

# **Integrating Gender throughout the Capacity Building Facility: A Webinar Training Series**

## **Background:**

The Alliance is working to ensure that a gender lens is applied during the implementation of the Capacity Building Facility (CBF). This involves a research and development effort, resulting in tangible gender-inclusion resources for CBF partners (investors, enterprises and capacity builders) delivered through the following two-part training program.

Gender considerations are critical, as incorporating gender concerns into clean cooking projects can maximize benefits for both men and women, while increasing the effectiveness and sustainability of cooking sector enterprises. As women are the main users of these products and services, they ultimately determine adoption and use. Additionally, women have demonstrated that they are effective producers and suppliers of clean cooking solutions and are critical for widespread adoption. However, they remain an underutilized potential asset in creating this global market.

## **Overall Objectives:**

The core objective of the webinar series is to share the Alliance's approach for strengthening business effectiveness and impact through gender-informed capacity building and investment with CBF stakeholders. A gender lens will ensure that the CBF has the highest possible impact.

The webinar series will:

- **Make the business case to CBF stakeholders (investors, enterprise and capacity builders) for integrating gender into their work.**
- **Provide CBF stakeholders with the tools to design, implement, and monitor impact of gender-informed capacity building alongside investment.**

## **Key Learning Objectives:**

- Recognize that gender-informed cooking sector business models (and thus often requiring gender-informed capacity building) can have a stronger impact than those without.
- Utilize the evidence that makes the business case that gender-informed cooking sector businesses are more effective and impactful.
- Differentiate between gender-informed and gender-neutral cooking sector business models.
- Design and implement gender strategies for investment and capacity building activities, including:
  - Conducting gender due diligence on potential investees.
  - Identifying capacity building business needs with a gender lens.
  - Articulating gender-informed capacity building needs to service providers in TORs and scopes of work, contracts, and evaluations.

## **Target Audience:**

This training introduces concepts and tools for applying a gender lens in capacity building and investment for clean cooking sector enterprises. The training is designed for:

- **Impact investors** looking for high-growth investment opportunities in the cooking sector
- **Clean cooking sector enterprises** interested in scaling their business models – increasing business effectiveness, profit, and impact
- **Capacity building providers** looking to strengthen their services and align with enterprise and investor needs.

## **Expected Outcomes:**

Using the resources and tools presented in the training, participants will be equipped to design and implement appropriate and impactful gender-informed approaches. The training and set of tools have been developed to ensure aligned gender approaches among different stakeholders – from investment to implementation of capacity building interventions.



## Integrating Gender throughout the Capacity Building Facility:

Understanding, developing, and investing in gender-informed businesses



GLOBAL ALLIANCE FOR  
CLEAN COOKSTOVES

# Objectives of Alliance's Gender and Capacity Building Facility (CBF) Project

- Make the business case to CBF stakeholders (investors, enterprises, and capacity builders) for integrating gender into their work.
- Provide CBF stakeholders with the tools to design, implement, and monitor impact of gender-informed capacity building alongside investment.

Stakeholder Type	Incentive to Understand and Implement Gender-Informed Approaches
Investors	Helps identify high growth investment opportunities in cooking sector
Enterprises	Increases business effectiveness, profit and scale & increases impact
Capacity Building Service Providers	Strengthens capacity building services provided to enterprises

# Objectives of Today's Webinar

1. Provide an overview of the Alliance's Gender and Business Strategy
  - Introduce the Alliance's rationale for integrating gender in the Capacity Building Facility and expected outcomes from doing so
2. Define gender key terms and concepts
3. Explain what makes up a gender-informed business model
4. Share evidence as to why investors should invest in gender-informed business models in the cooking sector
5. Demonstrate how gender-informed capacity building can strengthen business models and lead to increased business effectiveness and impact
  - Provide examples of how capacity building in gender analysis and mainstreaming can strengthen business models
  - Provide tangible examples of what it looks like to apply a gender lens over general business capacity building initiatives
6. Understand how to measure and evaluate impact of gender capacity building and social impact of businesses
7. Introduce concrete tools that the Alliance is creating for investors, enterprises, and capacity builders to mainstream gender in their due diligence, capacity building, and monitoring

## Alliance Gender and Business Strategy

Alliance rationale for integrating gender in the Capacity Building Facility and expected outcomes

# The Alliance's gender strategy *strengthens* its market-based approach. The sector needs to increase the role of women and address gender issues to scale adoption.



- **Women, as the users, will ultimately determine use and adoption of cookstoves and fuels**
  - Technologies, distribution approaches, marketing techniques, etc. must all be gender-informed
- **Women entrepreneurs are an untapped resource to scale adoption**
  - Fastest growing cohort of entrepreneurs and business owners in many developing countries
  - Reinvest back into their communities
  - High payback rates on business loans
  - Better able to reach female consumer segments which can increase overall sales
  - Utilize peer-to-peer communication to enhance adoption among female users

# Gender-informed practices have two important outcomes for the clean cooking sector:



## 1. Leverage gender information to identify barriers and opportunities, leading to increased effectiveness of businesses.

- Enterprises need to understand the impact of gender dynamics on every part of their business (production, marketing, distribution, after sales service, operations, etc.).

## 2. Increase gender and empowerment impacts.

- By understanding gender dynamics, cooking sector players can better leverage opportunities to empower women and promote gender equality.

# Alliance gender strategy is focused on scaling effective approaches and increasing gender impacts. It is **integrated** with its enterprise development and investment strategy.



Build the evidence and share data

- Commission research to make the business case that women are key to scaling adoption
- Develop M&E methodologies and tools to measure socio-economic impacts



Build capacity of enterprises

- Trainings on implementing best practices in Resource Guide
- Online knowledge hub with best practices, tools, webinars, expert roster, etc.
- Gender due diligence and mainstreaming support for Alliance grantees
- Empowerment training for women micro-entrepreneurs



Increase access to finance

- Women's Empowerment Fund
- **Connect enterprises with investors interested in gender impact and raise awareness of investors about importance of gender-informed business practices**



Raise awareness

- Gender-informed national awareness campaigns
- Integrate energy access into school curriculum and raise awareness of girls and boys



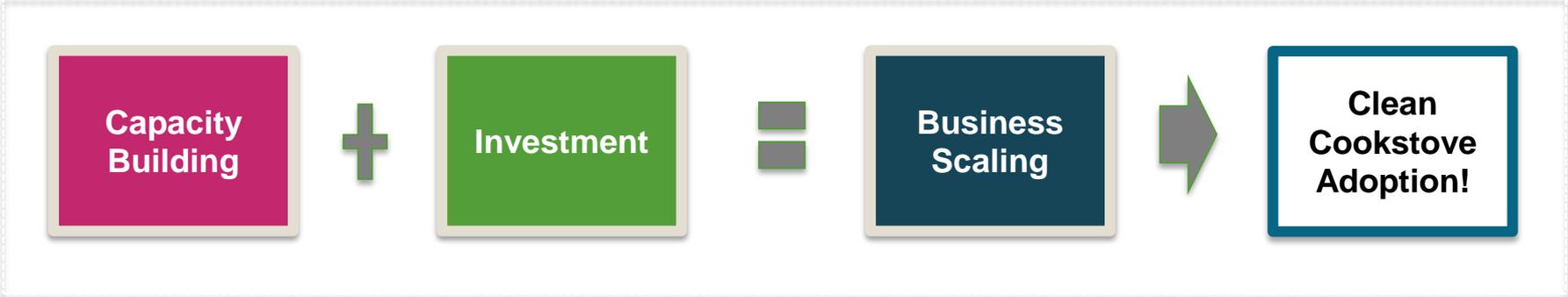
Set and influence policies

- Integrate energy access into global gender frameworks
- Build strategic partnerships with key gender advocacy groups

# Why is the Alliance focusing on gender in the CBF?

- Gender considerations are critical - incorporating gender concerns into clean cooking projects can maximize benefits for both women and men, while increasing the effectiveness and sustainability of cookstove and fuel initiatives. Gender is an issue in all areas of cooking sector business models – from HR to distribution and sales.
- Because of that, we decided to integrate gender throughout capacity building services rather than only promote separate gender mainstreaming capacity building.
- This ensures that gender is integrated throughout core business elements and throughout the entire business model.
- This approach will ensure the CBF has the highest potential impact.

# “The CBF Recipe”



How can a gender lens strengthen CBF?

# Definition of key gender terms and concepts

# Sex

- The genetically determined, biological characteristics of being male or female

# Gender

- The social differences as opposed to the biological ones, between women and men that change over time and have wide variations both within and between cultures
- As gender roles are learned, they vary widely within and among cultures depending on socio-economic factors, age, education, ethnicity and religion
- Socially constructed, meaning that society attaches certain expectations and roles to each of them based on their sex.

# Gender Roles, Norms, and Dynamics

- Every culture has gender-based norms defining suitable behavior and activities for men and women
- Different responsibilities of women and men in a given culture or location, or the different tasks that women and men undertake
- The socially and culturally constructed roles, responsibilities, privileges, relations and expectations of women and men.
- They define what is allowed and valued in a woman or man.
- Social institutions and patterns structure and reinforce these gender systems. Because they are interwoven and institutionalized through education systems, political and economic systems, legislation, traditions and culture, they are difficult to undo.

# Gender Mainstreaming

- A strategy under which gender analyses are undertaken and gender interventions are implemented across activities.
- The idea is to mainstream gender considerations so that the impact of gendered systems on each activity is considered.
- This makes women's and men's concerns and expectations integral to the design, implementation, monitoring and evaluation of all policies and programs.

# Gender Analysis

- Process of assessing, analyzing and documenting the differences in gender roles, relations, priorities and control of resources - for gender mainstreaming.
- Helps in understanding the existing gender situation in a given community for assessing what the impact of an intervention, such as an energy project, is likely to be on men and on women
- Identifies the varied and different roles and responsibilities that women, men, girls and boys have in the family, the community and the economic, legal and social structure
- Is about reaching a better understanding of how communities work from the perspective of relationships between men and women
- Information from gender analysis enables us to understand the following:
  - Different needs of men and women
  - Constraints to participation/ ability to participate and
  - Different benefits from participation
- Gender analysis asks questions, in relation to men and women, about who is doing what, who owns what, who makes decisions about what and how, who gains and loses by a planned intervention.
- Gender analysis examines what is happening within the household and makes linkages with the different levels of the wider society.

# Gender Blind

- Planned or adopted courses of action that treat women and men as homogenous and fail to recognize differences in needs, feelings and interests. Gender blind approaches often further disadvantage the more disadvantaged gender.

# Gender Lens

By definition, a lens brings into focus that which is unclear.

A gender lens brings into focus gender-driven dynamics, issues, and differences between women and men. It reveals proven opportunities to hasten economic development, increase profitability, scale social impact, and cement lasting change



# Empowerment

- The process of enhancing an individual's or group's capacity to make strategic choices and transform those choices into desired actions and outcomes.
- Promoting greater self reliance based on increased skills, income, social status, and decision making power to enable women to take control of their own transformation processes
- This involves improving their assets and their capabilities so they can become agents of positive social change on their own behalf
- Women's empowerment implies that they should have more autonomy and be able to make decisions on issues that shape their lives, both at household level but also in society in general
- Individuals have means of making money and can spend it as they choose. It can also mean more social freedom.

**Knowledge**  
**Skills**  
**Decision-making**  
**Opportunities**  
**Self-confidence**

# Gender Equality vs. Gender Equity

*These two concepts are often used interchangeably because they are quite interrelated. However, they are not the same. Gender equality means being born male or female should not determine the rights, responsibilities or opportunities of an individual. Gender equity looks more closely at treatment of men and women. If gender equality is the end goal, then an equitable approach may actually treat men and women differently. Gender equity places emphasis on the fact that “equality” should not be confused with “the same.” Whether driven by biology or gender systems, oftentimes a given gender has unique needs. Equality and equity are achieved when these differences are addressed in such a way that the end result is fair to each gender.*

- Unit for the Promotion of the Status of Women and Gender Equality, “Gender Equality and Equity: A summary review of UNESCO’s accomplishments since the Fourth World Conference on Women (Beijing, 1995), <http://unesdoc.unesco.org/images/0012/001211/121145e.pdf>
- FHI, *Through a Gender Lens: Resources for Population, Health and Nutrition Projects*, [http://www.fhi.org/en/rh/pubs/wsp/genderlens.htm#Understanding\\_and\\_Addressing\\_Gender\\_Issues](http://www.fhi.org/en/rh/pubs/wsp/genderlens.htm#Understanding_and_Addressing_Gender_Issues)

What is a gender-informed business model?

Why should investors focus on gender-informed business models in the cooking sector?

# What is a gender-informed clean cooking business model?

**Gender-informed businesses analyse and leverage gender considerations throughout the clean cooking value chain and throughout their operations. Examples of gender-informed approaches include:**

- Creating recruitment and retention policies targeted at increasing and supporting women employees.
- Creating partnerships with women's distribution networks to sell products.
- Implementing training programs targeted at enhancing women's skills (by doing analysis to determine where the gaps are for women specifically).
- Establishing partnerships with financial institutions that target women clients (as consumers and as entrepreneurs).
- Establishing policies that ensure equitable hiring practices and inclusive work places (i.e. maternity leave, flex hours, anti-discrimination & sexual harassment).
- Marketing materials that target women and men with specific messages.
- Conducting market research with a gender lens to understand how to reach women consumers.
- Including women in the product design process.
- Sex-disaggregating all data.

# Gender-informed approaches are gaining traction across the business community broadly.

- **Women may well be the dominant source of economic growth in the near future—and organizations that are able to capitalize on the roles women play as economic actors will most likely have a competitive advantage as the world pulls out of the global recession. (Deloitte, 2014)**
- **By increasing women’s participation in the economy and enhancing their efficiency and productivity, we can bring about a dramatic impact on the competitiveness and growth of our economies. The gap between the developed and the developing countries would narrow significantly as productivity rises. (Hillary Clinton, 2011)**
- **Positive steps intended to economically empower women not only contribute to immediate goals of mobilizing the female workforce but also lead to broader gains for all citizens in such areas as economic prosperity, health, early childhood development, security and freedom. (Booz & Company, 2013)**

# Evidence shows that increasing women's participation and gender analysis in business models leverages opportunities.

- Companies with more women board directors outperform those with the least by 53%.
- Fortune 500 companies with 3 or more women on the board gain a significant performance advantage over those with the fewest.
- Companies with greater gender diversity in upper management have 27% higher return on equity and a 42% higher ratio of dividend payouts
- Women are responsible for 83% of all consumer purchases, hold 89% of U.S. bank accounts and 51% of all personal wealth, and are worth more than \$5 trillion in consumer spending power – larger than the entire Japanese economy
- Women will inherit 70% of the \$41 trillion in intergenerational wealth transfer expected over the next 40 years.
- GDP per capita losses attributable to gender gaps in the labor market have been estimated at up to 27 percent in certain regions.

## However....

- **Fewer than 5% of companies receiving venture capital have women on their executive teams.**

**The most effective companies are those that take advantage of the many contributions women can offer.**

# Evidence from Alliance gender research

## Kenya

- Agency-based empowerment training enhanced sales for both men & women
- Women sales agents that received empowerment and leadership training sold 3x as many stoves as men who received the same training
- Women with agency-based training were 2.5 times more likely to be higher sellers than others without training
- Users who bought a cookstove from women were more likely to use it predominantly, consistently, and were more likely to promote the stove to others

## Andean Region

- Women who received agency-based empowerment and leadership training expressed a stronger sense of self and greater motivation to conduct their work.
- Women users who bought cookstoves from women leaders who received empowerment training were significantly more likely to describe the multiple benefits of the stove, reported greater satisfaction with their new stove, and were more likely to recommend it friends and family in their community.
- Outcomes for the women who received the empowerment training demonstrate women's potential to generate heightened demand for improved cookstoves in their communities after receiving targeted agency-based empowerment and leadership training.

## South Asia (Practical Action)

- Clean cookstove user households were more likely to report sending their children to school than traditional cookstove user households
- Women who use ICS saved approximately 70 hours per year, leading to a reduction in drudgery through reduced fuel collection
- The uptake of ICS contributed to fuel saving and the reduction of HAP

# Gender Considerations in the Cooking Value Chain



Engaging women can help generate demand, create appropriate products, and increase adoption.

As producers, women become experts in the products they use regularly and are likely to further help generate awareness and demand among a wider cadre of consumers.

When diverse finance options are available to purchase expensive products, consumer have more purchasing power and are able to consider higher-priced, but better quality options.

Women-led businesses have direct access to consumers and can expand access to a variety of clean cooking products. They are often unable to obtain loans or connect directly with investors, and need training to support their business and its growth.

Women have access to hard-to-reach households, can utilize woman-to-woman marketing techniques, and are trusted promoters of household products among their peers.

Woman-to-woman knowledge transfer in maintenance is often more effective than man-to-woman knowledge transfer, particularly in conservative communities.

Gender-informed capacity building can strengthen business models and lead to increased business effectiveness and impact

Examples of how capacity building in gender analysis and mainstreaming can strengthen business models

Examples of what it looks like to apply a gender lens over general business capacity building initiatives

# The Alliance provides gender capacity building to its grantees.

The Alliance gender capacity building aims to improve enterprises' operations by increasing their understanding and awareness of critical gender barriers and opportunities, including the most effective approaches for interacting with stakeholders along the value chain.



# Case Study: Eco Fuel Africa

**Company Overview:** Eco Fuel Africa is a locally-owned Ugandan fuel briquette company working with farmers to turn locally sourced biomass waste into char, which they then sell through a network of women retailers.

## Core objectives of gender capacity building:

- Strengthen support for women distributors by identifying key barriers and designing interventions to overcome them.
- Understand success factors for top distributors and how to screen for these factors in recruitment.
- Understand the roles, relevance, positions of power, and potential of women throughout the value chain.

## Core components of gender capacity building:

- Conducted HR gender training to upper management.
- Developed recommendations to improve business performance and impact on women retailers.
- Ongoing survey to identify women retailers key challenges

# Eco Fuel Africa, Continued

Outputs	Outcomes	Impact
<p><b>Development of a capacity building initiative focused on collective learning among women retail distribution network with specific messages each month.</b></p>	<ul style="list-style-type: none"> <li>• Improved business management abilities of women retailers.</li> <li>• Improved distribution chain</li> </ul>	<ul style="list-style-type: none"> <li>• Company increases its distribution efficiency and maximizes its investment in building out an extensive distribution network</li> <li>• Women retailers increase income and knowledge.</li> </ul>
<p><b>Identification of imbalances in performance and production capacity of women vs. men small holder farmers providing feedstock and strategy to increase women farmers' yield.</b></p>	<p>Increased production capacity which reduced pressures on price, ensuring affordable products for more consumers, while keeping reasonable margins along the value chain.</p>	<ul style="list-style-type: none"> <li>• Company increases its supply to better meet increasing demand</li> <li>• Women farmers are economically empowered and livelihoods are strengthened.</li> </ul>

## Key findings from gender analysis:

- The adoption of the green briquettes contributes to improved living conditions beyond health benefits and extends to additional savings and more autonomy for women's decisions.
- The business focuses on working with women retailers with a specific profile which can benefit from collective action of women through group formation and collective learning.
- Small group trainings with women with different backgrounds and abilities enhances knowledge sharing and helped company officials to recognize the learning potential through the use of adequate tools.

# Eco Fuel Africa, Continued



**These activities are ongoing, but they have reported initial outcomes:**

- Better understanding of opportunities of working with women collectives, improving efficiency in technical assistance provision and increased face-to-face time with all retailers.
- More stable supply throughout the network by improved pricing strategies which also contributed to further investments.

# Case Study: Eco Zoom

**Company Overview:** EcoZoom is a social enterprise and certified B Corp that designs, manufactures, and sells improved wood and charcoal cookstoves, as well as solar lights. Services include warranty, maintenance, repair, training, monitoring, evaluation, and financial inclusion. They primarily sell to SME distributors and sales agents who then sell to end users. They currently work in 5 regions of Kenya with plans to expand.

## **Core objectives of gender capacity building:**

- Strengthen support for women distributors by identifying key barriers and designing interventions to overcome them.
- Understand success factors for top distributors and how to screen for these factors in recruitment.
- Understand the presence, relevance, position of power, and potential of women throughout the value chain.

## **Gender capacity building activities:**

- Researched high performers and low performers in the distribution network in order to identify 10 most relevant factors for success.
- Created an “X Factor” test to assess potential for success of new distributors.
- Developed a training package for women distributors around business skills to fill critical gap.
- Conducted gender sensitivity trainings to raise awareness amongst the staff of gender issues and improve their capacity to identify challenges and opportunities for women in their value chain.
- Conducted a value chain assessment focused not on prices and volumes, but roles, responsibilities, incomes, and decision making power of women and men in the market system.
- Identified and built partnerships with external stakeholders that could contribute to the company’s focus on working with women (i.e. women’s networks, SACCOs, local women leaders).

# EcoZoom, Continued

Outputs	Outcomes	Impact
<p><b>Rapid testing tool to evaluate the potential of new distributors developed – “X Factor” test</b></p>	<ul style="list-style-type: none"> <li>Better understanding of the factors that affect performance of f/m distributors; identified business and marketing skills training as a key factor for effectiveness.</li> <li>Determination that its inclusion in capacity building and onboarding with new distributors is vital.</li> </ul>	<p>Women distributors are equipped with necessary skills to increase their sales and income.</p>
<p><b>Strategy to overcome the ten most prevalent issues preventing women retailers to reach their full potential</b></p>	<ul style="list-style-type: none"> <li>Women distributors increase skills and knowledge from participation and exposure to collective learning, innovation, and increased income.</li> </ul>	<p>Women working in the cooking sector and their families have increased access to education, food, health, and time, and women distributors have increased agency, knowledge and resources leading to their empowerment.</p>

## Key findings from gender analysis:

- Research showed that success was strongly correlated with exposure to training on business and management skills. Women are often given fewer opportunities for business training, so they are at a disadvantage regarding this success factor.
- There is strong participation of women in the manufacturing side of the value chain, which encouraged strategic planning focused on incorporating women in planned onshore production facility.
- Networks of women contribute to more rapid distribution and adoption, but need tailored financial services that respond to their payment capacities. Their financing needs should be integrated into financial management strategy for the company.

## EcoZoom, Continued

**These activities are ongoing, but they have reported initial outcomes:**

- Increase in employees' awareness of gender issues and ability to identify and implement gender-sensitive activities. Business strategies to incorporate women into the value chain are openly discussed and explored at various levels of the company.
- They're now using the X Factor as a key part of their strategy to expand into new regions in Kenya. They have used the X Factor screen to focus marketing and accounting support to top 40 distributors (reduced from 100) to better target their resources and narrow focus.
- Conducted an open call for distributors through radio adverts and received over 300 applicants. They will use the X Factor test to determine who they will select for training.
- Active interest from management to develop tailored capacity development processes to ensure equality of access for women distributors who match their criteria.



# Case Study: Sustainable Green Fuel Enterprises

## Company overview:

Sustainable Green Fuel Enterprises (SGFE) produces and sells clean burning, sustainable, charcoal briquettes to lower income households, restaurants and corner stores in Phnom Penh, Cambodia. The company's 2 lines of briquettes, Premium and Diamond (higher quality, longer lasting) are made from compressed recycled char-ash and charred coconut husks. They provide the local community with a clean, environmentally sustainable, low-cost cooking fuel alternative.

## Core objectives of gender capacity building:

- Strengthen support for women working in their factor to increase retention by identifying key barriers and designing interventions to overcome them.
- Understand gender opportunities in marketing and distribution.
- Understand the presence, relevance, position of power, and potential of women throughout the value chain

## Gender capacity building activities:

- Awareness building gender-sensitivity workshops to increase comfort with gender and ability to leverage gender opportunities
- Gender-sensitive value chain assessment resulting in a gender action plan with 7 interventions identified
- Developed gender-sensitive user questionnaires and database resulting in gender-disaggregated consumer data

## Key findings from gender analysis:

- Pervasive indebtedness and culture of predatory lending = largest operational challenge due to truancy and lack of motivation – women disproportionately impacted
- Lack of gender awareness had resulted in counter-productive HR policies and working conditions
- Customer opportunities being missed because of generic marketing materials.

# SGFE, Continued

Outputs	Outcomes	Impact
<ul style="list-style-type: none"> <li>• <b>Financial management training for women workers promoting financial literacy</b></li> <li>• <b>Formal relationship with local bank to buy out existing debts of SGFE's female workers with SGFE as guarantor</b></li> <li>• <b>Better lending terms</b></li> <li>• <b>Women employees have formal savings accounts</b></li> </ul>	<ul style="list-style-type: none"> <li>• Better understanding of money management techniques, borrowing best practices, savings opportunities</li> <li>• Non-predatory lending relationships</li> <li>• Appropriate and productive lending opportunities available for workers going forward</li> </ul>	<ul style="list-style-type: none"> <li>• Economic empowerment, increased financial independence; Costs reduced for company due to reduced truancy and increased retention rates</li> <li>• Increased financial resource opportunities and financial autonomy via employment</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Branding strategy including social messaging around women's empowerment</b></li> <li>• <b>Marketing support for women-owned retail shops</b></li> </ul>	<ul style="list-style-type: none"> <li>• Clean fuel distributors and users know about social impact and women's empowerment as it pertains to cooking solutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Increases demand among women consumers</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Revised employment policy</b></li> <li>• <b>Recommendations for improving working conditions</b></li> <li>• <b>Incentive structures for improving performance and safety compliance</b></li> </ul>	<ul style="list-style-type: none"> <li>• Increased understanding of sex discrimination issues amongst workforce</li> <li>• Increased understanding of safety issues and motivation for improving performance</li> </ul>	<ul style="list-style-type: none"> <li>• More effective workforce with reduced</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Gender-sensitive business plan developed</b></li> </ul>	<ul style="list-style-type: none"> <li>• Management ability to clearly describe gender approach and impact on business growth and social development increased and clarified</li> </ul>	<ul style="list-style-type: none"> <li>• Increased interest amongst investors; increased investment</li> </ul>

# CBF's Capacity Building Areas

Core Business Functions
Financial Management
Strategic Planning
Marketing & Awareness
Sales & Distribution
Operations & MIS
Human Resources & Recruiting



**A gender lens can increase the effectiveness of capacity building in these key areas.**

# Gender-informed capacity building in strategic planning and financial management can enhance these core business areas:

- Use gender analysis in strategic planning process to identify opportunities and identify risks
  - I.e. conducting gender value chain assessments when developing growth strategies strengthens value chain approach
  - More easily create strategies to increase the role of women with gender analysis
- Institutionalize commitment to a gender approach through vision and mission statements
- Collect, analyze, and report on gender-disaggregated data to inform strategies
- A gender lens over receivables can identify trends otherwise difficult to identify (i.e. women distributors have trouble paying).
  - Develop more appropriate financial management strategies (i.e. creating flexible loan terms that allows easier repayment and attract a broader group of partners like women's networks)
- If working with financial institutions, provide support to make them comfortable lending to women, as well as education working with women clients, broadening distributor and client base



## Gender-informed capacity building in marketing, awareness, sales, and distribution can lead to big impact for businesses:

- Market research should always be gender-informed.
  - Through an Alliance grant, Mercy Corps recently conducted [gendered market research](#), which made the business case for investing in women customers because they were being ignored by local stove sellers. There were over 45,000 women with the resources and capacity to buy stoves, but they weren't being effectively targeted.
- Sales, marketing and finance strategies should trigger and enable female consumers to purchase
- Selection criteria should not exclude women from recruitment
- Marketing messages and methods should be gender-informed. Men and women are motivated to purchase for different reasons
- Successful women need a platform to share their experiences and take on leadership roles
- Products need to be in places that women can access
- Distribution strategies should include plans to recruit, retain, and strengthen women distributors



## Gender-informed capacity building in HR, operations and MIS reveals and builds on opportunities for the enterprise.

- Collect, analyze and report on gender-disaggregated data
- Sex disaggregated data in MIS helps identify opportunities and barriers; helps with impact reporting.
- Create strategies for ensuring inclusive environment for women and men employees
- Have official, transparent gender equity policies in place
- Offer programs and trainings for staff and management that promote gender awareness/sensitivity and women's leadership

# CBF's Capacity Building Areas

## Specific Needs for Cooking Sector Enterprises

Financial Management

Strategic Planning

Marketing & Awareness

Sales & Distribution

Operations & MIS

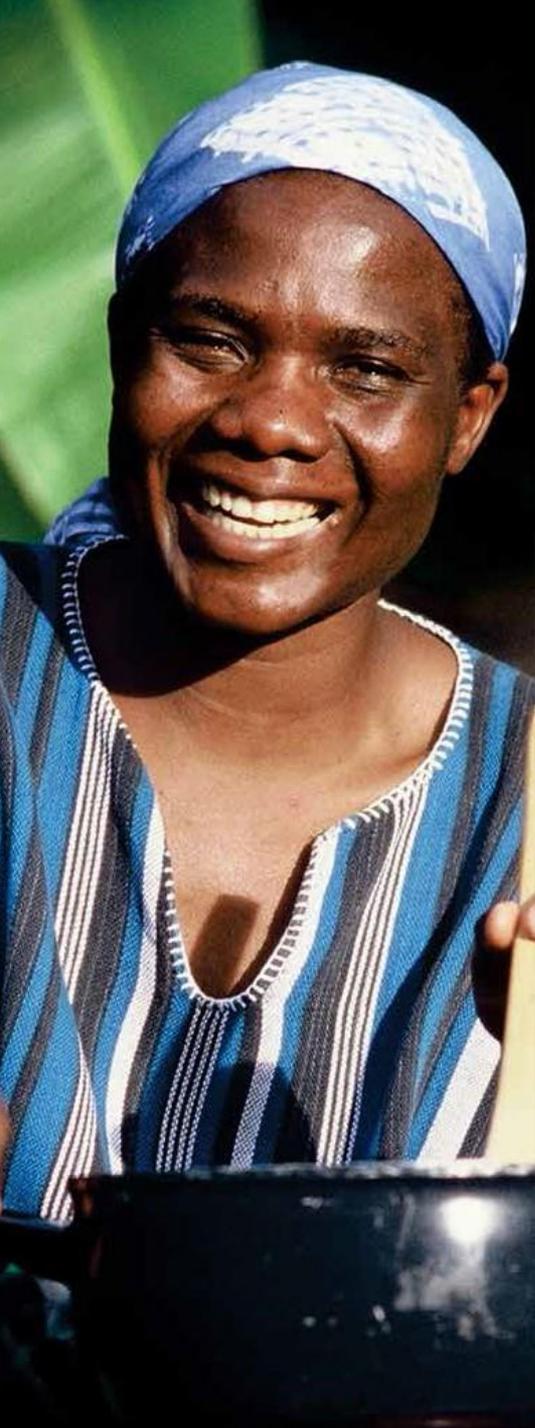
Human Resources & Recruiting

Technology performance & design improvement

After Sales Service



**The Alliance's Resource Guide on Scaling Adoption of Clean Cooking Solutions through Women's Empowerment outlines gender best practices that can be integrated into capacity bldg. services in these core areas**



## PRODUCT DESIGN

**Women's input in design is critical.** Engaging women can help generate demand, create appropriate products, and increase adoption.

## Best Practices

- Conduct household questionnaires and surveys, as well as one on one discussions
- Conduct expert interviews
- Conduct focus group discussions
- Conduct cookstove performance tests with users in the field to ensure performance
- Observe women cooking on both their traditional cookstoves and with the improved models
- Conduct cookstove field trials and gather feedback



## AFTER-SALES SERVICE

**Women are well-positioned to ensure proper maintenance and care of improved cooking solutions.** Woman-to-woman knowledge transfer in maintenance is often more effective than man-to-woman knowledge transfer, particularly in conservative communities. Women have direct access to users.

### Best Practices

- Offer product trial periods
- Provide support networks and oversight
- Provide warranties with women servicing repair and/ or maintenance needs
- Emphasize technology, repair, after-sales, and customer service within trainings
- Create central energy hubs where maintenance and service can take place
- Encourage the use of or provide mobile phones

# Understand how to measure and evaluate impact of gender capacity building and social impact of businesses

# The Alliance is developing a social impact M&E system to measure and evaluate social impact.

## 1) Social impact conceptual framework for the sector overall – **telling a global story**

What information do we want from all partners to demonstrate the sector has a social impact?

- Likely to focus on economic status of household/poverty reduction, time savings, livelihoods created.

## 2) Social impact M&E indicators, methodologies, and tools to measure and track a limited number of social impact areas at the **enterprise/project level**.

- ✓ Set of indicators & methodologies
- ✓ Guidance for implementation
- ✓ Results reporting and certification

## 3) Strategy for M&E **deep dive impact evaluations** in certain areas.

Areas where specific impact evaluations are needed to fill data gaps and get a more robust picture. For example, the Alliance research studies looking at impact of adoption on households in areas of empowerment, time savings, education, decision-making, etc.

Introduce concrete tools that the Alliance is creating for investors, enterprises, and capacity builders to directly mainstream gender in their due diligence, capacity building, and monitoring

# Tools to develop a gender approach will be available for CBF stakeholders, including:

- Gender Due Diligence templates
- Sample gender action plans
- Gender M&E tools
  - Indicators
  - Methodologies
- Sample TORs and contracts for capacity service providers
- Gender-informed HR and operations online training
- Sample gender-informed marketing strategy
- Resource Guide for Scaling Adoption of Clean Cooking Solutions through Women's Empowerment
- Empowered Entrepreneur Training Handbook (including facilitator guide, participant handbook, and evaluation tools)

# Coming Up... Part 2 of Webinar Series

- Review tools and resources to help CBF partners develop a gender-informed strategy
  - Getting started: Key considerations when developing a gender strategy
  - Using our tools and navigating the gender resources available to you
    - Integrating gender due diligence into your existing due diligence
    - Recommendations for implementation
- July 2015...

# Discussion and Feedback