

A photograph of a man and a woman standing in a lush green field. The man, on the left, is wearing a brown hat and a red and white plaid shirt. The woman, on the right, is wearing a green hat and a light-colored patterned shirt. Both have their arms crossed and are looking towards the camera. The background is a dense field of green plants.

# IDH GENDER TOOLKIT



## IDH VISION FOR GENDER

As IDH we believe women are key to drive growth and sustainability. However, the possibilities for women to engage in supply chains is currently limited. To address this concern, IDH has developed the Gender Toolkit. This resource aims to raise awareness, encourage, and inspire to integrate gender aspects into supply chain approaches.

Gender is a key impact theme in IDH's 2016-2020 Strategic Plan, in which we set out to embed gender equality into our transformation strategy. In many sectors we work in, women play a role in the supply chain: through production of food crops and sales of cash crops, through employment as workers on commercial farms, and also as traders and processors. However, often women have fewer opportunities for progression and are more vulnerable to exploitation. At this moment, women make up around 43% of the agricultural labor force in developing countries, and even more women are employed in agriculture globally (70% in South Asia, 60% in Sub-Saharan Africa). Despite this, fewer than 20% of the world's landholders are women.

So, what does IDH aim to do? First and foremost, through IDH interventions we commit to do no harm. This is the practice of ensuring that existing gender relations and dynamics within the scope of the program are not negatively influenced or affected. We will consider how women and men participate in and benefit from these interventions, and strive to benefit both and harm neither. Next to this, IDH will focus on increasing gender awareness throughout the organization and its work, and aim to integrate gender in selected sectors or landscape programs.

# HOW TO USE THIS TOOLKIT

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With the IDH Gender Toolkit we hope to inspire you to integrate gender aspects into supply chain approaches.

In this toolkit, you will find practical case examples from similar sectors and projects that we work in. Here we showcase ways in which gender has been addressed in sustainability projects.

In the second section of the toolkit, we explore opportunities to integrate gender aspects in different programming steps of projects and inventions. Following these steps may positively influence your project or intervention and leverage greater impact.

## BEFORE WE START

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### WHY INTEGRATE GENDER

In the case studies, you will be able to consult the box under this header to find out more about the importance of addressing gender in a particular intervention.

### DO NO HARM

The practice of ensuring that through interventions, existing gender relations and dynamics within the scope of the program are not negatively influenced or affected. Meaning that it is considered how women and men participate and benefit through these interventions, and strive to benefit both and harm neither.

Working under the “do no harm” principle takes risks related to gender equality and empowerment interventions into account, and cautions against interventions that inadequately respond to implementation contexts<sup>1</sup>.

## CONTACT INFORMATION

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1. Eves & Crawford, 2014.



How to integrate gender in your program?  
**CLICK HERE FOR THE GUIDE**

The IDH Gender Toolkit is created to inspire you to integrate gender aspects into supply chain approaches. Here you'll find practical case examples from similar sectors and projects that IDH works in.

**CLICK ON THE BOXES BELOW TO FIND OUT MORE!**



## CHANGING BUSINESS PRACTICES

By changing business practices to address unequal working conditions disadvantaging women, companies increase market share and reduce costs.



**+131%**

131% increased coffee supply through female farmer training approach



**€1.3M**

€1.3 million higher revenue and €150K company savings through comprehensive gender package in fish processing facility



**IMPROVEMENT CIRCLES**

367 leadership circles in factories where women employees voice their ideas and concerns to management





## IMPROVING SECTOR GOVERNANCE

By accounting for gender in standards, policies, and public commitments, new markets, increased resilience of value chains, improved livelihoods and working conditions, including the reduction of gender based violence (GBV), are achieved.



### GBV REDUCTION

GBV reduction in Kenya flowers sector through gender committees due to compliance to standards, and in tea sector through 50% women in supervisory roles



### SELF-CONFIDENCE

Introduction of peer-to-peer networks results in 37% increase in self-confidence among women workers in Ethiopian floral sector



### GENDER COMMITTEES

First sectoral gender policy in Malawi results in the establishment of 147 Gender Committees and 144 Welfare Committees



## INCREASING FIELD LEVEL SUSTAINABILITY

By addressing women's unequal access to knowledge, resources and decision-making through targeted activities and services, farmers and workers achieve increased incomes and better working and living conditions.



### INCREASED INCOME

Increased income for coffee smallholders when women take part in household decision-making



### FINANCIAL INCLUSION

Innovative approach to financial inclusion reaches 2,100 women in Côte d'Ivoire



### +14-18%

14-18% increased household income through direct salary payment to women in palm oil



# DEFINITIONS

## GENDER SENSITIVE

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Acknowledging the different needs and constraints of women and men without changing the status quo. An organization may, for example, realize that the work of female smallholders in the supply chain is not sufficiently recognized, which limits their access to training. When providing training to female smallholders, the organization could focus on the activities they perform and attempt to limit the negative effects of a gendered distribution of responsibilities, such as a heavier workload for women, without challenging the gendered differences themselves.

**Gender sensitive approaches can be easily integrated into existing training structures on other topics since they don't require underlying gendered behavioral patterns to be addressed, however, they can fall short of alleviating systemic inequalities.**

## GENDER TRANSFORMATIVE

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Addressing gender imbalances, changing gendered power relations, and actively building equitable social norms and structures. An organization is aware that women and men do not have equal opportunities in the household, at community level or at work. They may, for example, create equal working conditions for women and men, recognizing that special means may be required to increase the number of women in management positions or to achieve an environment free from gender based violence (GBV).

**Gender transformative approaches are characterized by explicitly centering gender norms and are thus common for interventions that have the primary goal of addressing gender issues and transforming gender relations to promote equality.**



# 131% INCREASED COFFEE SUPPLY THROUGH FEMALE FARMER TRAINING APPROACH

## CHANGING BUSINESS PRACTICES

*By changing business practices to address unequal working conditions disadvantaging women, companies increase market share and reduce costs.*

A global coffee trader met increased global coffee demand with 131% increased coffee supply by its Indonesian coffee producers through pro-actively training both female and male smallholders.

The coffee trader realized that 80% of Indonesian coffee farmers are women but training primarily reached men. Improving women's access to training, facilitating knowledge acquisition, is key for increased productivity. Including both female and male coffee farmers in trainings enabled women to gain knowledge in coffee cultivation, processing, and marketing, which narrowed knowledge gaps between women and men and boosted productivity.

Group training of both women and men increased productivity by 131% compared to 95% for groups where only men were trained.

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**131% INCREASED COFFEE SUPPLY IS ACHIEVED THROUGH:**

- Pro-actively training both female and male smallholders on cultivation, processing, and marketing.
- Use of a training manual that considers the different roles and responsibilities of female and male coffee farmers.
- Offering trainings at convenient times and locations (close to home, limited travel) to lower participation threshold for women.

**WHY INTEGRATE GENDER?**

Including both women and men in training increases supply of smallholders into the market



# €1.3 MILLION HIGHER REVENUE AND €150K COMPANY SAVINGS THROUGH COMPREHENSIVE GENDER PACKAGE IN FISH PROCESSING FACILITY

## CHANGING BUSINESS PRACTICES

*By changing business practices to address unequal working conditions disadvantaging women, companies increase market share and reduce costs.*

A fish processing facility in the Solomon Islands expects company savings of €150K a year in reduced staffing and overtime costs and €1.3million higher revenue through increased productivity as a result of reduced absenteeism facilitated by a comprehensive gender package.

An 18% absenteeism rate caused the company considerable expenditures on overstaffing and overtime payments. After absenteeism mapping, the company realized that 20% of its employees accounted for 50% of the absenteeism, and most were young, married, local women absent due to:

- Demonstrated lower financial literacy and insight into cash flow, forcing them to stay away from work while taking on other jobs with immediate pay to provide for their families and take care of household responsibilities. This practice cost these employees an attendance bonus.
- Career prospects being limited by lack of fair promotion opportunities for women, resulting in low morale and absenteeism.
- Reporting in sick because of poor health, family issues and GBV (42% of women are affected by GBV).

Through a comprehensive gender package, providing female workers with better skills and addressing working conditions and career opportunities, the company expects an overall reduction of 3% in absenteeism. Trainees who benefitted from the package reduced their absenteeism by 6%. Women who reported having funds left before payday increased from 14% to 31% as a result of financial literacy training, having access to bank accounts in their own names and a salary increase for lowest earners.



### €1.3MILLION HIGHER REVENUE AND €150K COMPANY SAVINGS IS ACHIEVED BECAUSE OF REDUCED ABSENTEEISM THROUGH:

- Training women on financial literacy and support with opening bank accounts.
- Formation of employee committees consisting of women and men to ensure adequate consultation with staff on working conditions and payment.

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### WHY INTEGRATE GENDER?

Financial training and good employee practices increase attendance rates resulting from fewer financial problems





# 367 IMPROVEMENT CIRCLES ELEVATE THE VOICE OF WOMEN & SPUR CHANGE IN APPAREL FACTORIES

## CHANGING BUSINESS PRACTICES

*By helping women organize as part of Improvement Circles, working conditions improve, worker turnover is reduced and relations between workers and management improve.*

IDH organized Improvement Circles (ICs) made up of workers, local union representatives, supervisors, and management in apparel factories in Vietnam. Participants received training on worker dialogue and lean operations, to help build soft skills, strengthen the ability of workers to engage with management and improve communication flows within factories.

ICs are first established after several worker engagement trainings, consultations with key stakeholders, such as the factory management and union representatives, and supervisor training.

### Key results include:

- An increase of more than 8 percent in overall satisfaction with worker/supervisor relations;
- Monthly worker turnover reduced by 4-5 percentage points;
- The perception that women should have equal rights and opportunities as men improved with almost 15%;
- Improving the soft skills from supervisors improved motivation and overall performance of the factory;
- The perceived level of wellbeing among workers increased by an average of 7 percent following interventions by the lean and worker dialogue training teams.

### IMPROVEMENT CIRCLES DRIVE POSITIVE OUTCOMES BY:

- Improving communication among female employees and management to raise issues in the factory;
- Actively involving women on the work floor and giving them opportunities to voice their opinion. This directly results in greater self-confidence, reduced sick leave or staff turnover, and creates a healthier work environment;
- Providing managers, supervisors and staff members with the knowledge, skills and tools to better listen to workers, and develop policies that take their views into account;
- Actively engage with women to provide them with the opportunity to learn new skills and ability to raise issues, which promotes better working conditions for women and men.

### WHY INTEGRATE GENDER?

Career development programs with a focus on women's work and home challenges increase retention rates resulting from greater confidence and better communication skills

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# GBV REDUCTION IN KENYAN FLOWERS SECTOR THROUGH GENDER COMMITTEES DUE TO COMPLIANCE TO STANDARDS AND IN TEA SECTOR THROUGH 50% WOMEN IN SUPERVISORY ROLES

## IMPROVING SECTOR GOVERNANCE

*By accounting for gender in standards, policies, and public commitments, new markets, increased resilience of value chains, improved livelihoods and working conditions, including the reduction of gender based violence (GBV), are achieved.*

The Kenyan flower sector achieved GBV reduction through the establishment of gender committees as part of compliance with internationally recognized standards. The Kenyan tea sector achieved GBV reduction through gender programs and policies, which led to the establishment of gender committees and 50% women in supervisory roles.

The flower and tea sectors realized that GBV was widespread in the plantations, something to be addressed to ameliorate women's labor rights and avoid companies' reputational risks.

The gender committees in both sectors became highly respected bodies that contributed to effective sensitization on GBV within the organizations and dismissal of perpetrators. In addition to GBV, they successfully addressed other gender topics such as exposure of women and their children to pesticides, wage inequality for female employees, and interest-free loans. In the

Kenyan flower sector, job security improved over the course of 2003-2014 as permanent contracts rose from 35% to 80%. The committees provide important input for gender recommendations for the standard's regular audits. In the Kenyan tea sector, more equal employment policies resulted in 50% women in supervisory roles and 33% women in management positions, both of which contributing to less GBV.

### GBV REDUCTION IS ACHIEVED THROUGH:

- Gender committees that address GBV and other gender issues as part of standards.
- Actively recruiting women in leadership & management positions to promote better working conditions for women (and men) and to reduce chances of GBV.
- Supporting GBV programs that reach managers, supervisors and staff members, providing them with knowledge, skills and tools on GBV reduction.
- Revising policies and practices such as improving grievance processes and discussing harassment during employee gatherings.

### WHY INTEGRATE GENDER?

Gender programs and international social standards that include gender, result in less GBV and more confidence to report GBV cases

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# INTRODUCTION OF PEER-TO-PEER NETWORKS RESULTS IN 37% INCREASE IN SELF-CONFIDENCE AMONG WOMEN WORKERS IN ETHIOPIAN FLORAL SECTOR

## IMPROVING SECTOR GOVERNANCE

*By accounting for gender inclusive governance and practices, new markets and increased resilience of value chains of improved livelihoods and working conditions are achieved.*

The flower industry in Ethiopia is a major employer of women across the country. Ensuring workers' rights and encouraging mature industrial relations can lead to better working conditions and improved employee satisfaction. The Ethiopian Horticulture Producers and Exporters Association with IDH, The Sustainable Trade Initiative, Floriculture Sustainability Initiative and Business for Social Responsibility HERproject launched a program for women workers in 2014 that has reached more than 20,000 women and 5,000 men on 42 farms in Ethiopia.

The program follows the UN Women's Empowerment Principles to increase the ability of low-income women to take charge of their health and turn workplaces into healthy work environments that promote gender equality. The program uses a peer-to-peer methodology to train farmers and workers as peer educators on topics, including personal hygiene, food & water hygiene, family planning and nutrition, workers' rights, gender-based violence, and sexual harassment. These promoters then share the information and learnings with their co-workers both formally and informally.

A farm manager stated:

**“The gender investments pay off. We see gender interventions as rational and necessary for us to stay in business, especially because up to 80% of our workers are female.”**



### THE MOST SIGNIFICANT OUTCOMES, INCLUDE:

- Increased awareness on gender sexual harassment, reproductive health, contraceptives and safety – 47%;
- Reduction of reported cases of gender-based violence, after a first rise – 37%;
- Increased self-confidence of women, and improved negotiation skills – 37%;
- 40% more women in management positions (2013 to 2017).

### WHY INTEGRATE GENDER?

Including a gender focus in social standards & policies improves working conditions of female workers and results in access to new markets, higher quality products and higher prices

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# FIRST SECTORAL GENDER POLICY IN MALAWI RESULTS IN THE ESTABLISHMENT OF 147 GENDER COMMITTEES AND 144 WELFARE COMMITTEES

## IMPROVING SECTOR GOVERNANCE

*Wide reaching acknowledgement of harassment, discrimination and gender equality helps tea sector achieve more resilient value chains, improved livelihoods and working conditions for women, and a reduction of gender-based violence (GBV).*

In 2017, the Tea Association of Malawi (TAML) rolled out the first-ever Gender Equality, Harassment and Discrimination Policy to all TAML estates, as part of [Malawi Tea 2020](#). This sector-wide policy guides management and workers in the establishment of Gender and Women's Welfare Committees to promote the policy's contents and inform workers on reporting guidelines. Under the policy, the committees have a mandate to identify employment issues that unions can present to management for redress.

The effort resulted in the establishment of committees across all TAML estates. To do this, 268 female managers were trained to recognize and assert their rights and equip them with the skills to handle and report cases. The policy was translated into Chichewa (indigenous language) to make it more widely accessible and inclusive of all workers. A needs assessment with more than 400 committee members, supervisors and managers informed the bottom-up approach. These assessments informed a revision of the policy and subsequent trainings two years after its launch, incorporating learnings and input from workers in the process.

"I look after 4,200 people. The Gender Policy comes with strong mechanisms. Before, there weren't implementation structures in place. We have the knowledge of the complaint process and now, we have Committees on Women's Welfare and Gender. These structures make it easier for everyone to more openly discuss gender issues. If you are hardworking you deserve to be promoted whether you are a man or a woman," said Robert Mwentumba, Naming'omba Assistant HR Officer and Gender Committee member.

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### HOW IMPACT IS ACHIEVED:

- TAML conducted sensitization and awareness sessions and facilitated the formulation of Gender Equality, Harassment and Discrimination (GHD) and Women's Welfare Committees in all estates.
- Commitment must be strong from the sector level to the individual estates in formulating an effective policy that is accepted and implemented on all estates, as well as providing staff with knowledge, skills and tools on GBV reduction.
- Identify and nurture dedicated gender champions within each organization.
- Engage stakeholders and partners in discussing progress and next steps on policy implementation.
- Building true gender equality and addressing GBV is a long-term process that requires behavioural change. Making workers aware of their rights is crucial to catalyse this change. The next step for the industry is to strengthen and revise the existing policy and mechanisms at the estate level, to ensure workers are not only aware of their rights, but also know how to use the existing reporting mechanisms. Management and supervisor capacity for competently handling gender-sensitive cases also needs to be strengthened and is a continuous process.

### WHY INTEGRATE GENDER?

Gender programs and international social standards that include gender, result in less GBV and more confidence to report GBV cases



## INCREASED INCOME FOR COFFEE SMALLHOLDERS WHEN WOMEN TAKE PART IN HOUSEHOLD DECISION MAKING

### INCREASING FIELD LEVEL SUSTAINABILITY

*By addressing women's unequal access to knowledge, resources, and decision-making through targeted activities and services, farmers and workers achieve increased incomes and better working and living conditions.*

Female and male smallholder coffee farmers in Uganda increase household incomes through improved intra-household decision making.

Intra-household conflicts had led to the sale of unripe, low-quality coffee beans by both women and men, as well as adverse interpersonal effects, including GBV. The conflicts dealt with women's active participation in coffee production but limited say over coffee incomes and how they spend their productive time. Women did not financially benefit from their work despite having the responsibility to feed their families.

Workshops on joint decision-making contributed to mutual trust and the sale of ripe, good quality beans at a higher price. They also resulted in improvements in joint management of assets and incomes, a more equal division of labor between women and men, and less GBV.



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#### INCREASED INCOME FOR COFFEE SMALLHOLDERS IS ACHIEVED THROUGH:

- Women and men in the community participating in workshops on gender relations, including intra-household decision-making and joint management of assets and incomes.

#### WHY INTEGRATE GENDER?

Participation in gender workshops by female and male smallholders results in better intra-household decision-making and higher incomes



# INNOVATIVE APPROACH TO FINANCIAL INCLUSION REACHES 2,100 WOMEN IN CÔTE D'IVOIRE

## INCREASING FIELD LEVEL SUSTAINABILITY

*Female farmers and workers increase incomes and improve working and living conditions through greater access to knowledge, resources, and financial services.*

In Côte d'Ivoire, access to affordable financial services and products is an acute challenge in rural communities, especially for women working in agricultural production and living in hard-to-reach areas. Many of them lack the necessary collateral and rely on volatile commodity markets as a primary source of income, which makes it difficult for financial institutions to serve their needs.

The Farm and Co-op Investment Program (FCIP) has helped bring financial services to these underserved communities and helps break the cycle of poverty. The program provides financial literacy training for farmers and cooperatives, and offers access to innovative financial products, including digital loans, insurance and mobile money accounts.

The Chigata Association, a FCIP beneficiary, is made up of 27 women who meet weekly in the locality of Tiassalé. After 2 years of training in financial education and the establishment of their own Village Savings and Credit Association (VSLA), the group was connected with ADVANS microfinance, a provider of microfinance. Its main activity is the mobilisation of members' savings and the further development of the small businesses many of the women already manage.

The ADVANS partnership has enabled women to familiarise themselves with mobile banking and mobilize savings and invest in their businesses. Digitalization was the key innovation helping ADVANS extend financial services to cocoa communities, like those served by the Chigata Association.



### SECURING COCOA SUPPLY IN 2020 IS TO BE ACHIEVED THROUGH:

- Access to loans and financial literacy skills;
- Women and men participating in workshops on financial access, including joint management of assets and incomes;
- Using the Village and Saving Loans Associations to include entire communities in financial training and services.

### WHY INTEGRATE GENDER?

Training female farmers improves living conditions and increases the sector's resilience

Adjusting training and services leads to more skilled female smallholders and increases the products' quality

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## 14-18% INCREASED HOUSEHOLD INCOME THROUGH DIRECT SALARY PAYMENT TO WOMEN IN PALM OIL

### INCREASING FIELD LEVEL SUSTAINABILITY

*By addressing women's unequal access to knowledge, resources, and decision-making through targeted activities and services, farmers and workers achieve increased incomes and better working and living conditions.*

Household income of smallholder palm oil farmers in Papua New Guinea increased by 14-18% when the palm oil industry provided women with their own harvest record cards and paid directly into their personal bank accounts.

Gender roles in harvesting palm oil traditionally call for men to climb the trees and harvest fruits, while women collect the fruit that falls on the ground. Typically, earnings of both men and women were recorded on the household's payment card, primarily accessible by the head of the household (mostly the man). The palm oil industry realized that joint payment into one card discouraged women from collecting fruit.

Paying women directly increased their motivation to participate in harvesting, resulting in higher earnings. This allowed women to manage their income independently and having access to their own salary allowed women to establish small businesses, lay aside more money for their children's education and improve intra-household and wider family relations. The industry benefitted from more fruits being processed that would have otherwise been wasted.



#### 14-18 % INCREASED HOUSEHOLD INCOME IS ACHIEVED THROUGH:

- Ensuring direct payment of salaries/earnings to women

#### WHY INTEGRATE GENDER?

Women's access to their own earnings increases household income

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**IDH GENDER GUIDE**



# HOW TO INTEGRATE GENDER IN YOUR PROGRAM?

IDH considers gender equality both a key driver and concern for sustainability. We strive to integrate gender aspects in our work to achieve a positive business outcome.

This guide is part of the IDH Gender Toolkit, and follows 6 steps in programming, during which opportunities arise to integrate gender aspects that may positively influence and leverage greater impact of a program or interventions.

When planning to integrate gender in your intervention, it is recommended to carry out a gender analysis or scoping before following the 6 programming steps. A gender analysis can be done by using the questions presented in the different programming steps in this guide. To gain even more insights, consult the IDH [Overview of Gender Analysis Questions](#). These will assist you in framing the gender context you operate in.

## QUESTIONS TO CONSIDER THROUGHOUT

How to identify opportunities and barriers that female and male workers, farmers, and managers face that may influence the effect of a program or intervention

In order to understand the gender context you are operating in, consider the points below at the start of your project for the gender analysis. Throughout project implementation, continuous reflection is necessary, to keep up with the context you are working in.

- 1 Identify the different roles, circumstances, and opportunities of female and male farmers/workers/managers**
- 2 Identify how these roles, circumstances, and opportunities contribute to the effect of the program/intervention**
- 3 Identify how the program/intervention itself may improve or deteriorate these circumstances and opportunities**
- 4 Identify the different stakeholders in your value chain/landscape and how they influence the existing gender dynamics**
- 5 Identify gender-specific targets, outcomes and activities.**

You can use the questions in the different programming steps in this guide or gain even more insights using the [Overview of Gender Analysis Questions](#) to assess the above.

# OPPORTUNITIES AND GUIDANCE

The programming steps, opportunities to address gender and the guidance provided, are not limited to the list presented below. It provides a first guide on how to integrate gender into a supply chain approach from a process perspective. All programs and projects are different, and processes identified are not set in stone.

For example, at IDH, convening, co-funding and learning happen throughout and are not limited to certain steps. This is important to be aware of and you can move back and forward between steps and suggestions, use the guide as it suits you to become more gender sensitive and understand the risks of being gender blind.

## THE SIX PROGRAMMING STEPS

### STRATEGY DEVELOPMENT

Describe the gender-specific involvement, opportunities, and barriers in the sector which influence the impact of the proposed.

### STAKEHOLDER ENGAGEMENT

Through **stakeholder mapping**, identify stakeholders, including women's groups and organizations that could positively impact the intervention. Throughout project implementation, engage in **continued stakeholder interaction**, to maintain awareness and engagement with partners around barriers for men and women that could positively impact the intervention.

### GOVERNANCE STRUCTURE

Encourage a balanced and representative proportion of women and men in the governance structure. Consider women in leadership positions and as part of implementing teams to increase an equal perspective and encourage participation of both women and men in field level activities. Encourage participation of women and men with gender expertise.

### PROPOSAL DEVELOPMENT

In the proposal, **identify opportunities and barriers** of women and men and determine the impact they may have on the intervention and ultimately the sector. Describe how the project will address these opportunities, tackle the barriers and mitigate risks.

Visualize the opportunities and barriers through an **intervention logic** and measure your results through gender-sensitive KPIs and baseline indicators.

### IMPLEMENTATION

Continuously reflect on how the attention to gender issues in the program strategy and project is translated into the intervention. Pay attention to **planning and budgeting, capacity building** on gender topics for your partners and make sure to **continuously monitor progress** through KPIs.

### LEARNING & INNOVATION

At the end of a reporting cycle **evaluate the data gathered** through gender-sensitive KPIs and identify the need for additional research. Based on this, write a **project report/project evaluation**, in which you identify (gender) lessons learned and suggest a **learning agenda** incorporating future opportunities and barriers.

Optionally, conduct **impact research** to understand the change your intervention has brought to the gender context and to enable replication or scaling in the future.



## STRATEGY DEVELOPMENT ● ○ ○ ○ ○ ○



### GUIDANCE

Conduct an analysis of the issue(s) you aim to address, and how gender relates to this. Pay attention to the roles, circumstances, and opportunities of female and male farmers, such as who does the work and who decides over the income/production from this work.

Consider how these may contribute to the effect of the program and whether the program will improve or deteriorate these circumstances and opportunities.

Create an inventory of the relevant information captured in e.g. code of conducts, standards or other documentation/tools in relation to gender, or the absence of a gender lens in such documents.

### KEY QUESTIONS

- Who does what in the value chain? (female/male farmers, workers, managers)
- Who owns what and has access to which resources?
- For all of the above: how does it influence the effect of the intervention? How could the program improve the circumstances and make use of existing opportunities in the gender context?

### RISK OF NOT ADDRESSING GENDER:

- The program is likely to be less successful
- The program may lead to additional barriers faced by workers, particularly women.

## STAKEHOLDER ENGAGEMENT ● ● ○ ○ ○ ○



### GUIDANCE

1. **Identify stakeholders** with good experience and interest in identifying and addressing gender issues. Explicitly pay attention to existing power relations between stakeholders, particularly evaluating how inequalities have been established and upheld. For existing partners, (re)assess the capacity and interest to identify and address gender issues. Consider capacity building and external gender support in case of identified weaknesses.

Identify gender expert partners where possible. Women's groups and organizations can be good stakeholders to help address barriers that may influence the effect of the intervention. In addition, it may be worth exploring gender initiatives at sector level through conferences and network meetings

2. **Continuously engage with your stakeholders** to discuss opportunities and barriers, as well as the ways in which these will or will not be addressed during the intervention. Consistently pay attention to the way stakeholder power relations can influence project implementation as well as how the political and legal context of a region may affect the position of men / women.

### KEY QUESTIONS

- Which stakeholders are relevant for program implementation?
- Who is represented in leadership positions, in both the workplace and the community?
- What drives different stakeholders to participate in the intervention?
- How can the existing positions and responsibilities of male and female stakeholders be leveraged to encourage adoption of gender interventions?
- Which male stakeholders can be important for gender interventions, and in what way (spouses, community leaders, men in services/institutions)?
- To what extent are partners able to undertake gender-related activities? Is some form of capacity building or support required?

Continued interactions with stakeholders take place during and beyond program/project phases. For example:

- Steering committee (project/program/country level)
- Regular update meetings with partners (bilateral/multilateral)
- Platform meetings (mostly on sector/country level)
- Conferences
- Networking events

#### Suggestions:

- Create an open and safe atmosphere for discussion amongst stakeholders, for example by using the 'Chatham House Rules'
- Consider the relevance of including a gender target or commitment in the stakeholder commitment
- Include an agenda item with stakeholders and Implementing Partners on how to make use of gendered opportunities and how to address barriers to positively influence the effect of the intervention

#### RISK OF NOT ADDRESSING GENDER:

Once the project is in implementation phase, you might discover that Implementing Partners and/or other stakeholders may not have the capacity or interest to identify opportunities and barriers faced by female and male workers and farmers. This is likely to result in less successful interventions.

## GOVERNANCE STRUCTURE ●●●○○○



### GUIDANCE

Equal numbers of women and men within a governance structure or organization increase the likelihood that concerns by women and men receive attention.

It is not always feasible to achieve equal numbers of men and women representatives, even after an explicit search. Global practice demonstrates that 30% women in leadership positions is a turning point at which most women and men see their concerns represented.

In sectors dominated by one gender, typically by men, an explicit search for qualified members of the other gender, in most cases women, may be required. It is important to look beyond the normal networks to achieve gender balance. Gender-sensitive newspaper advertisements and liaison with universities or women's sector organizations/networks may be helpful to identify qualified women. It is important to recognize that women may sometimes table different kind of equally important topics on the agenda due to different experiences and backgrounds. In case of an apparent difference in seniority of selected women and men or cultural barriers to equal participation, capacity building and attention to equal decision making may be important.

#### Suggestion:

- Consider including reference to the participation of women and men in a public stakeholder commitment.

### KEY QUESTIONS

- Who decides what and who holds leadership positions?
- How is the proportion of female and male staff or leadership/ management linked to their respective responsibilities in the value chain?
- What are the (inter)national and occupational laws and policies on gender equality and gender-based violence?

#### RISK OF NOT ADDRESSING GENDER:

Female and male leaders and team members may not have the interest to identify opportunities and barriers faced by female and male workers and farmers, resulting in a less successful intervention.



## GUIDANCE

1. To **identify opportunities and barriers**, make use of the questions in the different programming steps in this guide. Clearly communicate the need to identify gender opportunities and barriers for the project to partners, in order to get an overview that is as complete as possible.
2. **Define an intervention logic** with realistic targets, outcomes and KPIs that reflect relevant opportunities and barriers. KPIs should report disaggregated data between men and women. If feasible, gender-specific KPIs can be defined. Set targets and activities (for both women and men) that account for the division of labor, responsibilities, and time for different positions. This can include participation, leadership, and access to or control over resources. This allows identification of opportunities and barriers that female and male workers, farmers and managers face. Find practical examples in the **Gender KPI Guidelines (page 24)**.

### Suggestion:

- Use and share the cases in the first section of the Toolkit to demonstrate the advantages of addressing gender barriers in interventions to partners.

## KEY QUESTIONS

For this programming step, consider all questions that are asked at the different programming steps. For the project proposal, consider the following questions:

- What are external risks and circumstances that could possibly harm your project intervention on a gender level?
- How can the specific gender targets for the intervention be translated into realistic project activities?
- To what extent are your KPIs reflecting on the identified gender opportunities and barriers?
- To what extent are your gender-sensitive KPIs relevant and measurable?

## RISK OF NOT ADDRESSING GENDER:

If baseline data do not address the barriers faced by women and men, future programming is unlikely to identify and address opportunities and barriers faced by female and male workers and farmers that can positively impact the intervention.



## GUIDANCE

Even if an intervention does not primarily target gender, gender dynamics should be considered at every step. This can happen without altering the overall project targets and design.

1. **Create a plan and budget** in accordance with the responsibilities of women and men (using the questions below). Consider the accessibility of services provided, such as trainings, so that you avoid excluding certain groups. Align the implementation steps with monitoring standards to facilitate measurable outcomes for gender equality (see more on Monitoring and Evaluation under programming step 6).
2. Local **capacity building** is important to ensure continuation after the end of the project. Consider existing gender roles and responsibilities when implementing different parts of the intervention. Reflect on how this distribution can facilitate or hinder your project. Encourage local ownership of the intervention and think about where in the implementation process capacity building can be coupled with awareness raising.
3. **Monitor your progress** through KPIs that allow you to track absolute developments, (e.g. number of women farmers trained) and intangible changes (e.g. policy adoption). Evaluate your progress throughout implementation to adjust your activities if necessary.

### Suggestion:

Consider creating a position specifically focused on the gender dynamics of your intervention, to make sure that these are adequately addressed. Whenever possible, hiring for this position should be done locally, to create local ownership and ensure sensitivity to local practices. If a new hire is not possible, look for a gender champion within your project team.

## KEY QUESTIONS

- Who has access to which information on the value chain/landscape? What are knowledge or capacity gaps faced by women, which ones are faced by men (differentiate for female/male producers, workers, managers)?
- To what extent are implementing partners/local staff able to undertake activities related to gender dynamics? Is capacity building or support required?
- For all the above: Does/can it change over time (in general or because of the intervention)? What tools or interventions could be used to improve gender dynamics (e.g. concrete project activities, standards, codes of conduct, capacity building, a reporting and grievance mechanism, encouragement of gender balance, stimulation of market demand etc.)?

## RISK OF NOT ADDRESSING GENDER:

Failing to address gender during implementation, might undermine the effectiveness of your intervention or worsen current gender inequalities.



## GUIDANCE

1. Verify all results gathered during project implementation for **Monitoring and Evaluation** purposes. Analyze the data, assess progress against the baseline, targets, and activities defined at the outset. Additionally, identify the need for supplementary data collection, through, for example, interviews and conducting case studies.
2. Based on your analysis **write a project report and create a learning agenda**. In the report, include an evaluation on the project activities and targets. Where relevant, describe related (gender) lessons learned. Also consider how stakeholder relations have influenced the project, as well as reflect on the identified opportunities and barriers and how these were addressed, including input from partners. Building on this, create a learning agenda on gender.
3. Optionally, you may consider **impact research** for mature interventions that aim to mitigate gender inequality. Find an expert partner, preferably with gender expertise, to conduct impact research. Make the case that addressing gender is a sustainability issue because it leads to improved business practices, more successful interventions, and contributes to public good impact. If desired, publish the Impact Research in a public report.

### Suggestion:

Data on gender is often hard to capture through output KPIs alone. Therefore, additional data collection through interviews, case studies or surveys adds to expand your story.

Share the lessons learned from your project with others in your organization to assist them in including a gender component in their interventions without beginning from scratch.

## KEY QUESTIONS

- To what extent are results from KPIs sufficient to capture the gender dynamics of the intervention?
- To what extent are (possible) project partners able to collect data of gender-sensitive KPIs and what kind of resources, e.g. capacity building, are necessary to facilitate this?
- To what extent do the lessons learned capture the gender opportunities and barriers previously identified?

## RISK OF NOT ADDRESSING GENDER:

Failing to conduct good Monitoring and Evaluation, lowers the likelihood of proving that the intervention addresses the barriers faced by women and men.

Insufficiently capturing lessons learned lowers the likelihood of benefitting female and male workers and farmers in future interventions.

Not conducting Impact Research leads to fewer lessons learned. Bear in mind that Impact Research requires significant input in terms of time and costs, and is therefore not feasible to be carried out for each project.



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# ANNEX 1: OVERVIEW OF GENDER ANALYSIS QUESTIONS

## KEY TASKS TO UNDERTAKE IN A GENDER ANALYSIS:

- 1 Identify the different roles, circumstances, and opportunities of female and male farmers/workers/managers
- 2 Identify the different stakeholders in your value chain/landscape and how they influence the existing gender dynamics
- 3 Identify how these roles, circumstances, and opportunities contribute to the effect of the program/intervention
- 4 Identify how the program/intervention itself may improve or deteriorate these circumstances and opportunities
- 5 Identify gender-specific target, outcomes and activities

## IN ORDER TO ASSESS THE ABOVE CONSIDERATIONS, USE THE FOLLOWING QUESTIONS:

- Who does what in the value chain? (female/male farmers, workers, managers)
- Who owns what and has access to which resources?
- For all the above: how does it influence the effect of an intervention? How could the program improve the circumstances and make use of existing opportunities?
- Which stakeholders are relevant for program implementation?
- Who is represented in leadership positions, in both the workplace and the community?
- What drives different stakeholders to participate in the intervention?
- How can the existing positions and responsibilities of male and female stakeholders be leveraged to encourage adoption of gender interventions?
- Which male stakeholders can be important for gender interventions, and in what way (spouses, community leaders, men in services/institutions)?
- To what extent are partners able to undertake gender-related activities? Is some form of capacity building or support required?
- Who decides what in the value chain and who has leadership positions?
- How is the proportion of women and men in leadership positions linked to their respective responsibilities in the value chain?
- What are the (inter)national and occupational laws and policies on gender equality and gender-based violence?
- What are external risks and circumstances that could possibly harm the project intervention on a gender level?
- Who has access to which information on the value chain/landscape? What are knowledge or capacity gaps faced by women, which ones are faced by men (differentiate for female/male producers, workers, managers)?
- To what extent are partners/local staff able to undertake activities related to gender dynamics? Is capacity building or support required?
- For all of the above: Does/can it change over time (in general or because of the intervention)? What tools or interventions could be used to improve gender dynamics (e.g. concrete project activities, standards, codes of conduct, capacity building, a reporting and grievance mechanism, encouragement of gender balance, stimulation of market demand etc.)?
- How can the specific gender targets for the intervention be translated into realistic project activities?
- To what extent are (possible) project partners able to collect data of gender-sensitive KPIs and what kind of resources, e.g. capacity building, are necessary to facilitate this?

# ANNEX 2: GENDER KEY PERFORMANCE INDICATOR (KPI) GUIDELINES

Measuring the progress and results of your gender intervention is important, which relies on the definition of good-quality KPIs. These will provide you with measurement tools to evaluate the performance and achievements of your gender targets. KPIs can measure inputs to your project, as well as short-term results or outputs and the longer-term outcomes of your intervention. If your goal is to prove the impact of your gender intervention, the definition of impact KPIs can help you on gathering valuable data/results for this purpose.

Note: Claiming impact of your project is only possible when you have conducted thorough impact research. Guaranteeing good monitoring of outputs and outcomes is the guarantee for good impact in the future.

## BOX 1: CREATE SMART KPIs

**Specific:** KPIs should have clear, well-specified definitions, in order to avoid measurement errors.

**Measurable:** KPIs should produce the same results consistently over time, regardless of the observer or respondent.

**Achievable:** it should be accepted in the organizations involved that the KPIs set, as well as the measuring methods, are achievable.

**Relevant:** Indicators should be specifically linked to a programmatic input, output or outcome.

**Time phased:** express the value of the KPI in time, in order to measure the time dimension in which it is realized.

## THE FIVE CONSIDERATIONS FOR INTEGRATING GENDER IN YOUR KPIs

1. **Define gender issues in the project goal:** when defining the goal of your intervention, consider how it is influenced by gender issues and (stakeholder) relations. This influences your long-term and short-term results, but also the activities you need to develop to get results. Doing a gender analysis and following the programming steps will allow you to identify relevant KPIs that measure your performance.
2. **Baseline:** develop a good baseline for your identified KPIs. If you do not have a good baseline, it will be hard to draw lessons learned and ensure your intervention's contribution to change.
3. **Timeframe:** be realistic about the time you need for your project and to address your gender goals. Especially on sensitive gender issues, realistic goals will help buy-in from different stakeholders and will give you better and more reliable results. Reflect this in your KPIs.
4. **Unit of measurements:** for gender issues, some issues are hard to capture through quantitative indicators. For example: the # of women receiving training on household finances, does not provide evidence of a change of access to household finances. Also, changes in company policies can be significant and important, but can only be captured through qualitative KPIs. Note: Link your output and outcome indicators to optimize the use of your results and your M&E efforts.
5. **Credible and measurable data:** Consider, for each KPI, the measuring tool to gather data. Reflect on the tools that promise to be the most appropriate and provide you with credible results. For example, surveys may not suffice to capture the change of access to household finances and interviews need to be used instead. Especially for sensitive issues, identify the influence of the data collector on the credibility of the results. For example, is someone in a superior position in the workplace interviewing workers? Are surveys being developed in a local language? Consider anonymous data collection and guarantee anonymity when publishing results.

## REMEMBER:

1. For all KPIs, segregate data on gender.
2. For sensitive data, continuously reflect on how to mitigate this to avoid harm to project participants through data collection. Adjust your measuring tools to what is appropriate in the local context.

## OUTPUT INDICATORS:

- # people trained on Gender Based Violence awareness (male/female)
- # of farmers that are members of producer associations and cooperatives (male/female)
- # male partners participating in co-financial literacy classes
- # of workers participating in good employee practices training (male/female)
- Inclusion of gender focus in social standards and policies in the company/organization (qualitative)

## OUTCOME INDICATORS:

- % decrease/increase of women with land ownership
- % reduction of GBV cases, by type of case (male/female)
- % of female leadership in producer associations / companies / sector organizations
- Evidence of changes in sector-wide gender-related policies, laws and regulations
- % decrease/increase of women that have access to their household finances

# CONCLUSION



IDH believes that tackling gender inequality across the globe is key to achieving sustainable value chains. This is why Gender has been identified as a fifth impact theme in our 2016-2020 Strategic Plan.

We also recognize that it can be challenging to take the step from believing in gender equality to realizing the opportunities it presents and actively addressing it in projects. With our Gender Toolkit, we aim to step up to this challenge and facilitate this leap of faith towards sustainability interventions that do not turn a blind eye towards gender equality.

We hope that this toolkit can help anyone working to create sustainable value chains, within IDH and beyond, to consider how gender equality solutions can be an asset to any sustainability intervention. It should stimulate reflection on the gender contexts of our interventions as a productive way to increase impact. It aims to do so by providing the tools to discover the most appropriate ways to begin addressing gender equality in a diverse range of contexts.

With hope for more inclusive and sustainable growth that leave no one behind,

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**Judith Fraats,**

IDH Impact Lead on Gender Equality & Empowerment

