

SOLIDARIDAD GENDER INCLUSIVITY BUCKETS BOOK



TABLE OF CONTENTS

INDEX	3
INTRODUCTION	4
1 BUCKET KNOWLEDGE AND SKILLS	6
2 BUCKET HEALTH AND NUTRITION	8
3 BUCKET TIME SAVERS	10
4 BUCKET FINANCIAL SERVICES	12
5 BUCKET TECHNOLOGY	14
6 BUCKET LAND AND INPUTS	16
7 BUCKET LEADERSHIP AND REPRESENTATION	20
8 BUCKET CULTURE AND NORMS	22
9 BUCKET LEGISLATION, POLICIES AND SUSTAINABLE FRAMEWORKS	24
10 BUCKET BUSINESS PRACTICES	26
11 BUCKET MARKET ENGAGEMENT AND ENTREPRENEURSHIP	28

1

INTRODUCTION (HOW-TO-READ-THIS-MANUAL)

Gender inclusivity for Solidaridad means that men, women, girls and boys can participate and benefit equally from opportunities, resources and rewards in economic and social development. Our gender inclusivity approach is opportunity and incentive based, and Solidaridad believes that gender inclusivity brings benefit for all.

11 GENDER INCLUSIVITY BUCKETS

Central in this publication are the [11 gender inclusivity buckets](#). These are the key themes of Solidaridad's gender inclusivity approach. The aim of this booklet is to serve as a background document to guide gender mainstreaming in project development based on these buckets. It can inspire you on how to work on gender mainstreaming in projects, and at the same time serve as a manual for proposal development by showing how the gender inclusivity buckets can be translated into project interventions.

Given the vast scope of the gender inclusivity agenda and due to its cross-cutting nature, it is important to keep focus to avoid getting lost. In 2018, the Gender Task Force developed 11 gender inclusivity buckets. These gender inclusivity buckets represent a set of priority themes that bring focus to the gender inclusivity work of Solidaridad. These priority themes followed from the findings of an internal portfolio analysis; the 2016 report of the UN Secretary

General's High-Level Panel on women's economic empowerment; and Solidaridad's Theory of Change, developed in the Ambition 2020.

The 11 gender inclusivity buckets are found on the different intervention levels Solidaridad works on, but also form an integrated whole. Different buckets interact with each other and can have a strengthened/ integrated role in the core of projects. This publication offers guidance and tips on how to translate the chosen buckets into interventions once it is decided which buckets are most relevant.

SOLIDARIDAD GENDER INCLUSIVITY STRATEGY

The Gender Task Force has developed complementary tools to strengthen our gender inclusivity strategy.

The Gender Business Case (the Why) can be seen as the reason why we work on gender inclusivity. **The Gender ABC (the How)** functions as a translation from the Gender Business Case towards practice.

The Gender Inclusivity Buckets (the What) are the key themes we choose to work on within the scope of Solidaridad. Within the buckets, different **Gender Inclusivity Solutions (the Which)** are proposed to ensure gender inclusivity within these specific themes. Depending on the bucket and the (current) applicability of the gender inclusivity solutions, tips and tools are made available in separate sections when we elaborate on the 11 Gender Inclusivity Buckets.

The three-tier Gender Business Case

The gender Business Case can guide you in designing your objectives and monitoring protocol on gender inclusivity. In the near future the Gender Business Case will be further developed into a practical tool.

- (1) Quantity of impact: Making optimal use of available human capital and opportunities by supporting women to climbing the socio-economic ladder leads to enhanced economic growth.
- (2) Quality of impact: Balancing so-called male and female perspectives and approaches enhances the quality of decision making.
- (3) Sustainability of impact: Investing in gender inclusivity provides a valuable long-term return on investment for future generations.

Gender ABC

Keep in mind that the gender ABC is important after choosing the buckets and that we should design our interventions accordingly. We believe all three elements should be present to ensure gender inclusive interventions:

- (A) Analyse and address barriers for participation: Interventions that aim to take away practical and personal barriers for women to participate in Solidaridad's projects and in economic and social life.
- (B) Balance power relations: Interventions that aim to change the "rules of the game", including ensuring access to resources, participation and representation in business organisations and platforms, changing formal laws and regulations.
- (C) Create togetherness based on shared interest and values: Interventions that aim to change perceptions and norms about gender and foster dialogue between men and women to be more inclusive.

GENDER MAINSTREAMING

For Solidaridad, sustainable value chains are those that ensure equal participation and contribution of women and men. To achieve this, it requires explicit examination of gender issues and proactively integrating gender into our projects. We call this gender mainstreaming. This is crucial to ensure that women and men are equally able to participate, contribute and benefit from Solidaridad's interventions. Four steps have been designed to help you mainstream gender into your project, which you can find on the [Gender Knowledge Platform](#).

The focus of this publication is on the first two steps. The first step is conducting a gender and power analysis to identify current gender issues. Guidance on gender and power analysis can be found on the [tools and training section](#) of the Gender Knowledge Platform. The second step is designing your interventions, this is where the 11 gender inclusivity buckets can be of guidance. Based on the gender issues identified in step one, you can now choose the buckets that fit best to address these gender issues.

USING THIS MANUAL

How can you best read this manual? The 11 gender inclusivity buckets will be presented by explaining the following: (1) Why this is a key theme for Solidaridad's work; (2) What you can do, illustrated by an example of a project where the bucket is well-integrated; and (3) How, by sharing tips and tools on how to integrate the buckets in our interventions. Of course there are many more examples and tools that can guide you in mainstreaming gender in projects, which can be found on the Gender Knowledge Platform. Besides, you can always ask the Gender Focal Person of your region for support.

Despite significant improvements over the past two decades, girls' access to education is still lower than that for boys. Globally, only 77% of all girls complete secondary education. In developing countries, the number drops to one third¹. This affects not only girls' ability to participate in the labor market and in their communities, but also their personal development and life skills necessary to make decisions about their own life. Limited literacy, including in finance and business, is cited in gender analysis across Solidaridad's projects as key issue for women to be able to manage their farms and income. Moreover, women and girls often have lower levels of self-esteem and confidence, which makes them less likely to speak up in meetings and actively participate in decision making. In addition, opportunities for women to obtain knowledge and skills later on in life are limited due to cultural norms that force them to focus on their family and household responsibilities.

Yet, evidence shows that educating women and girls has a big multiplier effect for development: it increases family income, reduces fertility rates, lowers child and maternal mortality rates, increases labour force participation rates, and fosters further educational investment in children². Therefore, by tapping into

TRAINING IS SOLIDARIDAD'S KEY STRATEGY

- 1 Wodon, Q., Montenegro, C., Nguyen, H., Onagoruwa, A., (2018). Missed Opportunities: The High Cost of Not Educating Girls. The Cost of Not Educating Girls Notes Series. World Bank, Washington, DC, p.2.
- 2 UNESCO (October, 2013). Fact Sheet: Girls' Education - the Facts. Education for All Global Monitoring Report.

For most young women in the rural, indigenous villages of Alta Verapaz, Guatemala, education beyond the sixth grade is out of reach. Facing limited resources, many parents send only their sons away to school. The Women in Agroecology Leadership for Conservation (WALC) programme aims to change that.

Tips

- ## Tools

Room for notes

2

BUCKET HEALTH AND NUTRITION



HEALTH AS DRIVER FOR DEVELOPMENT

While it might not be immediately obvious, health is of major importance to projects of Solidaridad. Not only is better health central to human happiness and well-being, it also contributes to economic progress. Healthy people are better able to contribute to the development of their country as they live longer, are more productive, and able to save more¹. Therefore, health is a driver, indicator and outcome of sustainable development.

WOMEN PLAY A KEY ROLE IN FOOD SECURITY AND NUTRITION

An important aspect of health that is closely linked to the work of Solidaridad is food security and nutrition. Improving the food security and nutrition situation of smallholder farmers is a prominent part of Solidaridad's programming in, for instance, East and West Africa and Asia. When applying a gender perspective, you will find that women play an important role in ensuring food security and nutrition, as they are key actors in food crop production and in food preparation in their families. According to the World Bank, women in developing countries produce up to 60-80% of the household food². In fact, health conditions and the general wellbeing of children largely depend on the mother. Nevertheless, due to their limited access and control over productive resources, female producers achieve lower yields than their male counterparts when it comes to agricultural production. If women would

have the same access to productive resources as men, it could reduce the number of hungry people by 100-150 million worldwide³. Hence, gender inclusivity can contribute not only to significantly higher productivity, it would also contribute to greater food and nutrition security. Also as food buyers and consumers, women are disproportionately affected by food price increases, as they and their households will eat less nutritious food in lesser quantities⁴.

GENDER DIFFERENCES IN OCCUPATIONAL HEALTH AND SAFETY

But issues related to health in Solidaridad's work are not limited to food and nutrition only. In many of our projects, Occupational Health and Safety (OHS) forms part of our good practices training. Also here, there are gender-related differences. Because of their reproductive roles, women experience different health risks than men during work. For instance, research has shown that women as food producers run the risk to acquire diseases that affect their reproductive system, for example the impact that the use of pesticides can have on pregnancy outcomes⁵. In addition, in times of pregnancy or while breastfeeding, women face extra challenges with regard to their health and that of their child. As programme manager, you can safely assume that there are always pregnant or lactating women among the participants in your programme; therefore, you need to take their needs into account.

HEALTH PROBLEMS AS OBSTACLES TO ECONOMIC DEVELOPMENT

In some of the areas where Solidaridad works, health issues might constitute pressing problems in a community that could influence the success of our intervention. This could be related to nutrition, or for instance to water, sanitation and hygiene (WASH) or sexual and reproductive health, such as family planning and maternal care. Paying attention to these aspects is critical in order to ensure positive impact on the wellbeing of communities. Because health is closely linked to gendered norms and expectations around productive

and reproductive roles of women and men, the bucket of health and nutrition is rightly part of Solidaridad's gender inclusivity approach. If we address health, food security and nutrition issues in our projects in a gender inclusive way, our projects will have a better impact.

1 WHO (n.d.). Health and Development.
2 Palacios-Lopez, A., Christiaensen, L., & Kilic, T. (2015). How much of the labor in African agriculture is provided by women? Policy Research Working Paper 7282. The World Bank, p.2
3 FAO (December 16, 2016). Women hold the key to building a world free from hunger and poverty.
4 Arrow (2014). Food Security, Gender and SRHR.
5 Arrow (2014). Food Security, Gender and SRHR.

The SaFaL Programme (Bangladesh)

The SaFaL (meaning fruitful, successful or productive in Bangla) programme has been implemented by Solidaridad since November 2012. The project has so far helped 57,000 smallholder farmer families to become effective agricultural entrepreneurs in aquaculture, horticulture and dairy production. It has reached out to 185,000 people in Southwest Bangladesh through carrying out family-based nutrition interventions.

The project took an integrated approach and connected several aspects that contribute to food and nutrition security. It organized the smallholders into 1,000 producers' groups (collective action) and helped them to grow diversified food crops (availability), increase productivity through sustainable practices and improved income (affordability), and connected them to several local, national and international markets (accessibility). The project also raised nutrition awareness and stimulated behavioural changes in food habits, health and hygiene, through the promotion of health and nutrition by Community Nutrition Volunteers (CNVs). Solidaridad found that CNVs were one of the most significant change makers in consumption patterns and nutrition behaviour in the SaFaL project. In order to reach household women, who due to gender norms are limited in their mobility to travel and visit health centres, the CNVs also made home visits on a regular basis.

Tips

1. Make sure female staff and trainers are involved to reach out to women and girls, as health issues are sensitive topics.
2. Consider gender-specific risks for women and men in developing OHS modules, specifically taking into account the reproductive roles of women.
3. Consider adding food and nutrition or WASH modules for the community. This can be done in partnership with a trusted local partner.

Tools

- [Toolkit Guide Herproject: Women's Safety in the Workplace - Helping Business Prevent Sexual Harassment](#)

Room for notes

.....

.....

.....

BUCKET TIME SAVERS



PRODUCTIVE VERSUS REPRODUCTIVE WORK

Women around the world perform a disproportionate amount of unpaid, reproductive work in addition to their productive work — on average, almost two and a half times as much as men¹. While productive roles can be monetized by producing certain goods and services, reproductive roles are unpaid. These roles are related to caregiving (i.e. children and elderly) and to household or domestic work. This causes many women to pursue part-time or informal work that can be combined with these unpaid responsibilities. This work is often undervalued and overlooked by governments, even though it is estimated that unpaid work could contribute up to 40 percent of GDP if it were assigned a monetary value².

WOMEN FACING TIME POVERTY

Data shows that there is a difference between work burden for rural women versus urban women and men³. In emerging economies, rural women's tasks often add up to 16 hours a day⁴. This includes: 1) productive work (often including family subsistence farming as well as income generation through wage labour and entrepreneurship); 2) reproductive work (childcare and household work, such as collecting water and firewood); and 3) social work (social and community-building activities). Most of this work burden is characterized by repetitive, tedious and cumbersome activities that are time consuming and

unavoidable. In the literature this is referred to as 'time poverty'⁵.

REDUCING WOMEN'S WORK BURDEN

Women's time poverty and the persistent and powerful gender norms that underpin this unequal distribution have broad implications for their family and productive life. This has an impact on the choices they are able to make. When women farmers have to engage in agriculture and economic activities in addition to domestic care work, their health, nutrition and wellbeing, plus that of their families - and especially children - are at stake. It is often thought that reducing the burden of domestic work for women is outside the scope and mandate of developing our agriculture programmes, but it is, in fact, a major influence on the impact of our interventions⁶.

EQUAL SHARING OF HOUSEHOLD RESPONSIBILITIES AND SMART SOLUTIONS

It is important for Solidaridad to be aware that our projects should not contribute to increasing the work burden for women, but should rather support interventions that will reduce it. On the one hand, this means the promotion of more equal sharing of household responsibilities among male and female family members. On the other hand, smart solutions such as the provision of technologies and innovations to reduce the workload can enable women to be part

of the formal economy without being overburdened. If we address the factors impacting women's work burden in our projects in a gender inclusive way, our projects will have a better impact at both household level and value chain level.

- 1 OECD (December, 2014). Unpaid Care Work: The missing link in the analysis of gender gaps in labour outcomes, p.2
2 UNRISD (2010). Research and Policy Brief 9: Why Care Matters for Social Development. Calculations based on six countries in the
3 UNRISD study: South Africa, Tanzania, Argentina, Nicaragua, India and the Republic of Korea, p.1
4 Koolwal, G. (August 01, 2019). World Bank Blogs: Measuring rural women's employment in surveys: key issues for research and policy
5 targeting.
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60
61
62
63
64
65
66
67
68
69
70
71
72
73
74
75
76
77
78
79
80
81
82
83
84
85
86
87
88
89
90
91
92
93
94
95
96
97
98
99
100
101
102
103
104
105
106
107
108
109
110
111
112
113
114
115
116
117
118
119
120
121
122
123
124
125
126
127
128
129
130
131
132
133
134
135
136
137
138
139
140
141
142
143
144
145
146
147
148
149
150
151
152
153
154
155
156
157
158
159
160
161
162
163
164
165
166
167
168
169
170
171
172
173
174
175
176
177
178
179
180
181
182
183
184
185
186
187
188
189
190
191
192
193
194
195
196
197
198
199
200
201
202
203
204
205
206
207
208
209
210
211
212
213
214
215
216
217
218
219
220
221
222
223
224
225
226
227
228
229
230
231
232
233
234
235
236
237
238
239
240
241
242
243
244
245
246
247
248
249
250
251
252
253
254
255
256
257
258
259
260
261
262
263
264
265
266
267
268
269
270
271
272
273
274
275
276
277
278
279
280
281
282
283
284
285
286
287
288
289
290
291
292
293
294
295
296
297
298
299
300
301
302
303
304
305
306
307
308
309
310
311
312
313
314
315
316
317
318
319
320
321
322
323
324
325
326
327
328
329
330
331
332
333
334
335
336
337
338
339
340
341
342
343
344
345
346
347
348
349
350
351
352
353
354
355
356
357
358
359
360
361
362
363
364
365
366
367
368
369
370
371
372
373
374
375
376
377
378
379
380
381
382
383
384
385
386
387
388
389
390
391
392
393
394
395
396
397
398
399
400
401
402
403
404
405
406
407
408
409
410
411
412
413
414
415
416
417
418
419
420
421
422
423
424
425
426
427
428
429
430
431
432
433
434
435
436
437
438
439
440
441
442
443
444
445
446
447
448
449
450
451
452
453
454
455
456
457
458
459
460
461
462
463
464
465
466
467
468
469
470
471
472
473
474
475
476
477
478
479
480
481
482
483
484
485
486
487
488
489
490
491
492
493
494
495
496
497
498
499
500
501
502
503
504
505
506
507
508
509
510
511
512
513
514
515
516
517
518
519
520
521
522
523
524
525
526
527
528
529
530
531
532
533
534
535
536
537
538
539
540
541
542
543
544
545
546
547
548
549
550
551
552
553
554
555
556
557
558
559
560
561
562
563
564
565
566
567
568
569
570
571
572
573
574
575
576
577
578
579
580
581
582
583
584
585
586
587
588
589
590
591
592
593
594
595
596
597
598
599
600
601
602
603
604
605
606
607
608
609
610
611
612
613
614
615
616
617
618
619
620
621
622
623
624
625
626
627
628
629
630
631
632
633
634
635
636
637
638
639
640
641
642
643
644
645
646
647
648
649
650
651
652
653
654
655
656
657
658
659
660
661
662
663
664
665
666
667
668
669
670
671
672
673
674
675
676
677
678
679
680
681
682
683
684
685
686
687
688
689
690
691
692
693
694
695
696
697
698
699
700
701
702
703
704
705
706
707
708
709
710
711
712
713
714
715
716
717
718
719
720
721
722
723
724
725
726
727
728
729
730
731
732
733
734
735
736
737
738
739
740
741
742
743
744
745
746
747
748
749
750
751
752
753
754
755
756
757
758
759
760
761
762
763
764
765
766
767
768
769
770
771
772
773
774
775
776
777
778
779
780
781
782
783
784
785
786
787
788
789
790
791
792
793
794
795
796
797
798
799
800
801
802
803
804
805
806
807
808
809
810
811
812
813
814
815

Creating Shared Value Project (South Western Uganda)

The Creating Shared Value project took place from 2015 till 2018. The project took place in South Western Uganda, in the district of Kabale (now Rukiga and Rubanda district), Kisoro and Kanungu. Many women in these districts face challenges with regard to facing time poverty and managing the different tasks that are expected of them.

This project made use of the household approach. Stimulating joint household planning and decision making are core components in this approach. Implementing the household approach meant that not only the barriers faced by women were tackled, but also that togetherness was stimulated. Activities in this project included gender mobilization, sensitization and trainings, targeting both men and women. Negative norms and expectations of women with regard to their tasks were challenged through these activities. Because both men and women were included in the activities, it resulted in improved shared household responsibilities. Through training, the project also identified model couples who practice shared household responsibilities and can serve as an example to other households.

Tips

1. Conduct a participatory assessment of the daily activities of a family (by making use of the Daily Activity Clock Tool), to create understanding and appreciation for members of the household to take up different domestic roles.
2. Encourage sharing of household responsibilities, e.g. during various trainings.
3. Sensitize and encourage the adoption of time and labour-saving technologies in households or at community level where possible.

Tools

- Participatory Assessment Tool
- Daily Activity Clock Tool

Room for notes

[illegible]

4

BUCKET FINANCIAL SERVICES



Financial services – such as bank accounts, loans, and insurance – play an increasingly prominent role in development efforts. Many of the Sustainable Development Goals refer to the importance of financial services as a catalyst for development. Access to finance is also being addressed in Solidaridad's projects, to catalyze small- and medium-sized enterprises (SMEs) that are key in the professionalization of agricultural markets and the agricultural service industry. Digital technology is increasingly reshaping the financial landscape, leading to the development of new savings, credit, and insurance products.



THERE IS A GENDER GAP IN FINANCIAL INCLUSION

While the total number of people with access to financial services such as bank accounts and credit has increased, the gap between the number of men and women who have access to these formal financial tools persists. Based on data from the Global Financial Inclusion Database 2014, in the period 2011-2014, women worldwide were about 8% less likely than men to own a formal bank account. In 2014, only about 25% of African women aged

15 and above had access to a formal financial account, as compared to almost 33% of men¹. This implies women's greater dependence on informal finance, which limits their financial options to improve their livelihoods and to make important investments.

REASONS FOR THE GENDER GAP

Only about half of women worldwide are part of the labour force, compared to nearly 80 percent of men. In many developing countries, the majority of women work in the informal sector, without labour protections or social benefits². As a result of the difference in their economic position, women's financial needs are distinct from men's financial needs. Yet service providers often fail to accommodate them³. Female entrepreneurs often struggle to get access to financial services, as we see for instance in the MASO cocoa programme in Ghana. They are less likely to have access to a bank account and, therefore, lack the credit history needed to qualify for loans. Since they are over-represented in the lower ranks of the income ladder, women also have fewer assets to offer as collateral. Even if women gain access to a loan, they often lack access to other financial services, such as a financial account, savings and insurance.

FINANCIAL INCLUSION CAN STRENGTHEN WOMEN'S ECONOMIC POSITION

Financial inclusion can drive development and strengthen women's economic positions. Increasing

access to and use of financial products and services for women would not only make them more independent and able to take better care of themselves and their businesses, but also of their families.

Besides breaking down restrictions in owning and controlling finances, such as requiring a male family member's permission to open a financial account, enhancing financial knowledge and economic skills can be considered as one of the key instruments to promote economic empowerment. Looking at Solidaridad's projects, we also see that when women get organized into groups, access to finance becomes more within their reach. Moreover, introducing women

to village and savings loan schemes makes financial services better accessible. Our projects would have a better impact if a gender inclusive lens is used regarding financial issues, since it would foster women's financial inclusion.

- 1 Demirci-Kunt, A., Klapper, L., Singer, D., & Van Oudheusden, P. (2015). The global financial inclusion index 2014: Measuring financial inclusion around the world. The World Bank.
- 2 United Nations, Department of Economic and Social Affairs, Statistics Division. (2015). Chapter 4: Work. In The World's Women 2015. Trends and Statistics. UN, pp.87-118.
- 3 Zollmann, J., & Sanford, C. (2016). A buck short: What financial diaries tell us about building financial services that matter to low-income women.

Cocoa Life Programme (Ivory Coast)

The Cocoa Life Programme aims to build the capacity of selected cocoa growing communities to increase sustainable cocoa supply and ensure enhanced livelihoods and wealth creation. In accordance with the objectives of Solidaridad and Mondelèz, the project aims to find local solutions to community and environmental issues, sustainable management of natural resources, improve incomes and living conditions of farmers. Women in rural areas in general, and in cocoa growing communities in particular, face several constraints. Women are generally excluded from decision-making processes and have little to no access to natural resources, education and finance.

Solidaridad applies the Village Saving and Loans Associations (VSLA) methodology to address the issue of access to finance. VSLAs provide simple savings and loan facilities to communities that do not have access to formal financial services. In the Cocoa Life project in Ivory Coast, VSLA has provided access to credit for over 7,500 women and hereby enhanced their financial stability. As a result, they are able to increase their income generating activities and venture into new businesses.

Tips

1. Integrate financial literacy training in your project curriculum based on the examined needs of both men and women.
2. If you work in a sector where a lot of women work informally and are not organized in groups, consider forming women's associations or groups.
3. Support women's groups to take up different business activities and access different seed capital opportunities, e.g. VSLA or a revolving fund.

Tools

- [Service provider gender inclusivity assessment](#)
- [Responsiveness of service providers assessment-Spider diagram](#)
- [EAFE Facilitator Guide Village Savings and Loans Associations \(VSLA\)](#)

Room for notes

5

BUCKET TECHNOLOGY



THE DIGITAL REVOLUTION

The digital revolution has changed the way we work, access information and connect with each other. Not only do modern and digital technology tools provide an opportunity for better quality farming, mining and industrial practices, they are also incentives for young people to take up agriculture, both as producers and service providers. This clearly offers opportunities to those who can use the new technologies, but also presents new challenges for those who are left behind.

WOMEN ARE LESS LIKELY TO BENEFIT FROM ICTS

Although new technologies are reaching rural areas in many developing countries, a range of gender-related barriers exist that make it less likely for

women to benefit from the use of information and communication technologies (ICTs), including digital and mobile ICT to agricultural technology. These barriers range from certain cultural attitudes towards women's access to technology and mobile phones, lack of women's time to learn about new technologies and ICTs, the sometimes high costs involved, and women's generally lower literacy rates¹.

Women are also less likely than men to have a mobile phone. Nearly two out of three unconnected women (i.e. those who do not own a mobile phone) live in South Asia, East Asia and Pacific regions². Also, women are less likely to use the Internet. In Africa, the number of women using the internet is 25% lower than that of men³.

GENDER INCLUSIVE ICTS

These barriers to access for women will reduce the impact of ICT-based interventions and potentially contribute to increasing inequalities if these barriers are not addressed in an appropriate way. An important aspect of Solidaridad's programming is improving the quality and sustainability of farming practices by bringing in ICT solutions. Hence, in our project interventions we must ensure that male and female members of families and communities can access and benefit from the technology we are introducing, and we must address differences in access to

Box 1. Definition of ICTs

Information and Communication Technologies include devices, networks, services and applications. These can range from cutting edge Internet-based technologies and sensing tools to other technologies that have been around for much longer, such as radio, telephones, mobile phones, television and satellites



Source: FAO-ITU. Adapted from E-Agriculture Strategy Guide: Piloted in Asia-Pacific Countries

knowledge and resources that might prevent women and girls from using technology to their benefit.

If we address technological issues in our projects in a gender inclusive way, our projects will have a better impact. In scaling up interventions at good practice and infrastructure level, it is important to stimulate the adoption of digital technologies, where women need to be seen as not only users but also as developers and entrepreneurs of technological solutions. According to UNESCO⁴, only 35% of Science, Technology, Engineering and Mathematics (STEM) students in higher education globally are women. Besides, only 3% of female students in higher education choose ICT studies. Ensuring women's access to a broad range of technologies can help to enhance their agricultural

productivity, improve the market returns they receive, and empower them at both household level and value chain level. This requires that technologies aren't just accessible for female farmers, but that they also meet their priority needs. Also, women should be aware of the usefulness of technologies and possess the means to acquire them.

- 1 FAO (2018). Gender and ICTs: Mainstreaming gender in the use of information and communication technologies (ICTs) for agriculture and rural development.
- 2 GSMA (2015). Connected Women - Bridging the gender gap: Mobile access and usage in low and middle income countries.
- 3 FAO (2018). Gender and ICTs: Mainstreaming gender in the use of information and communication technologies (ICTs) for agriculture and rural development.
- 4 UNESCO (n.d.). Girls' and women's education in science, technology, engineering and mathematics (STEM).

Farm2Market Project (South Africa)

The Farm2Market project aims to support emerging smallholder producers of fresh horticultural produce in South Africa's Mpumalanga, Eastern Cape, Western Cape, Gauteng, Limpopo and KwaZulu-Natal Provinces with gaining access to the high value domestic markets with certified safe and sustainable products.

Given the disadvantaged position of emerging smallholder farmers in terms of farm size, technical knowledge, access to technology, agricultural equipment, facilities and financial resources, women in particular are largely unable to connect to the formal market by themselves. As 90% of South African farmers are smallholders, access to appropriate technology can trigger a change on the horticultural market as a whole, generating broad impact in terms of volumes produced, sales and export income generated by the sector, sustainability, food security, and level of quality offered to consumers. In recognition of this potential, the Farm2Market project has embraced a diverse set of digital tools such as remote sensing, farming solutions, business solutions, and soil testing services. About 750 female and male farmers have been trained and assisted with registering and assessing the current position of their farms in relation to various farming standards.

Tips

1. Ensure women's technological and digital literacy is guaranteed.
2. Make sure ICT applications have the appropriate content, and are in a suitable format and written in a language that can be easily understood by the target group.
3. Look for the right mix of ICT platforms. Use e.g. radio platforms as well, or even instead of, mobile messaging (and cross-promote the two platforms) if access to mobile phones is low.

Tools

- [USAID ICT Survey Toolkit](#)

Room for notes

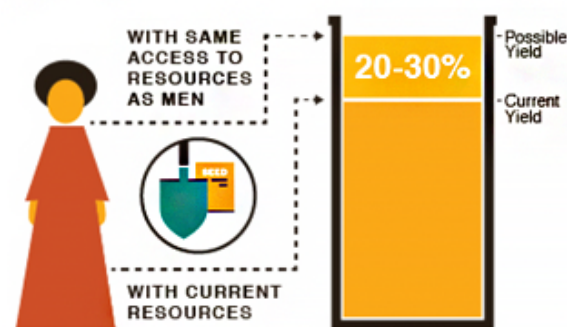
6

BUCKET LAND AND INPUTS



To improve productivity and production in commodities, it is important to have access to the latest knowledge and innovations, equipment and other inputs such as quality seeds available for production. Additionally, extension and advisory services help facilitate access to this knowledge and inputs. Unfortunately, gender-related social norms and practices prevent female producers from gaining equal access to these resources to farm productively.

If women had access to resources, on-farm yields could **INCREASE BY 20-30%**.



This extra output could reduce the number of hungry people in the world by

12-17%.



Source: FAO, 2011

Big Facts
ccafs.cgiar.org/bigfacts



As a result, women produce 13-25% less per hectare than men. As land size increases, this difference further increases up to 66%¹. If women would have better access to productive resources, it would raise global agricultural productivity by 2.5-4%, and could reduce the number of hungry people by 100-150 million worldwide as a result². Hence, giving women the same opportunities as men to access and control productive resources would contribute not only to significantly higher productivity, it also contributes to greater food and nutrition security.

ACCESS TO GENDER-SENSITIVE EXTENSION SERVICES AND INPUTS

While female farmers in sub-Saharan Africa constitute a large percentage of full-time farmers, extension services barely reach them. One reason that extension and advisory services may be less available to women than to men is that most extension workers are male. The design and/or implementation of the training sessions for extension workers thus often assumes that farmers are men. In some countries, cultural or religious norms may limit women farmers' access to extension services³. Sometimes, extension services may favour farmers with larger areas of land and greater access to other inputs; these farmers are less likely to be women. Additionally, women are more likely to be illiterate, and illiteracy can make extension services less accessible to farmers⁴. It may also be that women are not aware of extension opportunities in their communities or that service providers assume

trainees will share what they have learned with other household members, which is not always the case⁵.

Another important element is the often non-gender-sensitivity of inputs. On the one hand, this refers to women usually having less access to (agricultural) ICTs, inputs, land services, etc.⁶. On the other hand, it also refers to available ICTs, inputs and services being unfit for women⁷. For example, mechanized equipment unfit for women to use, or fertilizers that are only made available in big bags that are too heavy to lift. Service providers have an important role to play here, not only to make sure inputs and services are available for women, but also to make sure that they match with the capabilities and needs of women.

ACCESS TO AND CONTROL OVER LAND

Linked to access of inputs through extension services is the issue of land. Most women farmers do not own the land on which they farm and many cultural practices and laws limit women's access to land and their control over land. Many women can only get access to land through male partners or male relatives⁸. In cultures where it is customary for land to be passed from father to son, women are rarely allocated land of their own. When women are allocated land, their husbands or other men in positions of authority often take control of the land. Widows and young girls (i.e. children) are often denied the right to inherit land. They may be violently forced off the land. In some cultures, when a man dies, his widow is 'inherited' by a male family member. If the widow refuses to be 'inherited', she may lose her access to land. In some cultures, when a man dies, his relatives control whether or not the widow can marry again, whom she can marry, and so on.

In many countries governments have failed to implement land reform programmes that guarantee equal land rights for women. Most governments support large-scale commercial farming rather than smallholder farming. Women are not represented in many of the local government structures that allocate land, and their land rights are often overlooked. Some governments sell or lease public land to private companies or foreign governments. This is a threat to the rights of smallholder farmers who are farming on public land. During war and other conflicts many women are displaced, lose their land, and become

more vulnerable to sexual and other forms of violence⁹.

ENSURING LAND AND INPUTS FOR MEN AND WOMEN

Interventions at producer and infrastructure level should ensure that products, technologies and services developed are accessible for and benefit both men and women, including inputs, and value increasing and time/ labour saving production technology and machinery. Also, the issue of land should be taken into account in our interventions, because women having equal access to and say over land can increase the opportunities for women in agriculture, and increase the impact of our interventions.

- 1 O'Sullivan, M., Rao, A., Banerjee, R., Gulati, K., & Vinez, M. (2014). Levelling the Field: Improving Opportunities for Women Farmers in Africa. Washington, DC: World Bank Group, pp.9-13.
- 2 FAO (December 16, 2016). Women hold the key to building a world free from hunger and poverty.
- 3 Budak, D. B., Darcan, N., & Kantar, M. (2005). Women farmers and extension services in small ruminant production in mountain areas of Turkey. Journal of arid environments, 62(3), 507-515.
- 4 Doss, C. R. (2001). Designing agricultural technology for African women farmers: Lessons from 25 years of experience. World development, 29(12), 2075-2092.
- 5 Croppenstedt, A., Goldstein, M., & Rosas, N. (2013). Gender and agriculture: inefficiencies, segregation, and low productivity traps. The World Bank.
- 6 European Commission (2017). Because Women Matter - designing interventions in food, nutrition and agriculture that allow women to change their lives.
- 7 Quisumbing, A. R., Meinzen-Dick, R. S., & Malapit, H. J. (2019). Gender equality: Women's empowerment for rural revitalization. IFPRI book chapters, 44-51.
- 8 FAO (2018). Realizing women's rights to land in the law: A guide for reporting on SDG indicator 5.a.2.
- 9 FAO (2018). Realizing women's rights to land in the law: A guide for reporting on SDG indicator 5.a.2.

LEGEND Project (Sierra Leone)

In Sierra Leone, women are traditionally not involved in decisions that relate to land and many still believe that women cannot own land. Amongst other things, the aim of this project was to improve women's land rights and to increase their involvement in community decision making.

Through an inclusive, multi-stakeholder platform created by the project, both women and men were educated about their land rights. In addition, a land title registration initiative encouraged women's land entitlements. Training on gender-sensitive land tenure security further contributed to the awareness of the importance of including women in community decision making. As a result of the project, women in the project areas now participate in land governance and freely share their opinions.

The engagement of men is also stimulated in the LEGEND project. 119 people participated in a training on the Gender Model Family (GMF). One of the participants, Sedia Massaquoi, explains: “During the GMF training we were told how to make peace in a household. Men were shown how much work the women do, and this changed their opinion of us. We got educated about dividing labour more fairly, and on how to solve our issues more constructively. Now men take on some of the household tasks, and are treating women with more respect.”

Tips

1. Educate extension services and extension officers on the importance of involving all household members in extension training. Also make them aware of the often non-gender-sensitivity of inputs.
2. Support service providers of inputs (including equipment) to make an assessment of their products and to what extent these are accessible for both male and female customers.
3. Engage government agencies and community leaders around policies, laws and practices that protect and promote women's land rights and prevent discrimination.

Room for notes

[illegible]

Additional notes

This image shows a full page of a document template designed for writing. It features approximately 30 evenly spaced, thin horizontal grey lines across the entire width of the page. The background is white, and there are no margins, headers, or footers visible. This type of template is commonly used for students to practice handwriting or for anyone needing a simple space for notes.

BUCKET LEADERSHIP AND REPRESENTATION



IMBALANCE IN LEADERSHIP AND REPRESENTATION

Leadership and representation of women is not only a barrier in politics, but also in other areas of decision-making, e.g. in management positions in businesses. Women are still largely underrepresented at senior levels in international organizations that shape

DIVERSE LEADERSHIP AND REPRESENTATION LEADS TO INCLUSIVE AND BETTER RESULTS

- 1 UN Women (2019). Facts and figures: Leadership and political participation.
- 2 Unesco (2017). Global Education Monitoring Report - Gender inequality persists in leadership positions.

In May 2016, Solidaridad launched the Women in Cocoa & Chocolate Network (WINCC) with the aim of creating a self-supporting network to improve the quality and long-term sustainability of interventions. We envisage a sustainable and inclusive cocoa value chain in which women can reach their full potential. WINCC aims to empower women and remove barriers to participation throughout the value chain. It aims to support professional women throughout the chain in increasing their impact and visibility, connecting with other women and inspiring them.

By connecting and engaging women throughout the cocoa and chocolate sector, we can inspire them to increase their sphere of influence, become leaders, and contribute to the objective of a more sustainable value chain.

1. Advocate, stimulate, enable, organize and facilitate women's participation in community dialogues, with all stakeholders.
2. Stimulate and prepare women for leadership roles in multi-stakeholder platforms and engage different actors for better results.
3. Support the formation of new women's groups, networks, platforms or strengthening existing collective action efforts that are playing a key role in reaching and representing women's needs.

- Gender Inclusive Stakeholder Mapping

[illegible]

BUCKET CULTURE AND NORMS



Culture and norms are essential elements in the pursuit of gender inclusivity in every setting. Particularly because culture and norms provide the social fabric within which individuals relate with one another. Culture provides a collective perception framework that distinguishes the members of one group or category of people from another¹. Culture and norms are different per context and influence social realities. Therefore, it is important to be aware of the culture and norms that are in place, as this influences Solidaridad's interventions.

IMBALANCES RESULTING FROM GENDER NORMS

Gender norms' can be defined as informal rules and shared social expectations that distinguish expected behaviour on the basis of gender. An example of this is the common/persisting gender norm that women will and should do the majority of domestic work. Understanding why a specific (socially harmful) norm is in place is a crucial step in tackling it. Gender norms do not necessarily need to be harmful to women's wellbeing, but gender norms do often reflect and contribute to inequalities in, for example, the distribution of power and resources. In that way, they do disadvantage women and limit their opportunities².

HOW TO CHANGE GENDER NORMS?

Official legislation and regulation in a country are informed and reinforced by personal and societal norms, beliefs, culture, stereotyping and practices, among which gender. Thus, there is a strong connection

between gender-related norms, beliefs, cultures and practices at the household, community and country/government level, and official legislation and regulation in a country.

Breaking harmful stereotypes and promoting positive roles at both individual and country level are therefore important interventions that can accelerate change in household and community practices and in the wider society. In addition to being aware of the barriers related to existing laws and regulations (see bucket Legislation and Policies), it is therefore important to understand *if/what* national gender policies, initiatives and role models are in place for our programmes to link up to.

There can be no gender inclusivity if the underlying pillars that define human interactions and relationships, such as culture and norms, are not addressed. Therefore, context-specific programming is required as culture and norms may differ per region and context. Understanding of how norms influence women's and men's (different) positions and opportunities, and addressing gender norms that are harmful for women, can result in better impact of our projects. An example of an intervention where norms are being addressed can be the sensitization of postponed parenthood through couples seminars and/or by showing professional career options for women through role models.

1 People.Tamu.Edu (n.d.). Culture.

2 ODI (September 2015). Social norms, gender norms and adolescent girls: a brief guide.

Next Generation Cocoa Youth Program MASO (Ghana)

Ghanaian cocoa farmers are ageing and their children are not interested in becoming cocoa farmers. So Ghana, the second largest producer of cocoa in the world, is facing a potential reduction in national production even as worldwide demand for cocoa increases by 2-3 percent per annum and Ghanaian youth goes unemployed. It is estimated that Ghana's youth unemployment rate rose from 14.8% in 1992 to almost 29% by 2009.

Women provide nearly half the labor on cocoa farms, yet they do not systematically benefit proportionately from the income. They tend not to be identified as “farmers” and they are not registered as such. Involving women more centrally in the rejuvenation of the industry has the potential to increase the productivity of cocoa farms, and to improve their well being, those of their families and their communities.

Discussion about gender relations are encouraged amongst youth, by using the Aflatoun curriculum component on identity and values. Current female farmers, employees and entrepreneurs in the cocoa sector are being encouraged to become our ambassadors (gender champions) to create awareness about the specific role women can play. These ambassadors also reach out to their own networks and communities, through which awareness will be created in communities. Traditional and community leaders and churches are approached as part of our preparatory work to diplomatically encourage them to actively support the participation of all youth, but especially women.

Tips

1. Actively engage men during training and community dialogues on gender inclusivity in order to change current limiting gender norms.
2. Gather or perform research to provide data in support of analysis, strategy development and policy influencing on gender related inequalities in a country.
3. Engage with existing or promote new activities that promote gender inclusivity through gender community champions.

Tools

- [Manual for couples seminars](#)
- [Gender Action Learning System \(GALS\)](#) - Oxfam Novib

Room for notes

[illegible]

9



BUCKET LEGISLATION, POLICIES AND SUSTAINABLE FRAMEWORKS

Laws and policies can provide a powerful framework for ensuring equal opportunities and protection of rights. Legislation that promotes equal sharing of benefits by all citizens can contribute significantly to inclusive development and poverty reduction. Different human rights laws exist that underline the importance of gender inclusivity, such as CEDAW, the UN Declaration and the ILO standards. In addition, the Buenos Aires Declaration on Women and Trade, which seeks to remove the barriers to and foster women's economic empowerment, hereby prioritizes the inclusion of women in trade.

Human rights laws recognize and value the different roles of men and women. Unfortunately, often legislation and policies still favour men over women. Nonetheless, appropriate policy support and capacity building can result in the protection of human rights, increased incomes, and significantly reduced poverty. Solidaridad is well-known for its core business in standards and certification. Recognizing the different roles of men and women also implies that standards and certification schemes need to be inclusive.

GENDER GAP IN LEGISLATION AND POLICIES

Across the world, women are usually faced with the lowest-paid forms of work. Over 2.7 billion women are legally restricted from having the same jobs as men. Women, especially in developing countries, are over-represented in informal economies and active

in the least protected and most dangerous forms of work. An assessment of 189 economies shows that 104 economies still have laws in place that prevent women from working in specific jobs, 59 economies have no laws on sexual harassment in the workplace, and in 18 countries husbands can legally prevent their wives from working¹. In addition, women are less likely to have employment contracts, legal rights and social protection, and are often not paid enough to escape poverty². Moreover, trade-relations (national governments and EU trade agreements) are not gender-neutral and therefore might create (unintended) barriers for women. Women without legal recognition in legislation, policies and sustainable frameworks thus face several challenges, from lacking due diligence rights, not having equal access to inputs, missing out on health and safety measures, to lacking land (inheritance) rights.

GENDER INCLUSIVE LOBBYING AND ADVOCACY

Formalization and legal recognition can improve the well-being of women and their households. However, formalization also carries the risk of placing negative effects on women and other marginalized groups. For example, this can happen when women lose their jobs due to the particular job becoming formalized. Therefore, a gender inclusive lens in formalization processes is of major importance to protecting women's rights.

Governments play an important role in enhancing gender inclusivity in value chains, therefore Solidaridad's lobby and advocacy activities are important. Since legislation is reinforced by norms, beliefs, and culture, breaking harmful stereotypes and promoting positive roles are important interventions that can accelerate change in household and community practices as well as in the wider society. It is therefore important to understand, in addition to barriers related to existing laws and regulations,

who the different stakeholders are and what national (gender) policies are in place we can link up to. Solidaridad can contribute to a more gender inclusive enabling environment, by lobbying for a gender inclusive lens in relation to mandatory frameworks, laws, policies and sustainable frameworks.

¹ UNWomen (2018). Facts and Figures: Economic Empowerment.
² Oxfam (n.d.). Why the majority of the world's poor are women.

Oro Justo - Fair Gold (Peru)

Many women are working around the mines in Peru, where they are usually collecting low-grade gold remains on the slopes and outskirts of Peruvian mines. Female miners are referred to as Pallaqueras, and are not employed or formalized by mining companies or the government. Their production is limited, they work under severe conditions without equipment or protection, they are faced with dangerous chemicals (Mercury) and are forced to sell their gold in illegal markets. Therefore, the price Pallaqueras receive is usually far below the international market price. Besides, existing and unexacting laws prevent women from having equal opportunities.

In the Fair Gold Project, Solidaridad worked with approximately 300 Pallaqueras to strengthen their leadership and representation skills, and advised them in formalization to improve their working conditions (through advocacy). Solidaridad worked together with the Peruvian government to seek recognition for the Pallaqueras to improve their position. Pallaqueras received official recognition for their work on July 21, 2018. This was the first time the Peruvian Government acknowledged the Pallaqueras in an official manner. The Ministry of Mines and Energy made a formal statement from which it followed that several traditional artisanal and small-scale mining practices were enabled to engage in legal trading transactions with processors and gold traders. Through this new regulation, the role of Pallaqueras in the mining sector finally became visible. This grants them access to formal markets where they can sell their gold to refiners.

Tips

1. Lobby at government level to change institutional norms and practices and ensure policies that promote gender equal living and working opportunities and conditions, as well as equal sharing of benefits at all levels of society.
2. Engage with government initiatives and campaigns aimed at changing institutional norms, better working conditions, safe practices and certification that target women specifically.
3. Support women with preparing for leadership positions, or women that are already in leadership positions, so that they can shape the development of legislation and policies that promote inclusion and equality, such as affirmative action policies.

Tools

- [Gender Based Analysis: A Guide for Policy-makers \(Status of Women Canada, 1998\)](#)

Room for notes

BUCKET BUSINESS PRACTICES



NON-INCLUSIVE BUSINESS PRACTICES

HOW TO OVERCOME NON-INCLUSIVE BUSINESS PRACTICES?

INCLUSIVE BUSINESS PRACTICES LEAD TO GREATER SUSTAINABILITY

inclusive business practices lead to greater sustainability of our interventions. This means that ensuring inclusive business practices is not only the right way to go, but also the smart way. Therefore, organizations throughout the value chain, including producer organizations, service providers and retail businesses, should be pushed to create equal working conditions for women and men. Diversity at all levels of business should also be ensured, including senior management.

- 1 OECD (2008). Gender and Sustainable Development: Maximising the Economic, Social and Environmental Role of Women.
- 2 UNWomen (n.d.). Facts and Figures: Economic Empowerment.
- 3 ILO (n.d.). Gender Equality and Decent Work.

Better Mill Initiative (Ethiopia)

The project aims to improve working conditions for women on the workforce through improvements in business practices. This includes addressing challenges women workers face, such as low pay and limited career advancement options. Therefore, information exchange and training sessions for labour union leaders and factory managers are organized to raise awareness on gender, key gender related problems and obstacles, and the gender business case. Factory managers are invited to develop gender action plans that aim to create a more gender-inclusive environment. This includes development of gender sensitive organizational policies around recruitment, performance assessment and promotions, setting up trustworthy grievance and reporting mechanisms for (sexual) harassment cases, and creating an inclusive organizational culture.

Tips

1. Train business managers to understand gender and recognize key gender issues and obstacles on the workforce as well as on how improving gender inclusivity can help their business.
2. Support female entrepreneurs and women's businesses through incubation or business support, link them up to impact investors.
3. Promote and facilitate women to connect to each other through business networks.

Tools

- [Working with the Private Sector to Empower Women: What to Measure and How to Build the Business Case for Change](#)

Room for notes

[illegible]

11

BUCKET MARKET ENGAGEMENT AND ENTREPRENEURSHIP



Solidaridad works on creating sustainable value chains, and markets play an essential part in this. International trade is perceived as a powerful instrument for development. However, international trade has not yet been beneficial to all. Markets have proved to be unsuccessful in fair distribution of the gains from international trade, often leaving women behind¹. Not a single country so far has managed to close the gender gap on economic participation and opportunity. If progress on economic participation and opportunity continues at the current pace, it will still take 170 years to reach gender equality².

WOMEN ON THE SIDELINES OF THE ECONOMY

Currently, many women worldwide stand on the sidelines of the economy. While women make up about half of the global population, they only generate 37% of the gross domestic product (GDP). Besides, only about a third of small and medium-sized enterprises (SMEs) are run by women³. However, of this one third, women entrepreneurs are likely to be running micro-enterprises, operating mostly in the informal sector, engaging in low-value-added activities that reap marginal returns. In other words, their “businesses” might better be categorized as “income generating activities”.

Of the formal-sector firms in Africa, only 15% have a female managing director, while 32% have some degree of female ownership⁴. In some developing countries, female business ownership can dip as low as 3-6%⁵. An International Trade Centre survey in 20 countries

found that just one in five exporting companies is owned by women⁶. In over 155 countries, at least one law impeding economic opportunities for women exists⁷.

BARRIERS FOR WOMEN IN INTERNATIONAL TRADE AND MARKETS

A main distinction among entrepreneurs is whether they are ‘survivalists’ vs ‘growth oriented’. In many cases, women belong to the group of so-called survival or necessity entrepreneurs. They are the typical people who start a small business, out of need and not out of choice. Suitable and decent employment opportunities are hard to find, due to the limited basic education women have enjoyed as young girls and discrimination in the labour market. As a consequence, they often remain in the informal sector, “getting by”. In contrast to them are the so-called growth oriented entrepreneurs, or ‘gazelles’, with more education and self esteem, who have the aspiration to grow their businesses and build up smart entrepreneurial skills as they go⁸.

Women-owned or led SMEs face specific challenges to grow or access market opportunities. This is explained by various factors. The key factors include their limited access to business networks, as well as the lack of knowledge among larger firms of female-run SMEs in the market. Gender-targeted linkages programmes, that work on offering women led SMEs linkages to foreign investors in the country, is one of the solution areas that could be used to target key interventions.

THE WAY TOWARDS INCLUSIVE MARKET ENGAGEMENT AND ENTREPRENEURSHIP

It is important to engage actors across the value chain in order to reach inclusive markets. An enabling and inclusive market environment can be established by working not only with producers but also with suppliers, service providers, financial institutes, processors, governments and other stakeholders.

Female entrepreneurship should be stimulated and facilitated. It is important to build stronger market linkages and enable better access to formal markets for women. On the one hand, this can be accomplished through formalizing informal organizations. On the other hand, opening up (local) markets for informal organizations can also be a way to accomplish stronger market linkages for women. Market linkages between local, regional and global markets should be realized or strengthened. In addition, impact investment in women-led or women-owned businesses should be stimulated.

Five key factors are important for taking measures to promote entrepreneurship. We call them the so-called 5 Ms⁹. Most programmes to promote entrepreneurship focus on the first three aspects. However, to create equal opportunities for women, the two last Ms are equally important.

1. M of Money: Access to finance and resources.
2. M of Management: Access to skills training, business or ICT services.
3. M of Market conditions: Access to markets and market information, trade mission and business networks.
4. M of Meso-Macro: Customary and national laws and government policies.
5. M of Motherhood: ‘Social norms’ on how women and men should or should not behave in business and personal life, and how they should balance work and family.

¹ Zarrilli, S. (April 10, 2018). International Trade is at Risk of Leaving Women Behind. Series: Reshaping Trade through Women’s Economic Empowerment. Centre for International Governance Innovation.
² WTO (December 12, 2017). Buenos Aires Declaration on Women and Trade outlines actions to empower women.
³ WTO (December 12, 2017). Buenos Aires Declaration on Women and Trade outlines actions to empower women.
⁴ African Development Bank Group (2015). Africa Gender Equality Index 2015: Empowering African Women - An Agenda for Action.
⁵ WTO (December 12, 2017). Buenos Aires Declaration on Women and Trade outlines actions to empower women.
⁶ International Trade Centre (2015). Unlocking markets for women to trade.
⁷ WTO (December 12, 2017). Buenos Aires Declaration on Women and Trade outlines actions to empower women.
⁸ Care International (2017). From necessity to opportunity - Women Entrepreneurs in the Global South.
⁹ Brush, C. G., de Bruin, A., Welter, F., & Allen, E. (2010). Gender embeddedness of women entrepreneurs: An empirical test of the 5 “M” Framework. Frontiers of Entrepreneurship Research, Wellesley, MA: Babson College, 30(8).

Las Rosas (Colombia)

The Las Rosas project was set up in 2016 together with RGC Coffee and the Women Coffee Growers Association of West Huila (ASMUCAOCC). Women are represented in the coffee sector but are usually not recognized. The focus of the Las Rosas project was on improving women's participation in the coffee value chain.

The Las Rosas project was successfully integrated in the bucket market engagement and entrepreneurship by putting a strong focus on female entrepreneurship and ensuring stronger market linkages. The Women Coffee Growers Association of West Huila (ASMUCAOCC) was created in 2012 and aims to help women and families participate in the coffee supply chain. Solidaridad has supported these women and their families since 2016, along with other partners. Access to credit and financial inclusion was a key focus in the support provided. A credit rotational fund now provides the women with access to low-interest credit.

Today, Las Rosas is a group of 350 strong women, including 50 women in leadership positions, all working as a team on coffee production improvement projects. They produce more than 450,000 kilos of dry parchment coffee each year. Around 40% is exported to Canada through RCG Coffee. Their coffee is branded as female-made coffee, providing them a higher price premium. They also sell finished products such as roasted and ground coffee, cookies and coffee-flavoured desserts in two regional stores owned by the women.

Tips

1. Connect women business networks and consider formalizing women trade associations and women-led businesses.
2. Create and strengthen market linkages of women-run businesses on local, regional and global level.
3. Stimulate impact investment in women-led or women-owned businesses.

Tools

- [Women Entrepreneurship and Inclusion Training Module 2Scale](#)

Room for notes

This image shows a full page of white paper with horizontal dotted lines. The lines are evenly spaced and run across the width of the page, providing a guide for handwriting practice. There are no margins, text, or other markings on the page.

Additional notes

[illegible]

MORE INFORMATION

For more information about Solidaridad, please visit our website and follow us on Twitter or LinkedIn.



www.solidaridadnetwork.org



[@solidaridadnetw](https://twitter.com/solidaridadnetw)



www.linkedin.com/company/solidaridad

CHANGE THAT MATTERS

Solidaridad

't Goylaan 15

3525 AA Utrecht

Email: info@solidaridad.nl

Tel: +31 (0)30 272 0313