market mapping can help identify WHO is open (or NOT), interested in or willing to promote women’s leadership …

- Which organisations or companies are open or committed to improving women’s livelihoods?
- Which policies and practices support women?
- What FUNDING is available to promote women’s empowerment?
- Which service providers are helpful / show interest?
- Are there any exemplary leaders (men or women) who can be useful allies?

… as well as who the main blockers may be!
CHALLENGES: Mapping Markets for Women

• Finding out what policies are actually excluding women from participation and leadership in practice - Most market actors and organisations will say that they don’t discriminate against women smallholders

• **Gaining access to women** to ask them questions too!

• Mapping **all** market opportunities – not just the **obvious ones**

• Maps are STATIC … markets change

• Multi-stakeholder meetings require good planning and meeting management

• Lack of good information (use primary research methods)
ANNEX 1: CASE STUDY

How gendered market mapping makes a difference in programme design
Gendered Market Mapping Purpose: Example of Ethiopia (1)

Before the market map:
- The focus was on improving production
- We knew that the product was sold to traders who transported the product to the capital (Addis Ababa)
- ... or, alternatively, it was sold to local producers,
- And that the margins are very low, partly because transport is very expensive
Gendered Market Mapping Purpose: Example of Ethiopia (2)

It was discovered that:
- New distribution channels and trends were identified
- Local consumption of edible oils is increasing, and it’s currently being met by imports (palm oil) – which are key competitors
- However, local consumers prefer sesame to palm oil
- Local processors of sesame oil don’t produce the necessary quality
- Margins for each step of the process were obtained
- Contacts with importers in Saudi Arabia, and a local financial institution were established
Gendered Market Mapping Purpose: Example of Ethiopia (3)

After the Market Map
- What was proposed:
  - To create a factory to transform sesame seeds into sesame oil ...

And what about women?
- ... when Oxfam asked Are the women going to benefit?
- ... the answer was ... yes, they will be joining the cooperatives producing sesame seeds which will be transformed in the processing plant
- We decided to expand on the Gender Analysis

-Assosa Federation (Sesame seeds) → Traders → Seed exporters → Importers → International consumer
- Processors (in Addis Ababa) → Assosa – Oil Plant
- Local processors → Oil exporters
- Importers of other oils → Local consumer

Input Extension Credit Transport
Gendered Market Mapping Purpose: Example of Ethiopia (4)

After the Gendered Market Map
- It was discovered that:
  - Only 6% of the 6,000 cooperative members in the federation are women
  - The women work the land but they don’t have ownership of the land
  - … and their role is not in the ‘selling of sesame’, though some might sell ‘little things’ in the local market

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Gendered Market Mapping Purpose: Example of Ethiopia (5)

After the Gendered Market Map

- What was proposed:
  - To support women to be exclusive marketing agents of the sesame edible oil in local markets
  - To negotiate specific credit for their activities
  - To promote training in entrepreneurship themes
  - Implement sessions about gender with the men and women
ANNEX 2: What to include and how to present findings on your Gendered Market Map
1. Facts on women

Based on ‘best practice’ we recommend that:

All maps describe:
- **Facts on % of women at every link** on the market chain – for example, 30% of producers are women, 5% of women are cooperative members, 0% of women are

**Example from Sri Lanka**

- Specific information about how **Factors in the Enabling Environment, and Services affect women** – for example, “lack of credit: only 5% of credit recipients are women”; “positive policies – specific budget for women activities in village councils”.

**Example from Honduras**

- Market Services
  - Credit: 30% to women; Interest rate: women 13%
  - Technical Assistance and Training
    - Supply by men: 12%; area by women: Farmer: 18% women
  - Collection and Coldchain
  - Marketing and commercialization
    - Women: market Local: 18%, National: 11%
  - Agro transformation
    - 4 micro enterprises: 68% Women
2. All projects should describe

- **Specific Names for key players** – for example “Nestle” instead of buyer.
- **Detail on all key sub (or by-) products, and their distribution channels** – for example, cheese in the dairy market; and “local shops”, “supermarkets”, “schools” ...

**Example from Philippines**

**MORINGA LEAVES VALUE CHAIN**

- Farmers supplying Moringa “cuttings”
- Farmers supplying Moringa seeds
- NORMISIST tissue-cultured seedlings
- Secura tissue-cultured seedlings
- AADC organic inputs producers
- Nursery for Moringa operated by women
- Secura as leaves processor (PS/AL; purchase price with minimum harvest volume of 3 tons)
- DepEd for National Feeding Program
- Food Processors (Noodle Manufacturer, Bakeries and Others)
- Pharmaceuticals Companies (Secura and Others)
- Feed Processors (CUFFA, B-Meg, Unifeeds, Vitarch and Others)
- Feeding facilitators
- Distributors and retailers
- Drugstores and other retailers
- Users
- Livestock Growers
- Malnourished School Children
- Consumers

- The **Producer Organisation / Enterprise**, if this exists, and again with information on % of women involved as owners / Board directors / employees …
3. For more advanced projects:

- **A description of which channels see higher volume, growth and profits, by:**
  - By using strong arrows when sales are higher
    - [Export](#) ➔ [Local](#)
    - Conventional ➔ Fairtrade
  - By adding percentages in the Map or in the Footnotes
    - Nestle (60%)
    - Other buyers (40%)
  - By providing details in the Footnotes

- **Focus also on the positives and opportunities** – for example, “no access to credit for women, except the local Agri-bank which provides credit for women tailors”

- **Add other themes on the Footnotes** – for example: [Additional evidence provided by Baseline](#)

**Note:** Projects in an earlier stage of development might not be able to provide this. Projects selected to write a full proposal for EDP, or needing to develop a full business plan will need this information.
Examples: Philippines
### ANNEX 1: PINK BUBBLES

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>1</td>
<td>will stakeholders along the value chain accept women as official negotiators of the enterprise groups?</td>
</tr>
<tr>
<td>2</td>
<td>how do couples/families handle problems arising from changing gender roles? Is it a system that can be fixed with regard to this? What activities can support changes in beliefs about changing roles or women and men taking traditional roles?</td>
</tr>
<tr>
<td>3</td>
<td>can the GAD budget be used to resource women's involvement in this enterprise: women access from the existing government project on gender sensitive economic transformation (GREAT Women project)?</td>
</tr>
<tr>
<td>4</td>
<td>when land is usually registered under male member of the household? Does land in paper translate to power in decision making? Whom is what is planted on the farm/land registered land owner also own plants/crops, e.g., Moringa trees?</td>
</tr>
<tr>
<td>5</td>
<td>cost of inputs? Would women need financing services? Can women raise this cost and/or collectively? What is the level of effort? How many hours of work in a day for women and men? Is there high demand? Will this yield high return? How do house on expenditures? Do women have meaningful say?</td>
</tr>
<tr>
<td>6</td>
<td>will women be supported by partners/spouses if they decide to participate in community enterprise for leaves? Why was this identified as a problem? What is setup addressing or aiming at? How will the women be organized for this enterprise essential processes for women's enterprises? How will men react to such group? Will women be able to access financing services for processing and marketing?</td>
</tr>
<tr>
<td>7</td>
<td>how is market information disseminated and analysed? Who will ensure this service by both women and men?</td>
</tr>
<tr>
<td>8</td>
<td>do women actively participate and/or are in leadership positions in coops? Do women in decision making? What capacities do women and men need for the specific enter the value chain? What do women have now? What are the gaps?</td>
</tr>
<tr>
<td>9</td>
<td>how is this delivered/what are delivery strategies? Who will ensure technology is to both women and men?</td>
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### ANNEX 2: PURPLE DIAMONDS

<p>| | |</p>
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<tbody>
<tr>
<td>a</td>
<td>2 of every 10 women are officers of the community organizations, but taking traditional roles of women in organizations (e.g., acting as secretaries)</td>
</tr>
<tr>
<td>b</td>
<td>Most of the women working in the farms are unpaid for their labor. As more men are earning incomes than women</td>
</tr>
<tr>
<td>c</td>
<td>Farm activities and stocks are scarce during annual flooding resulting in hunger among household members. Women, elderly and children usually from diarrhea, coughs, colds and fever during these times. There is an increase number of cases of schistosomiasis from barangays during annual flooding in which women are more vulnerable.</td>
</tr>
<tr>
<td>d</td>
<td>The wife and husband jointly decides on what crops to plant and how to share the family's assets (land, machinery, etc)</td>
</tr>
<tr>
<td>e</td>
<td>50% of every farmer having knowledge about organic farming</td>
</tr>
<tr>
<td>f</td>
<td>High level of knowledge in organic farming but very few are actually practicing organic farming</td>
</tr>
<tr>
<td>g</td>
<td>Low level of capacity to propagate Moringa by seeds</td>
</tr>
<tr>
<td>h</td>
<td>The husbands usually allow their wives to participate in community activities as long as it contributes to household incomes. The household chores left are usually taken cared of by the people left at home (could be the husband and the adult children)</td>
</tr>
<tr>
<td>i</td>
<td>Major hindrances identified for women’s participation in community activities are capacity to run a business and financial capital. This indicates that they need their own substantial income to invest.</td>
</tr>
<tr>
<td>j</td>
<td>Both men and women agreed that women are better business negotiators than men</td>
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</tbody>
</table>
Examples: Sri Lanka

Market Mapping for Dairy Sector in Vavuniya, Sri Lanka

(Dis)Enabling Environment

- Low productive cattle
- Increasing consumer demand for milk and milk based products
- Lack of cohesion between trade (import) and livestock development policies
- Positive changes in gender roles evident in project impact areas
- District multiple stakeholder steering committee for dairy sector coordination
- Reduced customs tax on imports (cream, milk powder and butter) affect local farmers ability to compete
- Conducive Govt policies to promote agriculture development (e.g. Jay Lankian campaign, Leta Cultivates and Build the Nation Programme)

Market Channel

- Milk Producers
  - 80% women members, 50% women managers
- Village Co-op
  - 50% women Executive Board members
- District Co-op
  - Nestle (Chilling Centre in Vavuniya)
- Nestle factory in Kurunagala (Processing – producing milk powder/flavoured milk (Milo))
  - Processing into flavoured milk, ghee, curd, ice cream and milk toffees
- Milk producers cooperatives provides services to members at village level
- High quality inputs and support services available from input supplier companies (e.g. Veet World)
- Increased interest from private sector companies to buy milk (e.g. Nestle, Milko)
- Govt funding to promote dairy sector (e.g. Leads project)
- 10 certified local technical functionaries at village level
- Ministry of Health support to promote consumption of local fresh milk
- Ministry of Education support to promote marketing of local fresh milk
- University of Jaffna (Management faculty) provides advisory services on enterprise development, research and analysis

Market Services

- Weak quality control system at collection points
- Agri-insurance available through Cooperative Department
- Chamber of commerce support for hassle free and marketing linkage
- Department of Cooperative Development for institutional support
- Milk producers cooperatives provides services to members at village level
- Insufficient chilling and storage facilities for bulk collection
- Market information unavailable for farmers, traders and processors
- Loan schemes available for rural producers e.g. Poverty Alleviation through Microfinance
- Chamber of commerce support for hassle free and marketing linkage
- Ministry of Education support to promote marketing of local fresh milk
- University of Jaffna (Management faculty) provides advisory services on enterprise development, research and analysis
ANNEX 3: Workshop dialogue on Gendered Market Mapping
These detailed, gendered Maps show the current situation, and help us talk through future strategy for WEL
Iterative dialogue — working through steps of programme design

(Try to talk step by step!)

New ideas here, and practicing conversations to have with partners ‘back home’
Practicing the Conversation:

• Market Selection? Why this product? (2 mins)
• Gendered Market Mapping: Useful? Hard? (3-5)
• Name the products and actors on the map (8-10)
Summary of Discussion: Benefits of Gendered Market mapping

- Useful for identifying where women are currently in vc and level of participation
- Helping women to see where they want to go – vision
- Identifying key actors and relationships in vc
- Bringing together and establishing relationships between actors and building trust/ breaking down misconceptions
- Enables different actors to understand/ reevaluate / reassess / renegotiate their roles
- Stimulates to think beyond existing chain/ Identifying other opportunities
- We can see where the profits could be
- Concise reference to overall market situation (complements detailed analysis)
- To inform programme design (initial version)
- Continuous updating/ to monitor
- To evaluate programmes (baseline/ outcomes..)
Summary of Discussion:
Challenges & Gaps with Gendered Market Mapping

- How to engage PS and experts to develop market map
- NGO – weak knowledge of market analysis
- Markets change – how to capture
- Can indicate trends (expansion/ contraction) with arrows?
- Getting the right information / statistics
- Identify and work with experts/ stakeholders who have info
- Bring stakeholders together in workshop – also helps break through misconceptions and strengthen vc relations
- How to identify ALL actors
- How to measure contributions of women at different points in vc
- Non market (barter) system – how to include?
- All details / history / relationships cannot be captured on map
- Does not tell us how to go about working with women, or how to sustain women’s effective control over enterprises
- Need to engage women (and men) in process of mapping –
- Need disaggregated data at different levels/ trends in women’s participation/ update this continuously
- More operational indicators to show women’s benefits - comment on types of relationships
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