INTERVENTION DESIGN

Introduction

Market mapping helps you understand where constraints that hold back women's participation and benefit in a specific market may exist including factors that affect climate vulnerability and gender and household dynamics.

The **Intervention design** tool will enable you to build on this understanding and identify interventions that can address these constraints and increase the participation of and benefit received by women from markets. GEM aims to bring about systemic change and this tool will help you identify interventions that can bring about such change.

All steps are relevant to Humanitarian and Development programmes. Depth of analysis, however, may vary according to the context.

INTERVENTION DESIGN

Average time for using this tool?

This stage can be done in different ways. If you are running using market mapping in a multi-stakeholder setting, involving different market actors, you can incorporate this into the session.

Alternatively, you can take the results of market mapping and carry out this exercise with a smaller group on a separate occasion.

Whatever approach you use, you should give sufficient time for this analysis. Your initial choice of intervention strategies will have a significant impact on the success of your programme and so good analysis is required at this point.

This tool can be completed in a day but it is recommended that you take 2-3 days– giving you time to re-visit stages and revise them if necessary.

Who needs to be involved?

Oxfam project staff, programme managers and partners; market representatives/ actors that have an overview of market systems; local and international NGOs, government actors and civil society groups working in the intervention area; and in the case of understanding labour markets, key informants and representatives of the type of labour identified should be involved. Consider representatives from associations/unions and training institutions.

Important Related Items

- Gendered Market Mapping
- Impact Group Classification

Activity 1: Identifying the underlying problems

Take your list of constraints identified from market mapping and drill down to the underlying problems that need to be addressed.

Activity 2: Prioritising what issues to tackle

Take your list of underlying problems and determine which ones present the best chances for change.

Activity 3: Power analysis

Identify who you need to influence to bring about the change you want

Activity 4: Identifying the appropriate strategy

Identify the right strategy or combination of strategies that will help your programme bring about the necessary change.

INTERVENTION DESIGN

Activity 1: Identifying the underlying problems

Step 1: List the constraints

These will be broad topics (like lack of access to finance, extension services, women overburdened with work on the farm and care responsibilities, specific climate vulnerabilities). You may identify multiple problems associated with the three GEM themes. If you have too many for the next stage, consider having a brain storm to do an initial prioritisation. Pick the top 5-6 for the next stage.

Step 2: Carry out problem tree analysis

For each constraint, carry out an analysis that identifies what the root cause of the problem is. Examples of what we mean by root causes are given below.

Constraint	Underlying problems (examples)
Limited extension services	Government policy focussed on large scale agriculture
Women have limited time to engage in markets due to unpaid care responsibility	Lack of Government investment in water infrastructure and rural areas, social norms that dictate economic roles
Lack of small scale finance for farmers	Attitudes to risk amongst financial institutions, lack of capital within local financial institutions

You can identify underlying problems by using **Problem tree analysis**

2.1. Form groups of six to eight people each with a flip chart paper.

2.2. Write the **problem or issue** at the centre of the flip chart. This becomes the **trunk** of the tree (see example below).

2.3. Identify the **causes** of the focal problem. These are the **roots**.

2.4. Identify the **consequences** of the problem. These become **branches.**

It can help to write these initially in post-it notes so that they can be moved around.

Most importantly remember that this exercise is designed to stimulate discussion and debate so give people time to explore the issues in as much depth as required. You can facilitate discussions by asking key questions such as:

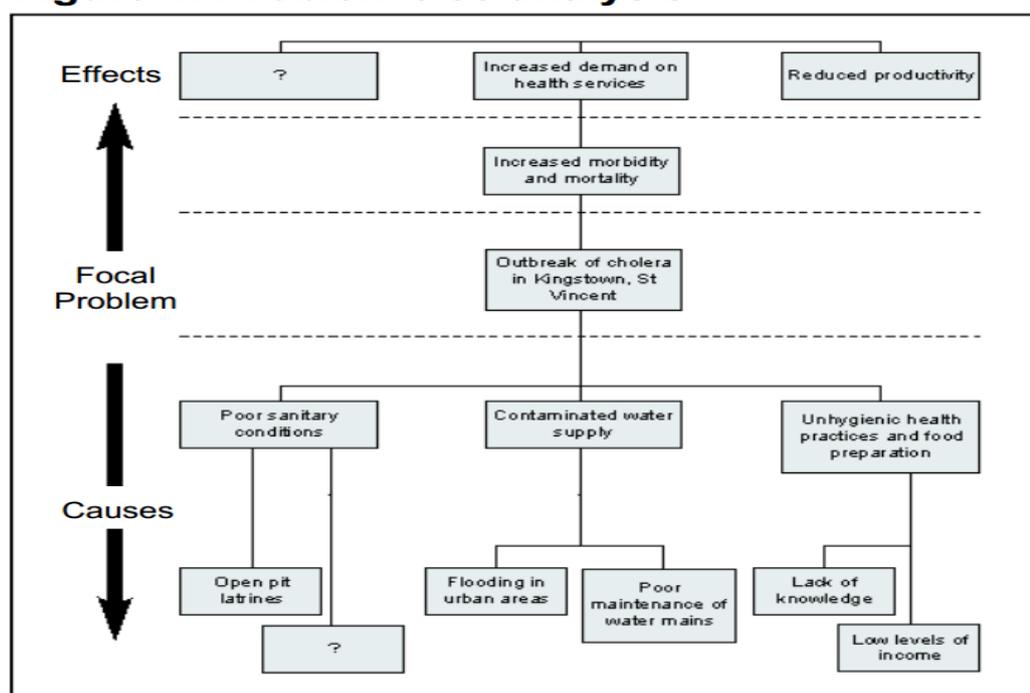- What are the political, economic and social dimensions of this problem?

- How does this problem relate to power? Who are the influential actors affecting this problem? This will be useful information later.
- How does this problem relate to climate change – is it a contributing cause or is the consequence exacerbated by climate change?
- How is this situation changing? Are the underlying problems getting worse or better?

Example of problem tree analysis from the ODI:

http://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/6461.pdf

Figure 4: Problem tree analysis

Effects

?   Increased demand on health services   Reduced productivity

Increased morbidity and mortality

Focal Problem

Outbreak of cholera in Kingstown, St Vincent

Causes

Poor sanitary conditions   Contaminated water supply   Unhygienic health practices and food preparation

Open pit latrines

?

Flooding in urban areas   Poor maintenance of water mains

Lack of knowledge

Low levels of income

Activity 2: Prioritising the problems to address

Step 1: Develop change statements

For each of the problems identified in Activity 1, turn them into a statement that describes the change you want to see. For example

Problem: Government policy and investment focussing on large scale agriculture

Change statement: Government focuses investment and policy on small scale agriculture that benefits women

Phrasing this into a change statement allows you to focus your subsequent analysis on the change you want to see.

Step 2: Assessing choices

Divide into small groups of 4-6 people. Each group takes a sample of the change statements and considers the following questions in relation to each statement.

Scale of Impact: How many people can be reached by this change?	Scale of impact will be greater when: There are opportunities for a multiplier effect such as a change that will benefit many sectors (e.g. improving access to finance, developing input providers) You can address multiple needs – e.g. Food security and income increase You can bring benefits to different population groups – e.g. Producers and labourers The issue or problem lends itself to being addressed at a national level (e.g. Government policy & investment)
Depth of impact: How transformational is this change?	Change will be more transformational when it presents opportunities to change more than simply the level of economic opportunity availability – for instance by also contributing to changes in social norms about women's economic role and power structures in the sector.
Capacity: Are we (and allies) well placed to focus on this issue?	Do Oxfam have the right expertise, programme evidence, networks, credibility etc to tackle this problem effectively?
Opportunity: Is there an external opportunity to influence	Is there a reform process, market disruption, increasing public interest or anything else that provides a springboard on which we can build, something that 'opens a door' to doing something about this problem?
Energy: Is there energy on this?	Are others already working on this problem? Do we have allies we can work with? Is it aligned with what the Government is planning, what the private sector is doing. In humanitarian contexts it is in line with UN and NGO response strategies

It can help assessment if you score each of the change statements. Use the scores to facilitate a discussion on which change will give you the greatest opportunity for Impact

You should conclude this process with an agreement on the Change Statements your GEM programme will focus on.

Activity 3: Power Analysis & Mapping

In this activity, you need to be asking the following questions regarding each of your change statements:

Who makes decisions concerning your objective, who has the power to directly change the situation you are trying to address? **This can be more than one stakeholder of course.**

How are these decisions made?

Who can influence the decision? The influential people and your targets may not be the same as the people who directly make the decisions. You need to consider:

- **Allies**/champions who can assist you influence the decision makers

- **opponents**/blockers who may try to resist the change you are facilitating

- **floaters**/swingers who could be influenced to support your chane

What are their **interests**? What is it that will influence them?

Step 1: Identifying stakeholders - champions, blockers

Break into groups, with each group taking one of the Change statements you have decided to focus on.

- Which *institutions and structures* are most relevant to the change you want to see?
- *Who* are the actors most supportive of, or antagonistic to your proposed change (both within and outside the institutions you've identified)?
- What *level of influence or degree of power* do they have to deliver the change you want?
- What and who is likely *to influence them*?
- What are the most *relevant processes* to influence those you have identified?
- Who are your potential *allies*? What could they offer to your influencing work? What would their limitations be?

Step 2: Visualisation

It can help your discussion to visualise it. The table below can be use to plot the different stakeholders and assess their potential to contribute to the change required.

High Influence			
Medium Influence			
Low Influence			
	Oppose change - Blocker	Neutral to the change - Floater	Supportive of the change - Champion

You can also map relationships between stakeholders, asking the question "who influences who". This can help you understand where the most appropriate intervention points exist for you, given you contacts and capacity.

An example of this is given below:
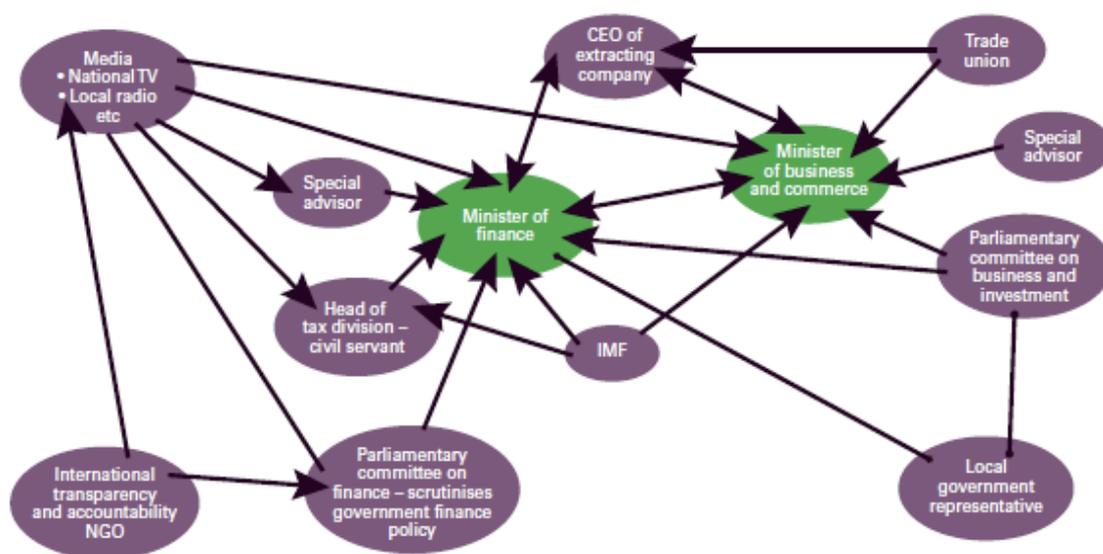
You can adapt this.

- Try using different colours to represent Blockers and Champions.
- Use the size of circles to represent the level of influence the stakeholder has.

At the end of this activity, you will have identified the stakeholders who have the power to bring about the change you seek as well as those who can influence them. You will also have started to identify what sort of things will influence this latter group.

Activity 4: Formulating your strategy

This activity pulls together the analysis on the problems and solutions as well as the power mapping. It allows you to identify the strategy that will most likely lead to the changes you wish to achieve through influencing.

Step 1: Collating information

In groups complete the first five columns of the table below.

The change you want to see Inc level at which decision is made (e.g. local, district, national, global)	Key decision-makers What is their current position on the issue: Champion Swinger Blocker	Influencers Who influence the decision makers inc their current position on the issue (champion, swinger or blocker) and their level of influence (high or low)?	Means to influence What influences the influencers! Research? Programme evidence? Peer pressure etc?	Key allies or partners What is their influence and position? What role can they play?	Strategies and activities for Oxfam What strategies should the GEM programme focus on?

The first, second and third columns in the table should be directly taken from the analysis you've undertaken on the solution you wish to promote and the power mapping.

You will potentially already have started to discuss *Means to influence* and *Key partners and allies* but if necessary do some brainstorming work to identify these.

Step 2: Identifying relevant strategies

A range of strategies can be used to bring about the systemic change GEM programmes envisage. A sample of these is described below.

Look through the description of the different strategies below and consider in groups which ones are applicable to your context. When you have this discussion, consider the following:

- **Approach** – Which strategies are most likely to influence the individuals and institutions whose support is necessary to bring about change?
- **Alliances** – What strategies are most relevant to the combination of allies that will maximize the chances of success?
- **Events** - If change is most likely to occur around a specific event, whether foreseeable (elections) or unforeseeable (natural disaster), which strategies are the most relevant?
- **Complexity** – Appropriate strategies will differ if the change towards which Oxfam seeks to contribute is simple (i.e. Government abolishes user fees) as opposed to complex and messy (changing norms about unpaid care work).
- **Scale** – Strategies vary in their ability to achieve scale and depth of impact.
- **Sequencing** – Some strategies may lay the ground for others – e.g. strengthening civil society may be a pre-requisite for successful multi-stakeholder processes.

At the end of this process, you should have identified the strategies that will form the basis of your GEM programme.

GEM+ strategies

The examples below demonstrate a range of strategies, relevant to GEM, that you can use to stimulate systemic change. The strategy you use will depend on what you are trying to do and the underlying context. Some guidance on the conditions which make each strategy viable is given below but this is not intended to be prescriptive. Please use this information to stimulate discussion on the conditions you face and which strategies are relevant. The case studies should help you understand some of the rationale for how strategies were selected. Some of the issues you may want to consider when selecting strategies are

- **Approach** – What is most likely to influence the individuals and institutions (identified through power analysis) whose support is necessary to bring about change?
- **Alliances** – What combination of allies will maximize the chances of success?
- **Events** - Is change most likely to occur around a specific event, whether foreseeable (elections) or unforeseeable (natural disaster)?
- **Complexity** – Is the change towards which Oxfam seeks to contribute simple (i.e. Government abolishes user fees) or complex and messy (changing norms about unpaid care work).
- **Scale** – How can we achieve the biggest & widest change possible, not just in a few communities but nation-wide?
- **Sequencing** – Some strategies may lay the ground for others – e.g. strengthening civil society may be a pre-requisite for successful multi-stakeholder processes.

Strategy map

Strategy	Description	Context in which this may be	Examples

		appropriate	
Using programme experience to engage decision-makers	*Oxfam uses its experience and credibility working at grassroots level to highlight challenges and propose solutions.*	Programme experience is demonstrating certain issues and solutions are being ignored Government or business is willing to engage with Oxfam and (potentially) values its expertise Oxfam programme staff have time to engage with influentials and decision-makers	Sri Lanka Coir: http://growsellthrive.org/profiles/blogs/improving-livelihoods-changing-lives-women-and-coir-in-southern-s
Convening – influencing multi stakeholder processes	*Oxfam brings together a wide range of actors from different sectors together to work collaboratively within their shared interest – or Oxfam influences existing multi stakeholder processes*	Stakeholder groups are organised inc. representatives of people living in poverty Power imbalances are manageable Stakeholders will be influenced by each other more than external bodies Issue is not sensitive, political support exists Country capacity to play lighter, facilitative role	Tajikistan Water Supply and Sanitation Network (PLT case study and FP2P blog) FP2P: How can you tell if a multi stakeholder approach is worthwhile? https://oxfamblogs.org/fp2p/how-can-you-tell-whether-a-multi-stakeholder-initiative-is-a-total-waste-of-time/ Multi-stakeholder engagement in the agribusiness sector http://www.oxfamnovib.nl/Redactie/Images/Wat

			%20wij%20doen/Projecten/Multi-Stakeholder_EngagementRapport-web.pdf
Developing a new and sustainable model	*Oxfam develops a new business model that can disrupt business as usual, reallocate power among market actors and reach larger numbers at lower cost and is sustainable (e.g. a social enterprise). This could be a model that provides inputs, finance, adds value or acts as an intermediary increasing market access.*	Clear market opportunity or 'gap' exists Market power imbalances can be challenged but this won't result in security threats Partnerships that bring business expertise are already in place Network or partnerships that allows dissemination and adoption of model in place (e.g. cooperative network)	Farm Africa's Sidai franchise veterinary model - http://www.farmafrica.org/kenya/sidai Lanka Ventures http://growsellthrive.org/profiles/blogs/social-incubator-in-sri-lanka-a-big-step-for-change
Co-creation with the public or private sector	*Oxfam works with a public or private sector actor to develop a new way of doing things which is then adopted and scaled up by the partner.*	The issue can be addressed through a technical fix, not a political shift Government or the private sector responds to partnership not campaigning This can be an appropriate approach for	Ethiopia Functional Adult Literacy - http://policy-practice.oxfam.org.uk/publications/functional-adult-literacy-sustainable-women-focused-capacity-building-in-ethiop-300748

		sensitive and non sensitive issues Country capacity to engage and collaborate with private sector or Government	EDP Colombia dairy: http://policy-practice.oxfam.org.uk/publications/women-dairy-producers-in-colombia-women-and-dairy-sector-enterprises-leverage-p-334770
Peer to peer replication	*Oxfam supports an initiative that has potential to go 'viral' independent of ongoing support.*	Networks exist that can disseminate model with no support Model is low cost and led by local actors	Savings For Change (FP2P blogpost)
Exploiting global capability	*Oxfam uses its global knowledge, networks, systems and reach to stimulate far reaching change*	The issue has a global dimension (e.g. global target(s), common policy ask, targets move when others move) There's a gap in global leadership on an issue Changes at global level will lead to change at national level	Arms Trade Treaty campaign putting simultaneous pressure in multiple capitals OGB http://www.oxfam.org.uk/get-involved/campaign-with-us/our-campaigns/rights-in-crisis/arms-trade-treaty
Political advocacy	*Oxfam presses duty bearers to take*	Oxfam leading a campaign will not undermine	Bolivia agricultural insurance: http://policy-

(Oxfam-led)	*up their responsibility to act, e.g. to provide services, enforce laws, etc[1]. Often this will focus on policy change that favours small scale farmers.*	local civil society capacity Decision makers are likely to be influenced by Oxfam's international status	practice.oxfam.org.uk/publications/leveraging-for-change-advocating-for-a-universal-agricultural-insurance-scheme-300750 Philippines climate change adaptation fund (FP2P blog)
Political advocacy (leveraging voice of others, e.g. private sector)	*Oxfam facilitates businesses (who may have greater leverage) to speak up and make commercial case for progressive policy change*	The case against policy change is dominated by economic considerations Business is willing to make a public case for policy change Oxfam has strong relationships with businesses	Myanmar, minimum wage where 13 UK brands signed an Ethical Trading Initiative letter and 17 US brand did similar, shifting political narrative against higher minimum wage: http://www.oxfam.org.uk/get-involved/campaign-with-us/latest-campaign-news/2015/09/even-it-up
Research to galvanise attention and redefine terms of the debate	*Oxfam and partners conduct research that shifts how publics and/or decision-makers think about an issue, and redefines the terms of*	An injustice is being ignored but can be vividly highlighted through research A statistic or research can galvanise public, business or political attention	Oxfam's inequality research: http://www.oxfam.org.uk/media-centre/press-releases/2016/01/62-people-own-same-as-half-world-says-oxfam-inequality-report-davos-world-

---

[1] Covers spectrum from insider (research -> advocacy) to outsider (public campaign)

		Oxfam has enough expertise to spot the need for research	economic-forum
	the debate.	Oxfam has expertise to follow-through on engaging on solutions around research	
Policy & budget monitoring	*Oxfam supports local organisations or civil society groups to monitor& ensure implementation of policy and track budget expenditure (e.g. agricultural policies and investment)*	There is political space for local civil society groups to engage safely with government	Community participation in budgeting in Georgia: http://policy-practice.oxfam.org.uk/publications/a-new-way-of-working-community-participation-in-local-budgeting-in-georgia-120562
Changing public attitudes	*Oxfam supports interventions that change attitudes of the public and challenge current social norms*	Influential opinion leaders supportive – allowing sensitivities to be tackled Means to reach and influence large numbers available (e.g. mass media, civil society networks) Country capacity to develop partnerships with a variety of sectors	We Can (FP2P blogpost) WE-CARE: http://growsellthrive.org/our-work/we-care
Creating a race to the top	*Oxfam creates and promotes comparative analysis (e.g. index)*	Competition among targets (e.g. brands, governments, political parties)	Behind the Brands: http://policy-practice.oxfam.org.uk/blog/2015/10/how-the-

	that stimulate stakeholders to consistently improve	Changes sought can form basis of competition Oxfam has expertise to provide comparative analysis and engage deeply with targets Oxfam (or partners) have credibility to conduct the analysis	behind-the-brands-campaign-has-driven-change-in-corporate-policy
Stimulating the development of civil society	*Oxfam supports strengthens or develops new independent sustainable organisations capable of influencing key decision makers*	Foundational level of civil society structure & capacity in place	Arid Lands Information Network (ALIN) (begun by Oxfam and then hosted within Oxfam has taken on its own life and is now a separate Southern network) http://www.alin.or.ke/Our%20History%20at%20a%20Glance
Strengthening the capacity of public or private sector stakeholders	*Oxfam supported training or research helps stakeholders better understand an issue and be better able to deliver more equitable outcomes*	Oxfam is a valued expert and is welcomed into institutions Change is best achieved through technical (insider) engagement	ACCRA – capacity development of Gov at different levels: http://policy-practice.oxfam.org.uk/publications/an-introduction-to-the-africa-climate-change-resilience-alliance-accra-programme-316668 Unilever – Sunrise research example : http://policy-

			practice.oxfam.org.uk/publications/project-sunrise-final-report-338731
Strengthening the capacity and voice of people living in poverty	*Oxfam supports platforms and organisations that allow the poor to collectively communicate their issues and solutions to their challenges*	Decision-makers would be influenced by a collective call for action from the poor Media would pick up the collective voice of the poor Raising voice of the poor wouldn't endanger people who facilitate this	Civil society in West Africa http://policy-practice.oxfam.org.uk/blog/2013/12/can-civil-society-influence-elections
Public campaigning	*Oxfam support local partners to mobilise public support for change and put pressure on Government or the private sector*	An environment in which public campaigning is safe Partners with ability to mobilise large numbers Oxfam capacity to engage the media and other forms of mass influence. An issue that resonates with the public	Land rights campaigning: https://www.oxfam.org/en/campaigns/paraguay/no-land-cultivate-young-people-curuguaty-paraguay-have-no-future