

The Canopy Cut: a curated list of GESI in MSD/PSD resources for practitioners

March 2020

Quick reads



Gender

- [Women's rights and business opportunities](#) (infographics and examples)
- [How gender affects sales](#)
- [Women in the workplace: how better data can lead to systemic change](#) (webinar and presentation)
- [Using data to promote women's empowerment in MSD programmes: the experience of AWEF](#) (blog)
- [Gender Equality in the Small and Growing Business Segment](#) (brief)
- [How men can become better allies](#) to women (article)

Youth

- [Reimagining Power Dynamics From Within: How Foundations Can Support Child and Youth Participation](#) (blog)

Social Inclusion

- [Economists discover the power of social norms](#) (article)

Literature & Guidance



Gender

- [Revisiting what works in Women, Economic Empowerment and Smart Design](#)
- [Increasing Women's Profitable Participation in Market Systems Technical Note](#)
- [Gender integration in USAID's agricultural research investments: a synthesis of key findings and best practices](#)

Women's Economic Empowerment Framework

Gender equality in the value chain: How to give women the power and the tools to participate in the value chain on the same footing as men



Value chain:



Gender ratio:
Global impression

Tools to act
Access to Resources

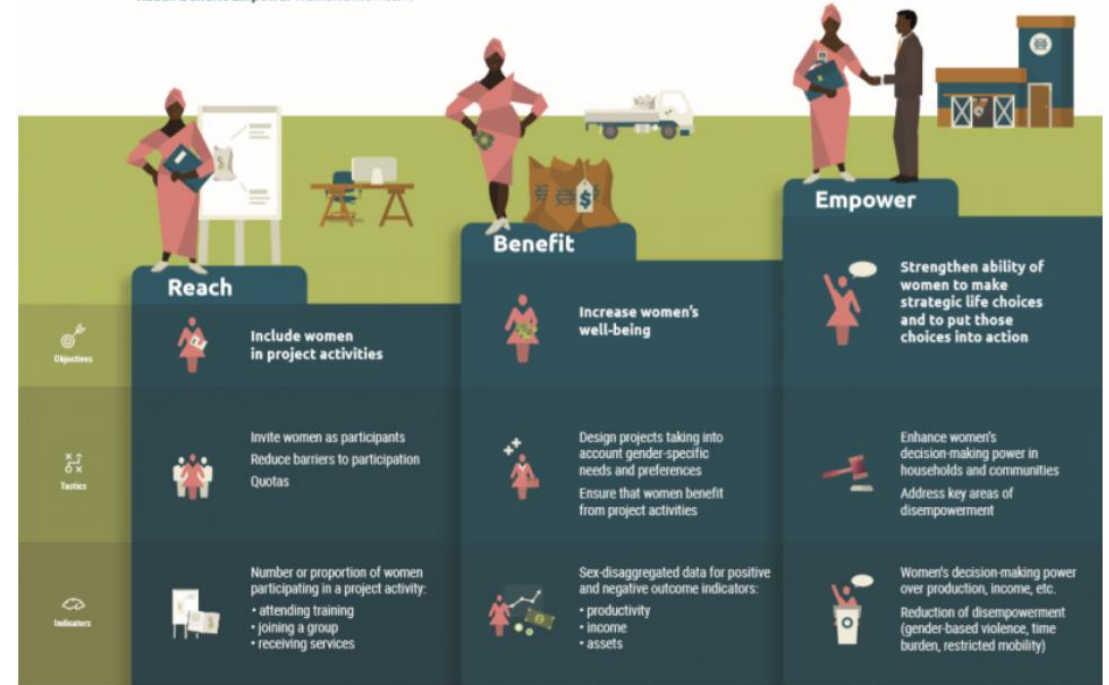
How to empower women?

Power to act
Power & Agency



Empower women

Reach Benefit Empower framework (IFPRI, 2017)



Infographics

	MARKET RESEARCH	DESIGN OF VALUE PROPOSITION, PRODUCTS & SERVICES	MARKETING
COMMON BUSINESS CHALLENGES Based on responses from partner surveys	<ul style="list-style-type: none"> Gain information about the following, in new or existing locations: <ul style="list-style-type: none"> - Customer segments - Customer needs or demands - Competition 	<ul style="list-style-type: none"> Understand how to meet an unmet need in your market Know how your business can meet the needs of end-users Understand how customer segments may use your product/service differently 	<ul style="list-style-type: none"> Create marketing messages that reach specific customer segments Determine the marketing methods that work best for reaching diverse customer segments
GENDER LENS APPLIED TO BUSINESS CHALLENGE	<ul style="list-style-type: none"> Lack of sex-disaggregated information about customer segments or product demand, which can lead to missed segments and missed opportunities 	<ul style="list-style-type: none"> Products and services may not be addressing women's specific challenges, realities or expressed needs Due to "gender blindness", segments are missed, as are opportunities to develop successful value propositions 	<ul style="list-style-type: none"> Using deep knowledge about women's needs and realities to develop messages that are informed by these needs Communicating messages through channels that reach women
SUGGESTED GENDER-INCLUSIVE SOLUTIONS	<ul style="list-style-type: none"> Market research for entering a new region Market segmentation mapping Market research for new products, services or blend 	<ul style="list-style-type: none"> Sex-disaggregated customer feedback collection tool to incorporate into product design Gendered market need survey 	<ul style="list-style-type: none"> Sex-disaggregated customer feedback Gender-targeted marketing strategy Advertising and impact tests using gender-disaggregated data Marketing channels based on different preferences of men/women
STRATEGIES TESTED DURING PILOT	<ul style="list-style-type: none"> Gender-inclusive market scoping studies 	N/A	<ul style="list-style-type: none"> Gathering, testing and analysing sex-disaggregated customer feedback for marketing needs in new or potential new markets Gathering, testing and analysing sex-disaggregated customer feedback for marketing needs (current markets)
EXPECTED IMPACT OF STRATEGY	<ul style="list-style-type: none"> New data points related to gender-specific opportunities, gaps and barriers in the sector 	<ul style="list-style-type: none"> New data points to inform product design or adaptations, intended to increase customer base 	<ul style="list-style-type: none"> Increased awareness of customer segments New data to inform marketing strategy intended to increase sales

SALES & DISTRIBUTION	CUSTOMER CARE & AFTER SALES	HUMAN RESOURCES	SUPPLY CHAIN
<ul style="list-style-type: none"> Increase the efficiency of sales strategies Increase market share (number of customers and number of sales per customer) 	<ul style="list-style-type: none"> Ensure quality and satisfaction of customer experience Increase efficiency of customer care strategies Get care and after-sales support to the end-user 	<ul style="list-style-type: none"> High turnover rate/low retention of staff (sales agents/customer care agents) High recruitment costs and accessing the right talent Lack of HR policies and practices 	<ul style="list-style-type: none"> Cost effective, quality inputs Efficient and reliable products and services supporting business/logistics Identify quality partners that provide sustainable practices/products/services
<ul style="list-style-type: none"> Women and men sales staff may face gender-related challenges conducting sales (mobility, time, safety, etc.) Selling to women and men may require differentiated strategies depending on the context 	<ul style="list-style-type: none"> Assumptions about who the end-user or purchaser is can cloud businesses' abilities to unpack the needs of men and women end-users and purchasers Different expectations by end-users based on gender for customer care 	<ul style="list-style-type: none"> Informal HR policies and management can particularly impact women workers Missed opportunities to hire and retain talented women due to lack of policies and programmes tailored to the needs of women employees Cultural beliefs limit ability to access and retain talent 	<ul style="list-style-type: none"> Women-led businesses and groups of women offering reliable and sustainable supply solutions Input collection methods disproportionately affect women (i.e., in rural areas where mobility is restricted) Diversifying the supply chain SMEs can reduce risk/increase opportunities across the value chain and increase opportunities for women
<ul style="list-style-type: none"> Enhance efficiencies in upselling process Enhance efficiencies in sales process for women agents Gender analysis of sales challenges/solutions Gendered mapping and analysis for distribution partners Gender analysis of sales agent performance 	<ul style="list-style-type: none"> Improving customer care experience for women customers Analysis of sex-disaggregated data on customer loyalty and trends Gendered messaging approach to customer needs 	<ul style="list-style-type: none"> HR policies and programmes that promote gender diversity of employee growth and retention Training and mentorship programmes for women middle management as SMEs grow Gender analysis in recruiting of sales teams/agents 	<ul style="list-style-type: none"> Supply from groups of women and groups of women offering reliable and sustainable supply solutions Set up collection sites in communities for inputs Training for women on quality inputs Tool for selecting women entrepreneurs as suppliers
<ul style="list-style-type: none"> Providing supplemental capital for sales agents Mapping strategic sales locations and training agents in group sales techniques Developing gender-specific communications during the upsell process 	<ul style="list-style-type: none"> Gender-specific messaging on customer education calls 	<ul style="list-style-type: none"> Hiring and retention of sales teams 	N/A
<ul style="list-style-type: none"> Increased sales to wider or more targeted customer base Increase or adapted sales strategy based on gender awareness 	<ul style="list-style-type: none"> Increased customer engagement leading to increased sales or increased repeated customers Cost savings in customer care time per customer 	<ul style="list-style-type: none"> Increased rates of employee satisfaction and retention Cost savings in recruitment 	<ul style="list-style-type: none"> Increased quality of partner outputs Cost/time savings from increased partner efficiencies

Infographics

Infographics



Proactively ask about all team members' personal priorities or commitments that are important to honor as the team plans its work stream and deliverables; seek to respect those requests.

Instead of just saying, "People matter," take the time to set-up one-on-one meetings not only with your direct reports but also with employees two to three levels down to get to know them.

Validate employees' experiences—both the good and the bad—by transparently acknowledging barriers and setbacks faced by the organization. Share plans that illustrate an awareness of both challenges left to face and the continued progress that is possible.

?? Ask and then listen—you'll be amazed what you can learn from everyone around you.



If you plan on sending emails to colleagues at off hours, add a line to your signature that lets people know you are working at that time because it is most convenient for you, but it does not mean you expect people to respond when they otherwise would not be working.



Don't just gather metrics—go behind the numbers to explore what's really going on. Ask employees (through surveys, focus groups, and interviews) how programs and policies really affect how they feel about their daily work lives.



Put a Pride flag, "I am an ally" sign, or some other signal of your allyship on your office door or at your desk. A little bit of visibility can go a long way.



Over the course of several meetings, keep track of whose ideas are acknowledged, built on, or adopted vs. ignored or appropriated. Do you see any patterns based on gender, race, and/or ethnicity?



Regarding talent identification and inclusion: Look up. Look down. Look deep. And look often.



Don't assume that people who work differently (or even less) are less committed; they may be working smart.



Intentionally seek out ideas/insights from people who may not look like you.



Engage with people of different levels and backgrounds at the water cooler (either virtually or in person).

Acknowledge people you don't know in the hallways with a culturally appropriate greeting. A small friendly signal goes a long way toward breaking down hierarchies, siloes, and aggressive cultures, and it opens the door to further dialogue.

Be Inclusive Every Day

Start with these easy, practical, intentional actions that **organizations, leaders,** and **teams** can take today for a more inclusive workplace.

Support diversity by accommodating the way people process and react to information. Send material in advance so that introverts may prepare and communicate their thoughts.



Next time you ask someone for advice on a project (your go-to folks), stop and ask yourself—who did you miss/not ask? Why?



Review and revamp existing practices to uncover potentially exclusionary norms.



Avoid making "jokes" at the expense of an individual or group. And when you hear others using this kind of harmful "humor," speak up to let them know its not okay.



Help bust the myth that senior women have it all together by inviting a group of high-potential women home for dinner. Leave from the office and let them observe your real life—kids, dogs, etc.



Challenge assumptions—don't assume anything, ask questions. A place of curiosity is the zen zone.

Implement a "no-interruption" rule at brainstorming and staff meetings to ensure that everyone is being heard.



Ban the word "fit" from hiring discussions—recognizing that what is intended to refer to an alignment of values can be translated into comfort with someone who looks, thinks, and acts like the majority.

Think about your interactions with your direct reports over the past week. Whom did you offer to connect with a more senior colleague? To whom did you mention a plum opportunity? To whom did you offer insight on workplace politics? How, if at all, did these interactions vary by gender, race, ethnicity?



When discussing possible presenters for a meeting, panel, or other event, make sure the group of people under consideration is diverse. Seize these opportunities to showcase somebody who isn't heard from much, if at all.

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created: 4 October 2016

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About

The Canopy Cut

The 'Canopy Cut' is a quick reference resource for market systems and private sector development practitioners interested in the practical application of and current trends in Gender Equality and Social Inclusion.

The 'Canopy Cut' is a curated list comprised of a range of resources from blogs to detailed guidance to infographic which have been published and circulated on public platforms like the Beam Exchange, LinkedIn, Marketlinks.

The 'Canopy Cut' is not intended to be comprehensive and the emphasis on different angles of gender and social inclusion may vary from edition to edition.

The Canopy Lab

The Canopy Lab (www.thecanopylab.com), a US small business, provides tailored and actionable solutions to a diverse range of international and domestic clients in four service areas; systems change, evaluation and learning, research and organizational development.

Our three Managing Partners have led and built teams to implement multimillion-dollar private sector development programs. They are also recognized for their work in adaptive management, monitoring and evaluating impact, and advancing approaches to women's economic empowerment and youth employment in market systems programs.

Together, they have over 55 years of experience delivering innovative, high quality work in 30+ African, Asian, Eastern European and Latin American countries for a diverse range of clients including Bill & Melinda Gates Foundation, DFAT, DFID, SDC, World Bank, and USAID. Recent examples of this work are highlighted below.