

GENDER MAINSTREAMING IN GLOBAL AGRICULTURAL SUPPLY CHAINS CAN ACCELERATE GOOD GROWTH: WHAT WORKS AND FOR WHOM?



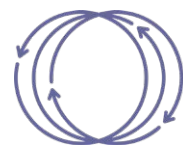
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Gender mainstreaming in global agricultural supply chains can accelerate good growth: What works and for whom?

December 2019

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TABLE OF CONTENTS



Acronyms and Abbreviations	iv
Acknowledgements	vi
Executive Summary	vii
Key Messages	viii
1. Background	1
2. Rationale for Gender Mainstreaming	3
3. The Business Case for Mainstreaming Gender in Commodity Supply Chains	7
4. Key Gender Gaps and Entry Points for Engendering Commodity Supply Chains	12
4.1. Gendered Gaps in Production, Demand and Transactions	13
4.2. Prioritizing Strategic Entry Points and Actions	17
5. Engendering Process and Conduct in Commodity Supply Chains	25
5.1. Closing Gender Gaps in the Labour Market and between Paid and Unpaid Employment	25
5.2. Closing Gaps in Women's Access to and Control Over Resources	29
5.3. Closing Gaps in Access to Training and Application of Inputs	30
5.4. Empowering Women and Strengthening their Engagement in Decision-making and Leadership	31
6. Measuring and Ensuring Quality of Impact	34
6.1. Sustainable Supply Chain Gender Marker	34
6.2. Sustainable Supply Chain Key Performance Indicators	35
7. Conclusions - Advancing the Gender Equality Journey	36
Further Reading	39
Bibliography	40
Annexes	45

ACRONYMS AND ABBREVIATIONS

AFi	Accountability Framework Initiative
BSR	Business for Social Responsibility
CEDAW	Committee on the Elimination of Discrimination against Women
CSAF	Council for Smallholder Agricultural Finance
CSCs	Commodity Supply Chains
FAO	Food and Agriculture Organization
FOLUR	Food Systems, Land Use and Restoration
GALS	Gender Action Learning System
GCC	Green Commodities Community
GEF	Global Environment Facility
GEWE	Gender Equality and Women's Empowerment
GGP	Good Growth Partnership
GM	Gender mainstreaming
GRSB	Global Roundtable for Sustainable Beef
GS	Gold Standard
IAP	Integrated Approach Pilot
ICRW	International Center for Research on Women
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
ISPO	Indonesian Sustainable Palm Oil
IWCA	International Women's Coffee Alliance
KP	Knowledge product
KPIs	Key performance indicators
LNOB	Leave No One Behind
M&E	Monitoring and evaluation
MFI	Micro-finance Institutions
P&C	Principles and Criteria
PGE	Partnership for Gender Equity
RSPO	Round Table on Sustainable Palm Oil
RTRS	Round Table on Responsible Soy
SDGs	Sustainable Development Goals
SES	Social and Environmental Standards
SPOI	Sustainable Palm Oil Initiative
STDs	Sexually Transmitted Diseases
UNDP	United Nations Development Programme
UN-REDD	United Nations Programme on Reducing Emissions from Deforestation and Forest Degradation
VfW	Value for Women
WEAI	Women's Empowerment in Agriculture Index
WEPs	Women's Empowerment Principles
WOCAN	Women Organizing for Change in Agriculture and Natural Resource Management
WWF	World Wildlife Fund

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EXECUTIVE SUMMARY

This Knowledge Product (KP) has been designed to provide guidance on gender mainstreaming to stakeholders involved in commodities-related projects, including the Good Growth Partnership and the Global Environment Facility (GEF)-7 funded Food Systems, Land Use and Restoration (FOLUR) child projects.

Supply chains of commodities such as beef, soy and palm oil deserve special attention, because they are economically powerful, drive high rates of deforestation and affect the lives and incomes of millions of smallholder farmers and workers including women. But, as both women and men make crucial contributions in commodity value chains, women's roles are too often not fully recognized; they generally possess fewer assets and have less access to productive inputs and rural advisory services. Limited attention is paid to the fact that women and men do not consume commodities equitably and that women are not a homogenous groups; many differences exist among women due to intersection of gender with other factors such as nationality, race, ethnicity or class, which impacts the way women access commodities or how they experience the challenges caused by unsustainable production.

This report seeks to underline the added value of integrating gender considerations in the design, implementation, and monitoring and evaluation of activities in agricultural supply chains. It does so by reflecting on current trends in gender mainstreaming, opportunities to accelerate action, and critical lessons-learned from relevant initiatives. The report, among others, presents a clear business case for gender equality and women's empowerment in agricultural supply chains, by stressing the need to view women's role not only purely as producers but as well as customers/buyers as well as substantial investors in sustainable commodities. In these capacities, women are already leading the way on several fronts and their potential could be further unleashed to achieve more gender inclusive results.

In this context, gender analysis as an entry point for gender mainstreaming should unpack gaps related not only to sustainable production, but also finance and demand aspects of commodity supply chains. Analyzing women's role through this comprehensive approach, would ensure adequate interventions that tackle gender inequalities across all stages of the supply chain. Some relevant key considerations for gender responsive interventions include:

- Closing of gender gaps in labour market and between paid and unpaid employment;
- Closing gaps in women's access to and control over productive resources in agriculture;
- Closing gaps in access to training and correct application of inputs;
- Empowering women and strengthening their engagement in decision-making or leadership.

Finally, the report highlights the importance of measuring and ensuring the quality of impact of gender-responsive interventions. A Gender Marker and Key Performance Indicators (KPIs) are proposed as tools to track progress at the process and substantive levels of gender mainstreaming across all stages of commodity value chains and to function as measuring sticks and guidance.

KEY MESSAGES

Context and Rationale

Women play an important and valuable, but often invisible, role in agriculture. The persistence of their invisibility reflects the reality that gendered roles are often or inconsistently unrecognized, valued and reflected in decision-making. This costs individuals, households and CSCs.

This reality is also unjust. Women's input and contribution to agriculture as well as the burdens they bear from unsustainability are not matched by an equal share of resources or influence on how the sector is run.

Beef, soy and palm oil supply chains deserve special attention. **They are economically powerful, drive high rates of deforestation** (along with wood, they are the major contributors to tropical deforestation) and **affect the lives and incomes of millions of smallholder farmers and workers** including women. Yet, limited attention is paid to the fact that women and men do not consume commodities equitably and that there can be significant differences between women of different nationalities, race, ethnicity and class in terms of access to commodities or the problems that unsustainable commodities produce.

Several normative frameworks emphasize, to varying degrees, the need to minimize adverse social and environmental effects from supply chain activities. However, Gender Equality is inconsistently prioritized in those frameworks, compliance is difficult to achieve and consensus on what Gender Equality means in the context of CSCs is still elusive.

Engendering global commodity supply chains deliver in 9 of 17 Sustainable Development Goals (SDGs) especially if Zero Deforestation goes hand-in-hand with No Exploitation. Gender Equality is a critical part of the 2030 Agenda's Leave No One Behind (LNOB) principle.

The business case for Gender Equality and Women's Empowerment (GEWE) in agricultural supply chains

Getting Gender right also means replacing harmful norms with positive ones and dismantling harmful stereotype. **GEWE in CSCs also requires a mind-shift away from women purely as producers, to embracing their current and potential roles as customers/buyers as well as substantial investors in sustainable commodities.** As producers, consumers, investors and trendsetters, women are already leading the way on several fronts and their potential could be further unleashed to do more.

When knowledge gaps between men and women in agriculture are reduced and both women and men receive training, productivity can increase by as much as 131%.

An important entry-point potentially for both GEWE and environmental outcomes is purpose-led purchasing and ethical/green consumption – which considers both social and environmental factors. This represents a €966 billion opportunity. One in three consumers are now buying from brands based on their documented social and environmental impact.

Women have a critical economic stake and role in sustainable supply chains, particularly in demand and investment. Women control approximately 64% of consumer spending and their global earnings are in the trillions of dollars. Women are fast becoming lead influencers and trendsetters, and are expressing more interest in ethical brands and consumption.

Age, household-headship and internet access are key enablers for this increasing impact on demand.

Gender-lens investing is trending as a space and opportunity for making finance a tool for social change though finding instruments that focus on gender and the environment at the same time is still a challenge.

Key Considerations for Gender Mainstreaming

- Unpacking the risk for exploitation in both informal and formal labour markets, with an intersectional gender lens.
- Recognizing that women in the agriculture supply chain are not a homogeneous group. Though both women working in the household and outside the household and employed women exercise power on household spending, there is no “One Woman” archetype that can be the target of GM efforts. GEWE-focused actions must be targeted and nuanced.
- Time use is one of the most significant barriers to GEWE in supply chains. It sits on top of other barriers explored in the KP which include equal access to participation, opportunities for leadership, and equal access to benefits.
- Women’s interest in environmental issues is rather low and awareness of environmental issues is limited (Indonesia) because of a lack of education and access to information.

Along and across supply chains, key principles could include:

- Equal rights, access to and control over natural resources and services between women and men, respecting women’s and men’s equal rights in accordance with customary, national and international human rights laws;
- Equal voice and agency between women and men, ensuring equitable participation and decision-making and leadership;

- Equal access to and sharing of benefits among women and men, ensuring comparable distribution of project and program benefits as well as costs, risks and responsibilities between women and men; and
- Empowerment of women to contribute to environmental outcomes by increasing women’s access to economic opportunities, as well as to rights and access to environmental goods and services.

In addressing these principles, there are eight Building Blocks to GEWE in CSCs:

1. Access to safe and equitable employment opportunities;
2. Access to and control over resources and opportunities;
3. Education and training;
4. Social protection and child-care;
5. Access to and control over reproductive health and family formation;
6. Freedom from the risk of violence;
7. Voice in society and policy influence; and
8. Freedom of movement.



There are four main intervention areas for GM in this regard:

1. Closing of gender gaps in labour market and between paid and unpaid employment (as an issue of both process and conduct),
2. Closing gaps in women's access to and control over productive resources in agriculture (as an issue of process),
3. Closing gaps in access to training and correct application of inputs (gender-based assets and education, as an issue of conduct), and
4. Empowering women and strengthening their engagement in decision-making or leadership (as an issue of conduct).

Good practice in GEWE for agricultural supply chains

Engendering actions are also principled actions.

GEWE in global commodity supply chains is an issue of sustainability as well as ethics. It requires critical behavioural change in both conduct and processes. There is good practice that can guide supply chain practitioners, although it is still nascent.

Several instruments (tools/guidelines/checklists) are available to help practitioners design, plan, implement and monitor efforts and claims in implementing process and conduct-oriented GM actions. Some of these instruments undergo an annual review process ensuring they reflect the latest thinking and cutting-edge practice.

Approaches and methodologies do exist that have also been designed specifically to engage communities, to challenge existing power dynamics and to strengthen gender action learning. In addition to the more technical aspects of value chain analysis, these are also important. Unchallenged, stereotypes which pervade male-dominated sectors can continue to limit the opportunities and roles that women have.

The quality of participation matters. The quality effects, positive or negative, of the role that women play in a supply chain are influenced by the time, knowledge and capacity that she has including her understanding and knowledge of sustainable practices.

The “how” also matters. Training on gender and gender equality in supply/value chains works best when blended with approaches that seek to expand participation in the supply-chain linked to equitable representation as well as access to information.

The ways in which women and their needs are integrated into sustainable commodity supply chains (i.e. structurally rather than superficially), the kinds of mechanisms selected to do so, and the focus of the integration/mainstreaming influence the quality of outcomes and the durability of those outcomes.



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Soy processing unit. Photo: © PNUD Paraguay/ Zunilda Acosta

“Maybe women have stronger environmental preferences but having a seat at the table and a payment for foregoing the immediate benefits of cutting down trees empowers them to act”. Krister P. Andersson, 2019¹

BACKGROUND

This KP was commissioned by the GEF-6 funded [Good Growth Partnership \(GGP\)](#), formally known as the IAP programme, focused on three global commodities with significant links to deforestation – beef in Paraguay, soy in Brazil and palm oil in Indonesia and Liberia. It seeks to assist practitioners at large to better mainstream gender in agricultural CSCs and value chains, in other words growth that is good for society and the environment (or good growth).

The Approach

This KP sought to answer one of fundamental challenges to GGP’s gender mainstreaming efforts: *Engendering commodity supply chains in ways that can also have clear benefits for the environment.*

In exploring this topic, the KP outlines:

- A clear business case, based on those needs, for mainstreaming gender in the commodity supply chain in ways that also deliver tangible and positive environmental outcomes;
- Strategic and practical gender needs that exist in the production, financing and demand dimensions of three supply chains;
- Practical how-to’s and select tools for making the transition to more gender-responsive supply chains; and
- Measurement and monitoring tools including Key Performance Indicators (KPIs) for successful gender mainstreaming.

In writing this KP, various stakeholders were engaged, including GGP partners and Good Growth Conference participants. At the Conference, discussions with women involved in CSCs on their experiences as well as on gender equality in CSCs, proved informative.

Limitations: Some of the normative and practical work on gender mainstreaming and women’s empowerment in agricultural CSCs, value chains and environmental outcomes, particularly on demand and transactions is still nascent. There is also not a clear consensus on aspects of GM in this context. Much deeper research and analysis is required that are beyond the scope of this assignment.

Intended Audience

This KP is intended for commodity and gender practitioners, including from GGP, who need to lead and frame the gender mainstreaming effort and build consensus with stakeholders. It will also be useful to Green Commodities Community (GCC) members, and future practitioners under the [FOLUR project](#) currently being developed under GEF 7.

Key Terms Used

Gender: “refers to the roles, behaviours, activities, and attributes that a given society at a given time considers appropriate for men and women. In addition to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, gender also refers to the relations between

¹ <https://www.sciencedaily.com/releases/2019/03/190321152838.htm>.

women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes.” (UN Women Training Centre, 2017).

Gender Equality: “refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women’s and men’s rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men”. (UN Women Training Centre, 2017).

Gender Equity: Equity is often described as the path, with Equality as the destination. Gender Equity denotes an element of interpretation of social justice, usually based on tradition, custom, religion or culture. In some jurisdictions it is used to refer to fair treatment of women and men, according to their respective needs. This may include equal treatment, or treatment that is different but considered equivalent in terms of rights, benefits, obligations and opportunities (UN Women Training Centre)².

Gender Mainstreaming: “Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in all areas and at all levels. It is a way to make women’s as well as men’s concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women and men benefit equally, and that inequality is not perpetuated.” (UN Women Training Centre, 2017).

In this KP, many arguments are framed in the context of the supply chain system and reference is also made to value chains. Three dimensions: production, demand and transactions are routinely

discussed and therefore defined here:

Production refers to way that commodities are produced, how farmers work the land, use inputs and ecosystem services and how laws, policies and normative frameworks define what is acceptable and not acceptable in terms of land use and farming practice as well as how those rules are enforced.

Demand considers the role that the market can play in sustainability through more informed, aware and ethically-minded consumers or buyers, either individuals or companies. Efforts here focus on enhancing awareness, interest, and willingness to pay on the consumer side, and awareness, supply chain transparency and commitments to sustainable sourcing and implementation on the corporate buyer’s side, which can enable more sustainable production practices.

Transactions address the role that financing can play along the supply chain (from producers to retailers) in fostering sustainable production. Involving banks and other financial actors, transactions can take the form of accessible finance or financial products such as bonds, impact investment structures, subsidies and co-financing or co-investment approaches as well as investment standards³.

It should also be noted that the terms "supply chains" and "value chains" are used interchangeably in this KP.



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² It should be noted that equity approaches can sometimes be to the detriment to women. Such use of equity in relation to the advancement of women has been determined to be unacceptable. During the Beijing conference in 1995 it was agreed that the term equality would be utilized. Still it is mentioned here as it is still used, including in supply chain efforts. It is often used interchangeably with equality which this distinction hopes to clarify.

³ More information on these elements as well as their relevance for sustainable supply chains is available at: <http://goodgrowthpartnership.com/about/>.

“Business-as-usual approaches are not working and are proving disastrous for people and the planet alike. Gender-and-environment approaches are integral to a sustainable and just future”. Global Gender and Environment Outlook (GGEO), 2016

RATIONALE FOR GENDER MAINSTREAMING

Gendered roles are often inconsistently unrecognized in agriculture (Asefa and de Roo, 2015)⁴ and by extension, in agricultural supply and value chains. This is further reinforced by the reality that women play an important and valuable, but often invisible, role in agriculture.

Reducing deforestation in agricultural supply and value chains relies on the active participation and engagement of all actors, including communities and farming households, especially women. In efforts to reverse and halt deforestation, particularly in global commodity supply chains, gender inequality cannot be ignored.

Stark Gender Inequalities Exist in the Agriculture Sector

Various analyses highlight the gendered nature of highly unequal patterns of participation, representation, income and decision-making power between women and men and how they result in an uneven distribution of risks and benefits from unsustainable agricultural processes, particularly for women.

These inequalities are shaped by social structures⁵ and socio-cultural norms that define roles and responsibilities as feminine and masculine. This reality is unjust. Women’s input and contribution to agriculture as well as the burdens they bear from unsustainable practices are not matched by an equal share of resources or influence on how the

sector is run (this issue is discussed in more detail in Section 4 of this KP).

As a result, the agriculture sector is a key target for GM efforts, particularly in ensuring a human rights-based approach to development. The dialogue and exchanges taking place in the GCC offer a perfect opportunity to engage on this. As does the significant interest by actors in the production, demand and transactions spheres to take some action.

Figure 1 summarizes some of the key root causes, pressures/accelerators and consequences of the current status quo. The complexity of this somewhat limited summary highlights the scope of the challenge in bringing change to the agriculture sector as well as opportunities.

Patterns in the Agriculture Sector are Replicated in Commodity Supply Chains

Globally traded commodities represent a significant opportunity for more inclusive and sustainable growth or good growth. Beef, soy and palm oil supply chains, especially, merit special attention as economically significant, environmentally impactful (along with wood, they are the major contributors to tropical deforestation⁶) and livelihood-defining systems. All three commodities affect the lives and incomes of millions of smallholder farmers and workers including women in the deforestation hotspots of Brazil, Indonesia and Paraguay⁷.

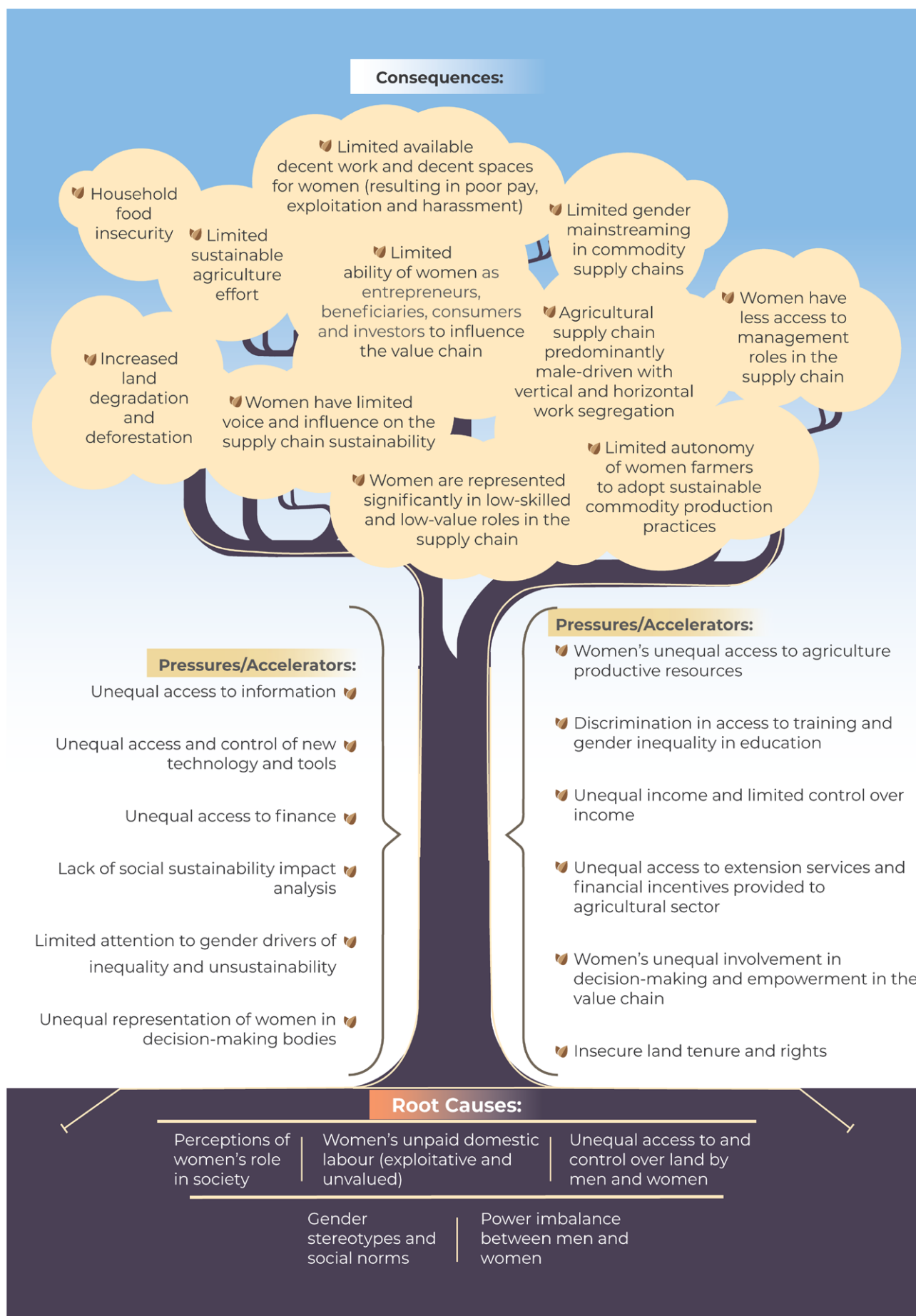
⁴ https://agriprofocus.com/upload/CASCADE_Manual_Gender_Analysis_Tools_FINAL1456840468.pdf

⁵ <https://onlinelibrary.wiley.com/doi/epdf/10.1111/dpr.12243>

⁶ <https://www.ucsusa.org/global-warming/stop-deforestation/infographic-whats-driving-deforestation>

⁷ <https://iopscience.iop.org/article/10.1088/1748-9326/10/12/124004>

Figure 1: Problem Tree on Gender and Agriculture based on select literature



Source: Author's elaboration based on [Women's Empowerment in Agriculture Index](#), [IUCN's Gender and Environment Index](#), [IISD's recent analysis on Leveraging Voluntary Sustainability Standards for Gender Equality and Women's Empowerment in Agriculture](#) and [the Global Gender and Environment Outlook](#).

A mushrooming global middle-class is also expected to shape this trajectory. Projected to grow from 1.8 billion in 2009 to 3.2 billion by 2020 and 4.9 billion by 2030⁸, this group is likely to demand ever-increasing amounts of protein and other nutrients as well as commodities. Feeding this demand will impact heavily on land and water use, at a time when projections suggest that an increasingly variable climate may be significant determinant of the productivity of croplands.

Yet limited attention is paid to the fact that women and men do not consume commodities equitably and that there can be significant differences between women of different nationalities, race, ethnicity and class in terms of access to commodities or the problem that unsustainable commodities produce.

The pressures for more responsible and sustainable supply/value chains therefore come from many angles. In response, several global and national normative frameworks attempt to address environmental and social sustainability in CSCs e.g. the Round Table on Responsible Soy (RTRS), the Roundtable for Sustainable Palm Oil (RSPO), and the Global Roundtable for Sustainable Beef (GRSB) as well as the Chinese Sustainable Meat Declaration⁹ and the Cerrado Manifesto established by FAIRR¹⁰. There is also fair scepticism that efforts to green supply chains amount to little more than greenwashing¹¹, although concerted efforts exist engaging various international companies including Coca-Cola, Walmart, Wilmar and Unilever amongst others.

These all emphasize, to varying degrees, the need to minimize adverse social and environmental effects arising from supply chain activities, with variable results. Some of the variability is due to the inconsistent prioritization of gender across and within frameworks, unclear approaches to compliance and difficulties in unpacking what gender means in several dimensions of CSCs. The 2030 Agenda and expanded environmental investments in deforestation present important opportunities to bolster these efforts. Gender Equality is a critical part of the 2030 Agenda's Leave No One Behind (LNOB) principle.

Gender and the Post-2015 Agenda

A gendered approach to CSCs involves nine SDGs, specifically Goals 1, 2, 3, 4, 5, 8, 12, 13 and 15

⁸ <http://go.greenbiz.com/Vtjf100SKL0Y000NTapGRV0>.

(see Figure 2). These linkages also underline the fact that the SDGs cannot be achieved without tackling inequalities between countries and within countries and that more environmentally focused SDGs cannot be achieved without addressing ones that are more social in nature. By blending the “Zero Deforestation” goal with a “No Exploitation” goal (implied in SDGs 5 and 8 specifically), socially and environmentally sustainable global commodity supply chains not only benefit economies and the environment but also societies.

For developed country actors and consumers who influence supply chains via demand and or transactions, differing opinions on the importance and urgency of gender equality may be at issue. While some see challenges as discrimination rather than inequality and a matter of sex not gender, developing country research has confirmed the gendered nature of the social invisibility of women's work and contributions¹² to sectors such as beef or cattle even as some societal barriers to women's formal work have been reduced.

While these structural and societal constraints on women's roles limit their capacity to act as change agents in agricultural sustainability efforts, they can also endow them with specific knowledge and insights making them unique contributors to such efforts. It is still the case that even when such differentiated perspectives are sought and maximized, structural inequality can limit the potential for women's empowerment to act as a game-changer. At times, there is even push-back to such efforts.

Making a clear business case is critical to persuading and engaging a diverse group of supply and value chain stakeholders to buy into and invest in GM as well as improve the pace and scope of GM efforts. This case is further laid out in the next section, Section 3.

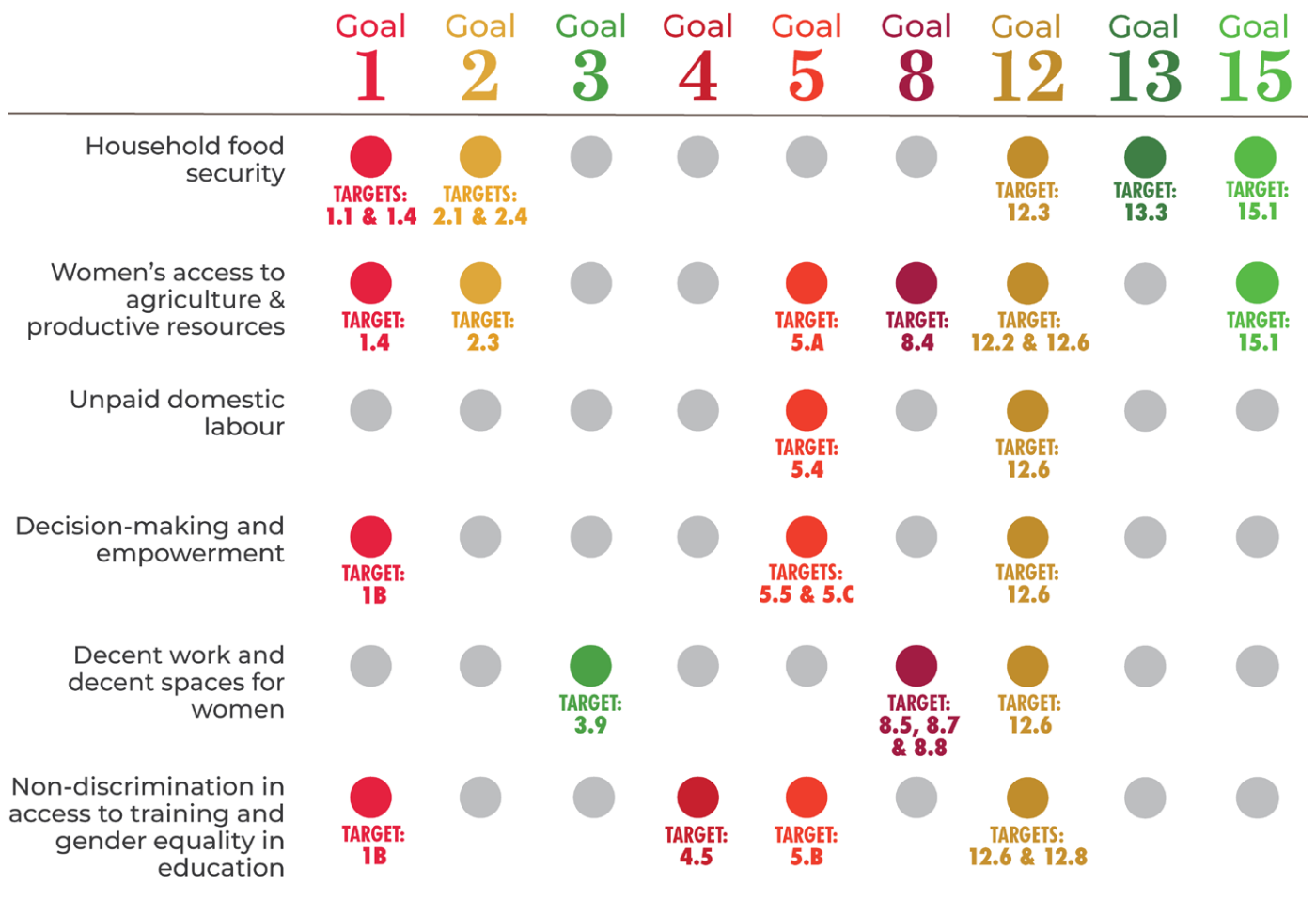
⁹ <https://www.wwf.org.br/?61882/China-Meat-Association-And-Its-64-Chinese-Company-Members-Jointly-Announce-Chinese-Sustainable-Meat-Declaration-with-WWF>.

¹⁰ FAIRR is an initiative of the Jeremy Collier Foundation. It is a collaborative network that seeks to long term value of global investment portfolios by transforming the safety and sustainability of the world's food system. More information on the Cerrado Manifesto can be found at <https://cdn.fairr.org/wp-content/uploads/sites/4/2018/07/26122358/Cerrado-Manifesto-SoS-Terms-of-Reference-updated-July-2018.pdf>. Also see <https://cerradostatement.fairr.org/>.

¹¹ https://e360.yale.edu/features/monitoring_corporate_behavior_greening_or_merely_greenwash.

¹² <https://portals.iucn.org/library/node/6986>.

Figure 2: Gender Problems (selected root causes, pressures/accelerators and consequences) in Global Commodity Supply chains and the SDGs



Elaborated by Author based on a review of select literature.

Key Take-Aways:

- Engendering Global Commodity supply chains could deliver for 9 of 17 SDGs.
- No Deforestation can and should go hand-in-hand with No Exploitation.
- Gender could be a development multiplier for sustainable commodities projects and supply chain sustainability efforts.



"If a business wants to be around for a long time, the best guarantee is to serve society. These notions have been lost in recent years, but we want to bring them back — for the greater good."¹³

former Unilever CEO Paul Polman

THE BUSINESS CASE FOR MAINSTREAMING GENDER IN COMMODITY SUPPLY CHAINS

GM in the context of sustainable CSCs implies attention to: (i) improving equity (gender) and the efficiency (resource use) of the supply chain, (ii) embedding a gender lens in implementation strategies and (iii) maximizing benefits across the entire supply chain for all participants (equality)¹⁴. In doing so, the case and theory of change for GEWE must also consider the equitable distribution of costs, risks and responsibilities.

Implicit in the GEWE/GM business case is the provable theory that “the social rates of return on investments are higher when those investments are targeted at women”¹⁵.

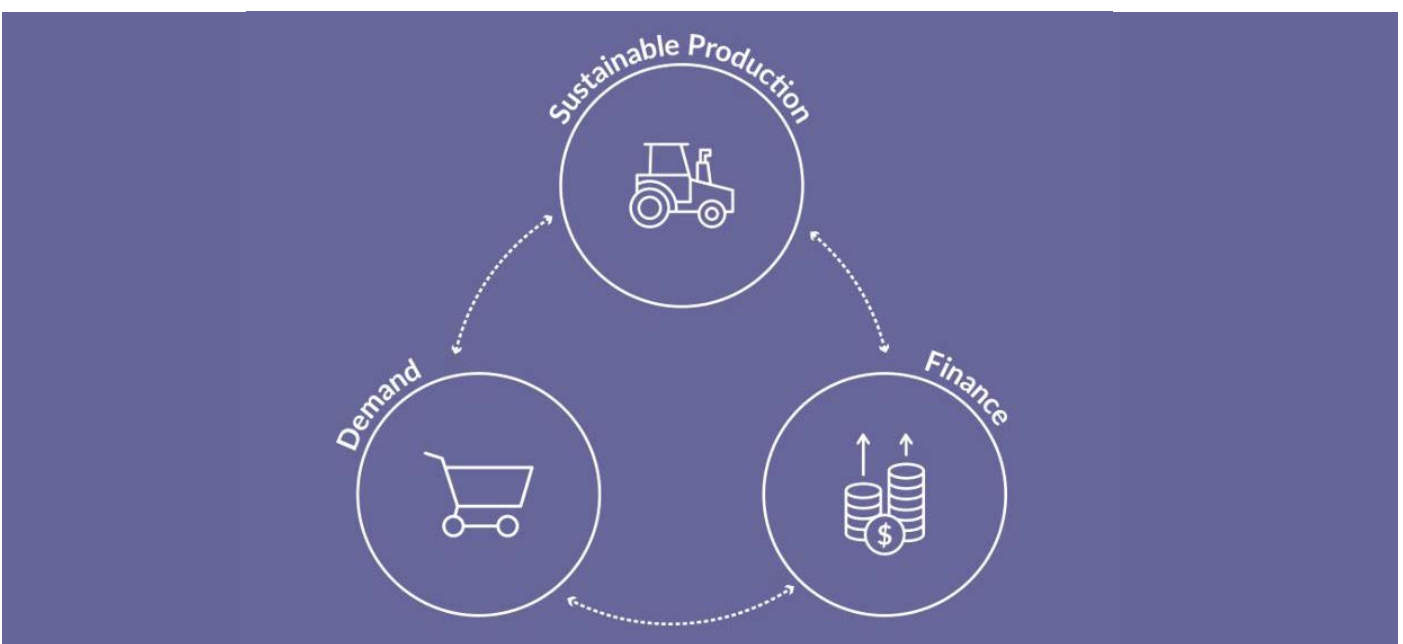
There is an increasing body of scientific research and tangible evidence suggesting that the environmental and economic rates of return are also higher. Even though participation and representation are just two of several issues to consider in a GEWE business case, some evidence already confirms that greater representation of women in decision-making and in governance mechanisms can deliver more positive environmental outcomes. Good practice also tells us that instruments that foster greater participation and influence of women combined with incentives that address the consequences of unequal pay and time poverty, at the farm and in the board room, also deliver conservation benefits.

¹³ <https://www.greenbiz.com/blog/2014/02/11/forest-trust-greening-merely-greenwash> or https://e360.yale.edu/features/monitoring_corporate_behavior_greening_or_merely_greenwash.

¹⁴ More broadly it is noted that more than this would need to be done including taking efforts to make interventions and approaches more gender-responsive and gender-transformative.

¹⁵ <https://onlinelibrary.wiley.com/doi/epdf/10.1111/dpr.12243>.

Figure 3: GGP three-dimension approach to sustainable commodity supply chains (Source: GGP)



The case that “equality is good for business”¹⁶ is enshrined in the Women’s Empowerment Principles (WEPs) under the United Nations Global Compact as well as UNDP’s Gender Seal, which was initially piloted in Latin America and has now expanded to other regions¹⁷.

Purpose-led purchasing and ethical consumption also represent a significant economic opportunity for rapidly scaling up socially equitable and environmentally sustainable supply chains; a €966 billion opportunity¹⁸.

Getting Gender right also means replacing harmful norms with positive ones and dismantling harmful stereotypes. **GEWE in CSCs also requires a mind-shift away from seeing women purely as producers, to embracing their roles and potential roles as customers/buyers as well as actual investors in sustainable commodities.** As producers, consumers, investors and trendsetters, women are already leading the way on several fronts and their potential could be further unleashed to do more.

This Business Case considers the need for GM efforts to be multi-dimensional and to leverage interdependencies between production, demand and transactions in order to make supply chains more sustainable (see Figure 3).

Case study analysis tells us that when women are targeted specifically via social structures in which they tend to be involved such as self-help groups, they do better¹⁹. This is particularly so when the barriers to lack of access to information on the availability or benefits of products (e.g. solar lighting) or the cost of reaching out to women (linked to production and demand) can be reduced or eliminated. Research also suggests that women tend to re-invest income more than men in their families²⁰. These insights are relevant for both production and demand and should be applied with these connections in mind.

Linkages between the three supply chain dimensions include:

- Quotas are necessary but insufficient by themselves alone. Breaking down other barriers to participation, like access to finance, is also key. In some cases, change in production approaches needs to be combined with changes in the transactions dimension;

- Banking services tend to perform better when they do not just focus on having more female clientele. When they target women as entrepreneurs and they combine that with non-financial offerings and train their staff in gender intelligence (both demand and transactions), borrowing significantly increases leading to potential investments in sustainability (at the production end)²¹;
- Women’s economic, social and environmental potential can only be fully realized by women’s capacity to own and control resources and income and by them having access to more income, to well-paying jobs and having more control over their own time;
- Solutions tailored specifically for women can have durable impacts across the three dimensions; and
- Addressing gender and environmental issues in supply and value chains also mitigates risks innate to how supply and value chains works.

A broader and more detailed GEWE Business Case, divided by supply chain dimension, is outlined in the following subsections.

The Production Dimension (Farmer/ Farm Support)

Women’s involvement in trade commodities can positively impact income as well as intra-household equity (UNEP, 2009) suggesting that engaging women also disrupts the poverty-resource dependency cycle that can occur in many communities and impacts on resource availability. Also, by unleashing the power of women as full participants and shareholders, greater productivity and sustainability and hence greater financial flows are also catalysed. Arguments supporting

¹⁶ <https://www.unglobalcompact.org/take-action/action/womens-principles>.

¹⁷ <http://americalatinagenera.org/newsite/index.php/es/iniciativas-destacadas/empresas-por-la-igualdad>.

¹⁸ https://www.unilever.com/Images/making-purpose-pay-inspiring-sustainable-living-170515_tcm244-506419_en.pdf.

¹⁹ <https://openknowledge.worldbank.org/handle/10986/28973>.

²⁰ Smith, L.C. & Haddad, L. (2000) *Explaining child malnutrition in developing countries: A cross-country analysis*, International Food Policy Research Institute, Washington DC; Shultz, TP 2003, ‘Returns to women’s schooling’, in E King & MA Hill (eds.), *Women’s education in developing countries: Barriers, benefits and policy*, Johns Hopkins University Press, Baltimore, pp. 51-100.

²¹ <https://openknowledge.worldbank.org/bitstream/handle/10986/28973/121536-WP-IFC-Invest-in-Women-October-2017-PUBLIC.pdf?sequence=1&isAllowed=y>.

the business case for the Production dimension include:

- Women are more likely to use locally adapted breeds of animals (Chanamoto and Hall, 2015)²² and thus improve climate-resilient practice in the sector.
- Initial results from the ‘People Who Produce and Preserve’ project in Mato Grosso, Brazil, which initially supported female soy farmers in Sorriso²³ (the world’s largest producer of soybeans) demonstrated that with support, women were more able to quickly implement new best management practices (as compared to their male counterparts)²⁴.
- When knowledge gaps between men and women in agriculture are reduced and both women and men receive training, productivity increases by as much as 131%²⁵.
- An in-the-field experiment looking at the impact of gender participation on environmental conservation behaviour or actions (the conservation of trees) in communities in Indonesia, Peru and Tanzania, found that when women were involved more trees were conserved. This was the case when quotas combined a minimum 50% representation by women with an incentive which addressed women’s unequal access to finance and control over financial resources²⁶. The study also noted that broader representation of women’s experiences and needs including from marginalized groups had a greater impact than female leadership alone on the conservation of trees. These are important elements to consider when seeking to mainstream gender into production particularly in leveraging agroforestry opportunities.
- Addressing the gender inequality of risk that creates more burdens for women is a critical risk mitigation strategy and can also improve poverty, livelihood and environmental outcomes which are often key considerations in the production dimension of the value chain.

The Demand Dimension

Alongside the growing awareness of local social and governance-related risks from unsustainable commodity chains, there are also real-time concerns that global demand for products linked to the consumption of natural resources also produces significant negative environmental impacts and drives other social risks in the form of poor working conditions. Moreover, as consumer and supply chain actors pay greater attention to these issues, social backlash²⁷ can arise, exposing buyers, suppliers and sourcing of materials to market, reputational and legal/regulatory risk. Tapping into these new trends is already delivering positive reputational benefits, greater profits and brand success and expansion:

- A 2017 Unilever study²⁸ highlighted the following critical market trends:
 - One in three consumers are now buying brands based on their social and environmental impact; and
 - There is appetite for purpose-led purchasing particularly in emerging markets.
- Women, in general, represent 70% of the customer base for some companies (e.g. Unilever) and women globally control approximately 64% of consumer spending²⁹, representing an enormous potential for conscious spending and sustainable living branding³⁰. Women’s global earnings in 2018 were expected to be more than USD 18 trillion³¹.
- One global survey suggests that 34% of Brazilian consumers, 44% of Chinese consumers and 50% of Indian consumers actively consider product sustainability in their purchases³².
- Sustainability lowers costs, drives growth, reduces risk and builds trust³³. Unilever’s

²² <https://www.tandfonline.com/doi/full/10.1080/13552074.2015.1096041>.

²³ <http://ecological.panda.org/2015/05/15/women-are-the-future-of-responsible-soy/>.

²⁴ *Ibid.*

²⁵ <https://openknowledge.worldbank.org/handle/10986/28973>.

²⁶ <https://www.nature.com/articles/s41558-019-0438-4>.

²⁷ <https://www.fairr.org/article/factory-farming-assessing-investment-risks/>.

²⁸ <https://www.unilever.com/news/press-releases/2017/report-shows-a-third-of-consumers-prefer-sustainable-brands.html> and https://www.unilever.com/Images/making-purpose-pay-inspiring-sustainable-living-170515_tcm244-506419_en.pdf.

²⁹ https://www.unilever.com/Images/unilever-opportunities-for-women-tcm244-500987_en.pdf.

³⁰ It is important not to over instrumentalize this analysis and consider the stereotypical inferences as noted in some research that greenness can be seen as feminine. See more on this in <https://pdfs.semanticscholar.org/2e55/1cfd1feff22213f49e132383b05b680cc0c.pdf>.

³¹ <https://hbr.org/2009/09/the-female-economy>.

³² https://www.tfa2020.org/wp-content/uploads/2018/09/47530_Emerging-markets-consumers-and-deforestation-report-2018.pdf.

Sustainability Living Brands continues to be a driver for growth according to its 2017 report. The 20+ brands that have integrated sustainability delivered **nearly half** its global growth in 2015 and are growing 30% faster than the rest of its business³⁴. Over 50% of Unilever's agricultural raw materials in 2018 were sustainably sourced³⁵.

- More than 1,500 CEOs have signed the CEO Statement of Support to WEPs and 400+ companies across ten countries have been certified with the Gender Seal since 2009³⁶. This can potentially influence demand for or consumption of raw materials/commodities that are produced in more socially and environmentally sustainable ways.



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The Transactions Dimension

(in this section there is some cross-over with demand and production given that investors often see their investments as a tool for social change)

Financial decision-making is influenced by gender considerations. Gender is increasingly being considered and used in financial analysis, strategies to improve return on investment as well as accounted for in terms of risks and opportunities in new kinds of investments which seek either environmental and or social outcomes including green finance or investments that deliver environmental benefits³⁷.

This section captures examples which reflect GEWE in investment at two levels: (i) investing with a specific focus on women with the intent to address gender issues or promote gender equity and (ii) mainstreaming gender in investment decisions³⁸. In the former, enterprise efforts to promote workplace equity can be important levers for change including ensuring that internal policy is consistent with demands for GEWE by external partners to qualify for investment. In the latter category, an important consideration is organizational culture and how it supports the enabling environment for finance as a tool for social and environmental change. This dimension is one that receives a lot of interest and in which there is significant experimentation:

- When promoting microfinance and advanced banking services, women agents proved more successful than men and recorded higher profits in their businesses³⁹.
- A 70-country study on finance suggested that a higher percentage of female clients can contribute to lower portfolio risk and fewer write-offs. Deeper analysis suggests that this is particularly so for those micro-finance institutions (MFIs) that are non-governmental in nature, focus on individual-based lending and are regulated⁴⁰. An advantage is the level of technical assistance and other support provided.
- The number of Gender Equality Funds or funds which use a gender lens as well

³³ https://www.unilever.com/Images/making-purpose-pay-inspiring-sustainable-living-170515_tcm244-506419_en.pdf.

³⁴ *Ibid.*

³⁵ <https://www.unilever.com/sustainable-living/reducing-environmental-impact/sustainable-sourcing/>.

³⁶ <https://www.undp.org/content/undp/en/home/2030-agenda-for-sustainable-development/people/gender-equality/transforming-workplaces-to-advance-gender-equality/gender-equality-seal-for-public-and-private-enterprises.html>.

³⁷ <https://cdn.enterprise-development.org/wp-content/uploads/DCED-Guidance-Sheet-Gender-and-green-finance.pdf>.

³⁸ <http://www.common-fund.org/doc-centre/documents/pdf/72.pdf>

³⁹ <https://openknowledge.worldbank.org/handle/10986/28973>.

⁴⁰ https://www.researchgate.net/publication/222639246_Women_and_Repayment_in_Microfinance_A_Global_Analysis.

as meet some minimum requirements continues to grow and expand. One online tool (<https://genderequalityfunds.org/funds?pg=3&srt=ussif>) represents a list of more than fifty funds, mainly equity funds, with assets ranging from USD 5 million to over USD 17 billion.

- Women are 36% of the consumer base for financial services⁴¹ with potential for growth.
- Improved representation of women at the level of corporate governance linked to responsive policies does have an impact on company performance⁴². It is also a critical contribution to improving the operational impacts of institutions, particularly financial institutions on the relations between men and women⁴³.
- **Gender-Lens Investing** is trending as is finance that promotes gender equality via banks. This type of investing focuses on bottom-lines and gender diversity in business. [Women's World Banking](#), [Value for Women and WOCAN](#) are three actors working in this emerging area, in diverse ways, and improving the scope of finance and investment as a force for social and environmental change.

One estimate suggests that shares for sustainable palm oil companies outperform those of non-sustainable actors by as much as 25%⁴⁴.

Both the rationale for GM and the business case imply that gender equality could be a sustainable development multiplier⁴⁵ for supply chains. Yet, barriers and gaps persist that constrain efforts to engender CSCs which go beyond the sector themselves, as highlighted in the following section.

⁴¹ <https://www.empowerwomen.org/-/media/uploads/unwomen/empowerwomen/resources/economics%20of%20banking%20on%20women%202019final-20191021154835.pdf?vs=4837>.

⁴² <https://onlinelibrary.wiley.com/doi/abs/10.1002/csr.1386>.

⁴³ <https://cdn.enterprise-development.org/wp-content/uploads/DCED-Guidance-Sheet-Gender-and-green-finance.pdf>.

⁴⁴ <https://www.ecosystemmarketplace.com/articles/sustainable-palm-oil-companies-outperform-bad-actors-25-can-new-index-capitalize/>.

⁴⁵ <https://www.bsr.org/reports/BSR-Report-Womens-Empowerment-Supply-Chains.pdf>.

Key Take-Aways:

- When knowledge gaps between men and women in agriculture are reduced and both women and men received training, productivity can increase by as much as 131%.
- When women are properly targeted including on product availability and benefits, sales increase.
- Women represent 70% of the customer base for some companies for which forest risk commodities are critical.
- Generally, trends suggest that women control approximately 64% of consumer spending and are a market of their own in some ways.
- A nuanced and well-targeted focus on gender barriers can increase a customer base, accelerate loan uptake and create income for other women.



4

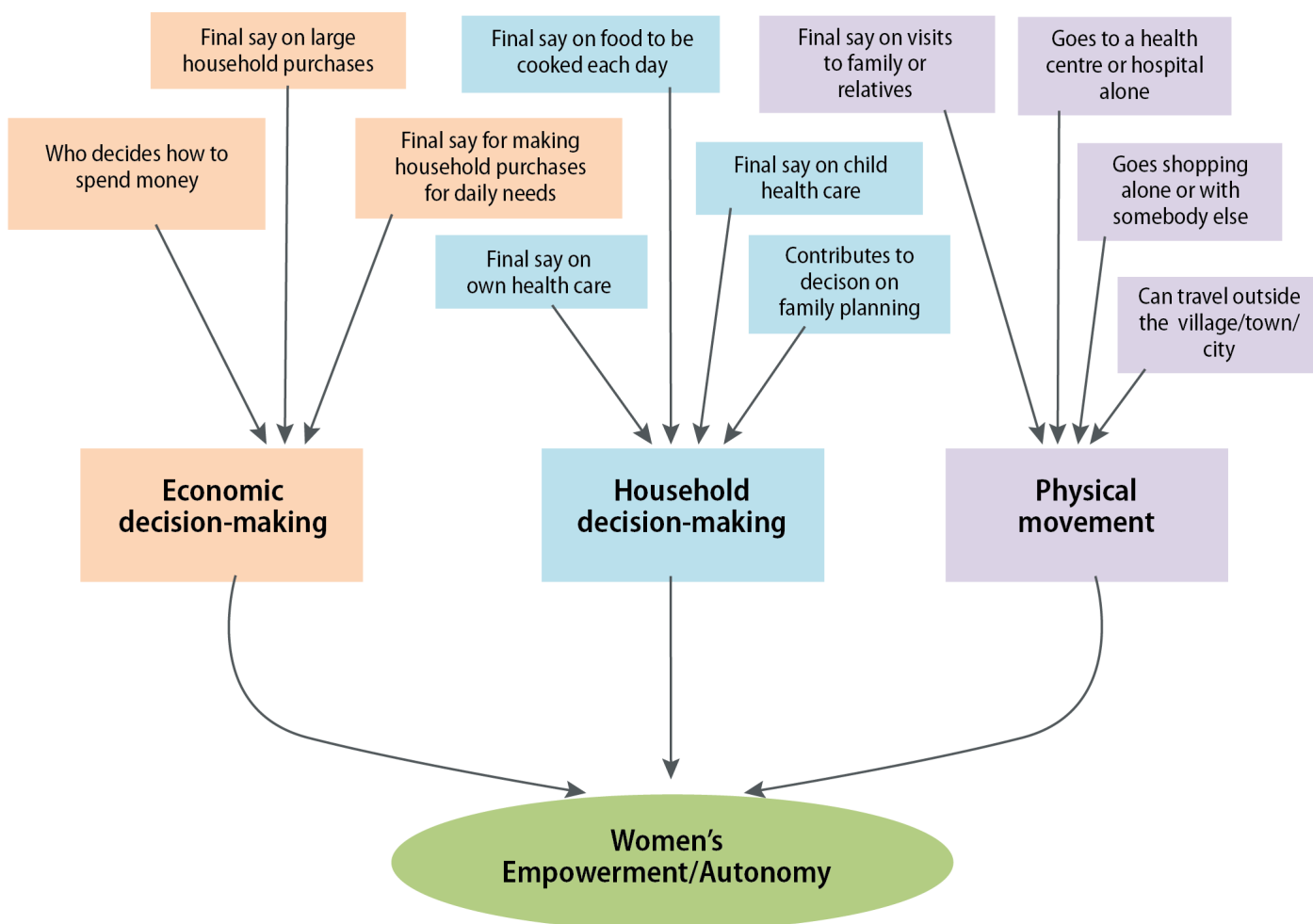
“In much of the world, women comprise the majority of farmers and natural resource managers yet are often excluded from decision-making and do not have an equal access to resources. Strengthening women’s empowerment will provide environmental, social and economic benefits for climate change adaptation and mitigation, resilience and food security.” WOCAN, 2019

KEY GENDER GAPS AND ENTRY POINTS FOR ENGENDERING COMMODITY SUPPLY CHAINS

The time is ripe for taking urgent action to make CSCs more inclusive. This scope for change is driven both by the difficulties that continue to prevail in changing the fundamentals of agriculture and the opportunities that a new wave of challenges and risks also create in driving innovation. This section seeks to support practitioners in better

understanding the gender context in which supply chains operate and gives guidance also on the ways to begin to leverage this understanding for GEWE. Using general gender analysis tools and then a gender needs framework, it unpacks, in summary form, the social conditions which dictate winners and losers. It also deconstructs some of the attendant

Figure 4: Understanding Women’s Empowerment and Autonomy in real terms (Source: Haque et al, 2011⁴⁶)



⁴⁶ https://www.researchgate.net/publication/265359136_Women_Empowerment_or_Autonomy_A_Comparative_View_in_Bangladesh_Context/figures?lo=1. This framework is useful for contexts where religion may play a significant role.

power relations that will need to be changed if CSCs are to be both inclusive and sustainable.

Such an exploration also allows practitioners to better understand and be better prepared to address some of the gender differences that persist. Understanding intersectionality (of issues such as age, disability, geography, education, income, culture, ethnicity, immigration status, health status, religion and sexual orientation, and gender) helps to better understand gender and women's empowerment in CSCs, including the fact that even here, women are not a monolith. Age, for example, can be an important determining factor of experiences and engagement with the supply or value chain, particularly where health is concerned and on issues of occupational safety.

The status of women is also dynamic and changing. A nuanced approach can also help to avoid framing all women as the same and to distinguish various levels of empowerment and autonomy i.e. economic decision-making, household decision-making and physical movement (see Figure 4) that are necessary to engender CSCs and unleash the potential of good growth (which also means inclusive growth). This section will explore several levels at which various forms of decision-making are influenced and driven by gender inequalities and gaps.

Key questions help to explore gender gaps, barriers and enabling conditions including contextual factors that must be factored into gender analysis covering (see also Box 1):

- The results of stakeholder consultations with men and women and/or NGOs that work with farmers groups;
- Analysis that draws on available and current quantitative and qualitative data;
- The potential positive and negative/adverse impact of activities, for instance on women's unpaid work, time use, access to income or assets, and risk of gender-based violence and the implications of those risks (see an example of chemical use and women's labour next page); and
- Specific measures that can be or have been identified to address gaps and opportunities and how these solutions have performed (where available).

BOX 1: Sample Questions for Gender Analysis

- What is the proportion of men and women working in the supply chain/value chain by activity (production, processing, transportation, trade)?
- Is there segmentation of roles between men and women or roles by gender? If so, in what areas of the supply chain?
- Do/would women have equal access to training opportunities/technical fora or discussions on sustainable supply chains?
- Is the supply chain one with entry barriers that discriminate against women in particular?
- Are work opportunities in the supply or value chain compatible with women's time-use and mobility constraints?
- Is there a supply chain opportunity for women's products?
- What activities or value chain roles are deemed acceptable for women according to prevailing cultural norms?
- Are tasks done by men and women valued equally?
- Are men and women equally involved in making decisions about appropriate actions and goals for the entire supply chain or a specific element of the supply chain? And if not, why?

Source: Adapted from Gold Standard for the Global Gender Goals – Gender Equality Requirements and Guidelines, V1.1., March 2018, FAO. 2016. Developing gender-sensitive value chains – Guidelines for practitioners and SNV. 2010. Gender Mainstreaming in Value Chain Development - Practical guidelines and tools

4.1 Gendered Gaps in Production, Demand and Transactions

Taking a look at the sample questions and the available data and assessments done on gender in beef, soy and palm oil supply chains gives us insights into: unequal access and control of inputs; training and resources; unequal burden of care and unpaid labour; livelihood options and alternatives; unequal participation in decision-making; and segregation of roles between men and women and some of the shared and differentiated realities between countries.

For practitioners working in multiple jurisdictions these nuances can be critical, particularly in terms of sustainable sourcing strategies which require tracking of issues such as human rights, migrant workers, legal compliance and grievance processes for workers. The data and patterns below are reflected in summary form in Table 2 (available in the second part of this section), where they are linked to entry points and potential actions.

Segregation of roles between men and women or roles by gender/social norms limits both women and men:

- **Gender division of labour, tasks and roles exacerbate existing inequalities in the supply chain.** This influences who has access to information, finance and agricultural inputs, how often they have access to these resources and the ability of recipients to use such resource (Savitri, 2018; FAO, 2018). This, in turn, **leads to inefficiencies and poor resource and input use** (Alter et al, 2017⁴⁷; World Bank, 2017⁴⁸).
- In the Indonesian palm oil sector, women tend to be hired more for maintenance tasks and thus, their role is peripheral to the supply chain and often casual in nature which also limits their power to influence working conditions including safety (Savitri, 2018). Due to the value given to low-skilled and non-essential tasks, this work is seen as more disposable.
- Increased levels of domestic violence and Sexually Transmitted Diseases (STDs) can occur when men's income increases. These factors can further limit or serve as barriers to women's participation in productive activities. The linkages between these issues deserve more exploration particularly how Gender-based Violence should be addressed in efforts to improve gender equality in the production dimension.
- Registration of smallholder palm oil pilots in men's name due to focus on head of households.
- Gender segmented roles in production in palm oil in Liberia (women harvesting, planning and weeding while men responsible for brushing, felling, clearing and fencing).

Limited/unequal livelihood opportunities and alternatives hamper sustainable production and good agricultural growth:

- Limited educational attainment restricts some women from access to better-paying and safer jobs⁴⁹ in CSCs.
- The solution to exposure to hazardous chemicals on some plantations has been to

limit the involvement in women of child-bearing age in such activities (positive) but without identifying alternative work for them, which would sustain their income source (negative)⁵⁰. There is some evidence of this in Indonesia, for example.

- The lack of viable alternatives also locks some women into a cycle of harmful exposure to chemicals and as well as an unsafe working environment (palm oil farms in Liberia).
- Women's interest in environmental issues is rather low and awareness of environmental issues is limited (Indonesia).

Unequal access to and control of inputs, training and resources hampers participation, limits income and constrains innovation:

- The lack of literacy is a significant barrier to women in commercial farming in the Indonesia palm oil sector (Savitri, 2018⁵¹; UNDP, 2018⁵²). Women also often lack access to collateral for loans and for some women, both issues are pertinent to their situation in CSCs.
- In Indonesia, women's participation in palm oil organizations is still limited; membership is usually designated by head of household i.e. men. The assumption that training the head of household benefits the rest of the household, which persists, has proven to be flawed and there is little evidence to show that knowledge obtained by the husbands/partners is transferred to their wives (Savitri, 2018).
- The unsustainable use of fertilizers and chemicals can affect women more severely than men due to their heightened sensitivity to some chemicals, as some global studies have shown^{53,54}, particularly in child-bearing years and at the early stage of pregnancy, resulting in ill-health and an

Goettingen, Collaborative Research Centre 990 "Efforts, Ecological and Socioeconomic Functions of Tropical Lowland Rainforest Transformation Systems (Sumatra, Indonesia)". Available at <https://www.econstor.eu/bitstream/10419/195912/1/1067776869.pdf>.

⁵⁰ <https://www.cifor.org/library/6774/>.

⁵¹ Savitri, Dewayani Diah (2018) Baseline Survey and Needs Assessment on Gender Equality in Reducing Deforestation from Community Production. Sustainable Palm Oil Initiative (SPOI). UNDP.

⁵² UNDP (2018) Gender Analysis: Liberia Good Growth Partnership "Taking Deforestation out of the Oil Palm Supply Chain". November 2018.

⁵³ UNEP (2016) Global Gender and Environment Outlook. Available at <http://web.unep.org/ggeo>.

⁵⁴ UNDP (2011) Chemicals and gender. Gender mainstreaming guidance series. UNDP, New York and SAICM.

⁴⁷ <https://www.sciencedirect.com/science/article/pii/S0306919217303688>.

⁴⁸ <https://www.worldbank.org/en/topic/agriculture/brief/women-farmers-getting-to-equal>.

⁴⁹ Chrisendo, Daniel & Krishna, Vijesh V. & Siregar, Hermanto & Qaim, Matin (2019) "Land-use change, nutrition, and gender roles in Indonesian farm households," *EFForTS Discussion Paper Series 24*, University of

increase in their care burden for affected family members, for example, in Indonesia. This can impact those directly applying these hazardous substances, those who may be affected by the resultant downstream pollution of soil and water and those who touch affected clothing and/or consume primary and secondary by-products. Education and access to information are key factors here.

- In Liberia, where agricultural employment between men and women is somewhat equal, control over resources is not equal⁵⁵; this issue affects palm oil farming as well.
- Land titling is an issue in the soy value chain in Brazil and women are still under-represented in the value chain (Brazil and Paraguay). In Paraguay, structural inequalities influence the productivity of female farmers.
- Land tenure reform efforts can be complicated by overlapping and contested claims to land (Indonesia) and a significant wage gap exists. In contrast, women in Liberia's oil palm production enjoy some access to leadership, access to resources and access to capital.
- It has been noted that some efforts to address inequalities through compliance mechanisms such as the Rural Environmental Registry in Brazil can still create challenges or result in other unintended unequal outcomes (limited progress on ownership) either due to the limited attention to the structural nature of the gender inequality of access to and/or ownership of land and/or to the inability to overcome overlapping mandates.

Unequal burden of care and unpaid labour sometimes creates multiple and cascading effects on individuals and households:

- Multiple burdens on women often leave them with very little time to participate in training and seek better opportunities in supply chains. In 2012, women in Brazil spent over three hours per day on unpaid care and domestic work compared to less than an hour for men while women in

Indonesia spend nearly six hours a day compared to less than an hour for men (UN Women, 2015⁵⁶).

- Gender assessments for palm oil farming in Indonesia and Liberia highlight time-use as an important limitation to women's greater participation in supply chains.
- In Indonesia, anecdotal evidence suggests that wives and children help plantation workers (husbands and fathers) to reach production targets or fulfilling production obligation arising from sanctions but that often this contribution is not recognized⁵⁷ and certainly not reflected in incomes or price.

Unequal access to and control of inputs, training and resources which hinders equal participation in decision making:

- **Unequal participation in decision-making** and in decision-making bodies (FAO, 2018; Savitri, 2018⁵⁸) is also an issue. Discrete and overt power relations and influence vary from one society or culture to the next. In some places, women participate in decisions discreetly whereas in others they can overtly exercise decision-making power but only in some areas such as finances.
- Gender norms that limit women's participation in public spaces restrict their engagement in institutions (Indonesia, Liberia in the palm oil supply chain).
- Documented experiences in Paraguay suggest that participating and joining farmer and women's organizations has helped rural women to access information, training and other resources they needed, to take on new roles and to learn to do things differently⁵⁹. However that participation still remains unequal in both beef and soy supply chains.
- In Liberia, if women account for more than 50% of all crop farmers and constitute less than 33% of workers⁶⁰; neither women

⁵⁶ See progress.unwomen.org/en/2015/pdf/UNW_progressreport.pdf. Unpaid care and domestic work data were not available for Paraguay or Liberia.

⁵⁷ <https://wrm.org.uy/articles-from-the-wrm-bulletin/section1/indonesia-exploitation-of-women-and-violation-of-their-rights-in-oil-palm-plantations/>.

⁵⁸ Savitri, Dewayani Diah (2018) Baseline Survey and Needs Assessment on Gender Equality in Reducing Deforestation from Community Production. Sustainable Palm Oil Initiative (SPOI). UNDP.

⁵⁹ <https://www.worldbank.org/en/news/feature/2013/03/07/campesinas-buscan-protagonismo-para-la-mujer>.

⁵⁵ <http://www.fao.org/3/i8444en/i8444EN.pdf>.

farmers nor women workers are significant power players in the sector.

- Available information on women's participation at the executive level in financial institutions in Indonesia suggests that limited progress has been made. Women occupied 6% of board seats in 2011 and 5% of CEO positions. Less than one in four executives consider gender diversity to be a top priority⁶¹.

More generally, these findings from the literature review are reflected in more granular analysis at the local/plantation level. The persistence of these patterns offers insights into how existing standards/commitments also face operational challenges, sometimes serious ones. The RSPO and Indonesian Sustainable Palm Oil (ISPO) have variable approaches to addressing the prevention and response to sexual harassment and reproductive rights with the RSPO having explicit mentions of both directly in the principles. A study on labour conditions in the context of RSPO in Indonesia also identified some concerns highlighting the challenge of translating principles and criteria into tangible results for both conduct and process (see Box 2). Yet, the RSPO gender requirement is generally not perceived as a potential barrier to achieving certification⁶² and the RSPO is considered more explicit in terms of gender and gender issues than the ISPO⁶³. This is an important aspect though the study focuses on plantations specifically rather than supply chains writ large.

These complexities also underscore the need for both conduct and process-oriented GM changes in commodity supply chains. **Conduct-oriented** are actions that relate to a change in how women are treated and engaged with, and that allow for them to exercise choice. **Process-oriented** are more institutional actions in nature which relate to the way processes are designed including how inequities are addressed at a functional level.

Conduct-oriented aspects can include women's participation in decision-making and empowerment and their involvement in the sector as equals. Empowering women to meet household food

BOX 2: Case Study insights on Gender in RSPO:

One estimate suggests that almost 20% of all palm-oil is RSPO certified. A key finding from a 2018 Profundo study was that *“the study team identified nine prevalent labour issues in Indonesia's palm oil sector, namely: child labour, forced labour, discrimination, unethical hiring and contracting practices, insufficient income and income insecurity, lack of freedom association and collective bargaining rights, unfair targets and insufferable working hours, unhealthy and unsafe working conditions, and lack of gender equality and social protection for women”* (Profundo, 2018: 7). It also identified a major pitfall of the RSPO Principles and Criteria (P&C) as, *“many of the requirements and indicators are not specific or nuanced enough, leaving too much room for interpretation by RSPO members. This may be the principal reason why many RSPO member growers are often found in violation of these principles”* (Ibid). The suggestion from the report is that the current approach is not sufficiently responsive to the non-exploitation element of GM efforts, particularly to violations of the existing guidelines in the form of:

- Discrimination against women and migrant workers;
- Discrimination based on sexual orientation or HIV status;
- Women's disproportionate occupation of low-paid casual jobs and having their employment status tied to the employment of their husbands on the same plantation;
- Local people can become trapped in the plantation cycle as more and more land is converted to commodity production with promises of employment;
- Hard-to-meet targets resulting in long hours; and
- Lack of training on the proper handling, and storage of hazardous chemicals. Available information highlights the need for less toxic or non-toxic alternatives and related improvements in safe working conditions as well as for improved approaches to addressing the health-related dangers for men and women particularly in the palm oil supply chain.

Source: Profundo, 2018: *Study of labour compliance in RSPO certified oil palm plantations in Indonesia*. Available from : <https://www.profundo.nl/en/projects/study-of-labour-compliance-in-rspo-certified-oil-palm-plantations-in-indonesia>

security needs (household decision-making) and improving their access and control of productive resources (economic-decision-making) require process changes to address disabling conditions which result in negative consequences for women and their families.

To carry out an even deeper gender analysis/problem identification, some additional questions to consider which reflect (a) recognition of roles, inequalities and priorities, (b) understanding access and control of different resources and (c) equitable benefits and cost sharing are:

⁶⁰ www.fao.org/3/i8444en/I8444EN.pdf

⁶¹ WWF (2018) "Intersections of Gender and Commodity Supply Chains: A Contextual Analysis For The Good Growth Partnership Responsible Demand Project", Good Growth Partnership, pp. 17.

⁶² See footnote 60.

⁶³ <https://docplayer.net/27147601-Comparison-of-the-ispo-mspo-and-rspo-standards.html>.

- What influence do men and women have on production and consumption-related decisions?
- What are commonly held beliefs, perceptions, and stereotypes related to gender in the project/programme footprint area or the country of intervention and how do they influence engagement in the supply chain?
- Are there specific indigenous communities and other marginalized groups with culturally and identity-based dependence on the forest that need to be considered?
- Are risks and benefits from current approaches equitably or inequitably distributed and how so?
- Are there design and implementation gaps relevant to the goals and/or key issues such as safety and security that may affect men and women differently?
- Do women usually control the income earned through their business/economic activity?
- Do women usually own and control equipment and assets used in their work and in the supply chain?

4.2 Prioritizing Strategic Entry Points and Actions

An analysis of the gender assessments carried out as part of GGP also elicited strategic/systematic and practical gender needs based on a Gender Needs Framework comprising seven categories⁶⁴ (see Table 1) and the identification of action points and activities.

Assessment results are somewhat uneven; more information being available on some areas as compared to others with information on ecosystems⁶⁵, governance⁶⁶ as well as livelihoods somewhat variable leading to both generalized as well as very context-specific actions. A summary of the findings is presented in Table 2 by commodity considering all three supply chain dimensions.

⁶⁴ This classification of needs is largely based on the IUCN gender and Environment Index (IUCN, 2013) and other analysis identified in the earlier section. The framework was specifically applied to GGP documents and analysis to better understand needs, challenges and opportunities for GM. Practical needs are ones that can be addressed quickly and usually address immediate rather than structural issues. Strategic/systematic needs involve challenging existing norms and practices and moving away from 'business as usual' scenarios.

⁶⁵ Ecosystems in the context of gender refers to gendered patterns of use, interaction and dependency on ecosystems and ecosystem functions/services. It involves or reflects that women and men use natural resources, rely or depend on them in different ways and are affected by poor resources quality (deforestation or biodiversity loss) and quantity (availability of water) in very different ways.

⁶⁶ On governance, the focus is on how systems are governed and the role that gender plays in such systems – this is linked to the gender-based rights and participation element but goes deeper into the access to decision-making structures, how issues of representation are addressed and issues of power.

Key Take-Aways

- There are important differences in gaps, barriers and patterns between geographic regions, between countries and within countries.
- The statistics on unpaid domestic work are stark (3+hours per day in Brazil and 6+hours in Indonesia) and the commonality of time allocated by men (52 minutes) in both countries is notable. Women in Indonesia face a more significant time-use challenge than women in Brazil.
- The percentage share of women in the labour force in agriculture is similar in South East Asia and Sub-Saharan Africa but different in Latin America. The percentage of women who are producers also varies. The challenges they face are also different.
- POWER dynamics between men and women and amongst women (e.g. single vs married women in Indonesia) are different and need to be disaggregated. This includes women's autonomy over physical movement, household-decision-making and economic decision-making.



Table 1: Gender Needs Framework

STRATEGIC GENDER NEEDS		PRACTICAL GENDER NEEDS				
Leadership	Control over Resources	Livelihoods	Ecosystem	Gender-based Rights and Participation	Governance	Gender-based Education and Assets

Table 2: Summary of Findings across three key supply chains

Commodity: Beef

SUPPLY CHAIN	GENDER GAPS/ CHALLENGES	STRATEGIC ENTRY POINTS	POSSIBLE ACTIONS/ACTIVITIES
Production	Unequal representation of women's voices in decision-making	Livelihoods diversification	Improve access to higher-skilled and higher paid elements of the value chain for women
	Gender gap in agricultural inputs and income	Access to control over resources (access to land and ecosystem services)	Encourage/Incentivize strong social organization such as cooperatives for small farming concerns and single women owners of farms
			Improve gender-targeted services in agriculture e.g. increase women's access to land, livestock and financial services particularly for female-led farms
			Strengthen public-private sector partnerships focused on gender equality/sustainable commodities
	Unpaid care work and invisibility of women's work affecting value of women's contributions and their ability to influence the sector including on sustainability issues	Gender-based rights and participation	Expand opportunities for women in beef supply chains through minimum numbers or percentages as a quota or minimum requirement. Quotas could also be accompanied by guidelines
		Gender-based education and assets	Conduct deeper analysis of the role of women across beef supply chains
Expand communication on gender equality and social safeguards in beef supply chains			
Transactions	Limited instruments for achieving gendered social change and gender and environmental outcomes	Gender-lens investing (access to resources)	Expand gender lens investing linked to environmental sustainability - equity and green equity funds
		Livelihoods	Expand availability of micro-loans and other investments targeting gender equality and sustainability criteria e.g. Root Capital initiative
			Enhance women's representation in decision-making roles and positions at corporate governance level

SUPPLY CHAIN	GENDER GAPS/ CHALLENGES	STRATEGIC ENTRY POINTS	POSSIBLE ACTIONS/ACTIVITIES
Demand	Limited offer for supply chain or products which tackle unequal pay and discrimination (Paraguay)	Decision-making/ Leadership	Increase women's say in decision-making and improve representation in policy, planning and decision-making through mechanisms such as quotas (Paraguay)
			Improve analysis of barriers to equitable access and control of resources
	Lack of consumer awareness, access to information and economic resources limiting sustainable demand	Livelihoods	Mapping of demand-related gender equality needs in the beef supply chain
			Piloting of gender equality innovations for labelling and or standards for beef products
	Limited traceability of products whose production implies disproportionate impact on women from unsustainable practices (Paraguay)	Gender-based rights and participation	Improve working conditions and non-discriminatory practices via right-based accountability frameworks (Paraguay)
		Governance	Improve accountability reporting and commitment/ reporting on principles via mechanisms such as the Accountability Framework Initiative

Commodity: Soy

SUPPLY CHAIN	GENDER GAPS/ CHALLENGES	STRATEGIC ENTRY POINTS	POSSIBLE ACTIONS/ACTIVITIES
Production	Under-representation of women as farmers in the value chain (10% of producers in target areas in Brazil) and as managers (Paraguay);	Gender-responsive Livelihoods	Increase women's engagement in sustainable soy production and in related forums, training and certification
		Gender-based rights and participation	Develop targeted strategies for greater participation of women in decision-making related to supply chain activities and management (including quotas for 30% representation of women)
	Expand responsible certification of female-owned farms		
	Unequal access to resources and technologies	Gender-based education and assets	Expand access to training and technologies that improve gender equality and environmental sustainability in sustainable soy production including appropriate technologies
Limited access by women farmers to sustainable markets	Ecosystem-based sustainable practices	Expand labelling for responsible farming practices and promote responsible certification that reflects female ownership of farms	

SUPPLY CHAIN	GENDER GAPS/ CHALLENGES	STRATEGIC ENTRY POINTS	POSSIBLE ACTIONS/ACTIVITIES
Production	Legal protections and rights available but undermined by weak enforcement related to unpaid labour or unequal pay	Workplace protections for decent work	Promote rights-based approaches to access to work and safety including the appropriate use of chemicals and alternatives
	Educational attainment does not always reflect in wages		
	Unequal land titling denying women access to productive resources	Access to and control over resources	Support sustained investment in land tenure expansion and improvement in Rural Registry programmes.
Transactions	Under-representation of women in agribusiness (which has an effect on the attention paid to the responsiveness of finance to women's needs and opportunities in soy as well as voice on these needs)	Governance & gender-based rights and participation	Define quotas for gender parity/balance in corporate governance mechanisms including financial institutions
			Expand access to finance including for entrepreneurship to support greater women's engagement in soy production
	Lack of commercial/blended finance linked to sustainability standards adoption	Expansion of gender-sensitive financing instruments and incentives	Support the development of innovative financing options – equity-based green funds
	Supply chain risk exposure	Governance	Promote Social and Environmental Safeguards and Accountability Frameworks including a gender lens
Demand	Increasing consumer demand for purpose-led purchasing and ethical consumption (Brazil) is still relative slow	Governance	Promote the adoption of accountability reporting for gender equality commitments
	Limited offer of sustainable and engendered supply chain commodities	Ecosystem	Promote stronger Social and Environmental Safeguards for supply chain operations including a gender lens
		Livelihoods	Conduct a stakeholder mapping and research to better understand consumer interests
			Promote communication of gender equality and Social and Environmental safeguards as part of supply/value chain marketing and training
		Leadership	Support the development and adoption of Key Performance Indicators for market share shifts and gender-responsive demand

Commodity: Palm Oil

SUPPLY CHAIN	GENDER GAPS/ CHALLENGES	STRATEGIC ENTRY POINTS	POSSIBLE ACTIONS/ACTIVITIES
Production	Women's multiple burden in wage work, farming and burden of care which limit participation, access and control	Control over resources and time	Support alternative livelihoods strategies that also improve women's time use
			Develop specific strategies and incentives to reduce women's burdens in agricultural value chains
	Women often are the treasurers at household level but do not participate fully in decisions on land use, investment and migration.	Livelihoods	Expand opportunities for women particularly in more profitable elements of the value chain (higher skilled opportunities)
			Support improved access to credit including gender-based criteria
	Lack of rights to work-related benefits	Gender-based rights and participation - Workplace related rights/labour standards	Promote rights-based approaches to access to work and safety including the appropriate use of chemicals and alternatives.
	Attempts to limit women's exposure of highly hazardous chemicals are discriminatory as alternative roles are often not identified		Support the development of accountability frameworks for gender mainstreaming across the value-chain
	Women are over-represented in casual employment and maintenance tasks (Indonesia)		
	Increased levels of domestic violence and STDs when men's income increases	Gender-based education and assets	Improve investment in women's economic empowerment including income and increase women's participation in decision-making bodies/fora including quotas (minimum 40% representation) so this can allow improved working conditions and changes in cultural norms including the level of tolerance for domestic violence
	Unequal land tenure	Governance	Expand gender mainstreaming in land registry mechanisms and national policy (quotas for land that should be held by women)
			Promote the use of accountability guidelines on protecting land rights committing companies to "zero tolerance for land grabbing" and respect for land rights of communities and traditional groups.
	Gender-based education and assets	Expand use of inclusive policies and process-oriented consultation/training approaches including equal voice and agency	

SUPPLY CHAIN	GENDER GAPS/ CHALLENGES	STRATEGIC ENTRY POINTS	POSSIBLE ACTIONS/ACTIVITIES
Production	Women's interest in environmental issues is low and awareness of environmental issues is limited including the impacts of palm oil on the environment.	Ecosystem-based sustainable practices	Support improved landscape approaches and land tenure in farming support and policy for sustainable supply chains
	Women farmers (Indonesia, Liberia) have less access to agricultural inputs and financing associated with lower productivity and earnings		Support climate-smart agricultural practices specifically targeting female-headed households
			Support empowerment of female champions to contribute to better environmental outcomes through targeted financing and engagement with private sector
	RSPO gender requirement not always fully respected	Gender-based rights and participation	Improve communications/messaging strategies on gender equality in supply chains
Transactions	Women over-represented in traditional roles including soft skills and service-related roles leading to reduced opportunities to have access to finance	Gender based rights and participation	Support equal voice and agency via quotas for gender balance in corporate governance (10-30% minimum).
	Significant gender wage gap leading to reduced opportunities to have access to finance	Leadership via GM-based accountability reporting	Promote self-scoring system and accountability for application of GM practices including decent work provisions.
	Flat rate of female-male labour force participation	Gender-based rights and participation	Promote innovative financing options e.g. equity funds or credits considering access to work.
	Unequal gender norms and social practices		Gender-based education & governance
Demand	Limited offer of supply chain commodities with equal or inclusive participation of women in decision-making mechanisms/structures (Indonesia and Liberia). Gender norms limit women's participation in public spaces	Governance	Improve inclusive participation in national and local platforms focused on palm oil supply chains

SUPPLY CHAIN	GENDER GAPS/ CHALLENGES	STRATEGIC ENTRY POINTS	POSSIBLE ACTIONS/ACTIVITIES
Demand	Limited opportunities for women's engagement in the demand-side of the supply chain (Palm oil framed as "man's business"; Indonesia and Liberia)	Leadership and Decision-making	Strengthen women's equal voice and agency linked to new demand opportunities
			Develop communication/engagement strategies on women's participation in the demand dimension of supply/value chains
		Livelihoods	Support improved stakeholder mapping and voice for women as consumers in order to better anticipate and meet un-met demand
	Limited offer of products where women have more equal access to long-term employment and skilled tasks throughout the supply/value chain (Indonesia and Liberia)	Livelihoods	Expand demand-side mechanisms and tracking mechanisms for the empowerment of women in the workplace
			Identify gender equality targets for supply/value chains e.g. KPIs
	Limited products with high conservation and social value (that were produced in ways that respect the significance of forest to women in terms of food, fuel and fiber and the displacement that can result from deforestation)	Workplace-related gender rights	Expand women's consumer demand and gender equality labelling/standards
Access and control over resources		Promote the adoption of accountability guidelines on protecting land rights committing companies to "zero tolerance for land grabbing" and respect for land rights of communities and traditional groups.	

These assessments were not exhaustive nor intended to be exhaustive. In addition to summarizing gaps/challenges, strategic points and possible actions/activities are also identified. An attempt was made to link strategic entry points and possible actions/activities, but they are not always related in a linear way to gender gaps/challenges, which often can be addressed on multiple fronts.

Based on the preceding analysis, especially Table 2, there is a common need, across and along supply chains, for:

- **Equal rights, access to and control over natural resources and services** between women and men, respecting women's and men's equal rights in accordance with customary, national and international human rights laws,

- **Equal voice and agency** between women and men, ensuring equitable participation and decision-making and leadership,
- **Equal access to and sharing of benefits** among women and men, ensuring comparable distribution of project and program benefits as well as costs, risks and responsibilities between women and men, and
- **Empowerment of women to contribute to environmental outcomes** by increasing women's access to economic opportunities, as well as to rights and access to environmental goods and services.

Taking action on these four highly complex areas of engagement with gender and women in supply

Figure 5: Building Blocks for GEWE (BSR and ICRW, 2016⁶⁷)



and value chains requires disaggregation. The eight key elements identified by Business for Social Responsibility (BSR) and the International Center for Research on Women (ICRW) (see Figure 5), are fit for purpose and help practitioners who are new to gender mainstreaming on places to start. A look back at Table 2 confirms that these correspond well to key issues and entry points as well as actions proposed per commodity supply chain.

While this KP cannot comprehensively delve into tools, approaches and methodologies for all eight Building Blocks, four have been prioritized upon which other actions can be built. They can be considered as the foundation for medium and long-term action on engendering supply and value chains. Indeed, in the framing below, we show how each strategic entry point can deliver on another three or four, directly and indirectly:

1. **Closing of gender gaps in labour market and between paid and unpaid employment (as an issue of both process and conduct)** - Building Block 1 (*with implications for Building Blocks 4, 5, 6 and 8*),
2. **Closing gaps in women's access to and control over productive resources in agriculture (as an issue of process)** - Building Block 2 (*with implications for Building Blocks 4, 5, 6 and 8*),
3. **Closing gaps in access to training and correct application of inputs (gender-based assets and education) as an issue**

of conduct - Building Block 3 (*with implications for Building Blocks 4 and 5*), and

4. **Empowering women and strengthening their engagement in decision-making or leadership (as an issue of conduct)** - Building Block 7 (*with implications for Building Block 5*).

This Building Block approach should be particularly useful for smaller entities as well as those working in local supply chains where adequate financial or operational bandwidth to implement broad-based GM strategy does not likely exist. The four selected Building blocks also match with other guidance on gender and value chains including four proposed [avenues for engagement with women in supply chains by the Gates Foundation](#).

Recognizing that behaviour change (conduct) and process change (process) at the level of individuals, organizations and system cannot happen without investment in time, resources, partnership and tools, the how-to's elaborated in the following section have been selected for their simplicity and adaptability to a diverse set of contexts as well as their complementarity to other ongoing efforts and processes.

⁶⁷ <https://www.bsr.org/reports/BSR-Report-Womens-Empowerment-Supply-Chains.pdf>.

“Promoting a culture of equality, dignity and respect requires changing values and beliefs that maintain hierarchies and reinforce exclusionary norms that create inequality”. UNDP Gender Equality Strategy 2018-2021⁶⁸

ENGENDERING PROCESS AND CONDUCT IN COMMODITY SUPPLY CHAINS

In this section, strategies and/or approaches and associated tools that can support GM design and implementation in the four selected Building Blocks are illustrated. **The related content represents two possible levels of effort:** (i) process-oriented along the entire supply chain and (ii) conduct-oriented which can either be applied to the entire supply-chain or can be more incremental in nature focussing on a narrower set of actions. Too, there is an understanding that internal processes rather than externally developed standards will be the drivers of these types of GM activities.

Engendering actions are also principled actions. Principles such as Gender Equity Principles of the Partnership for Gender Equity (PGE) are still relevant in filling gaps that existing certification systems do not fill (see Annex 1 for more details on the Gender Principles), particularly on equity. The seven principles⁶⁹, especially Principles 5, 6 and 7, are relevant to GM efforts to narrow and/or close gaps in access to training and in leadership which require a transformation in both individual and institutional behaviour on gender. These principles have much in common with Outcome 2 of UNDP Gender Equality Strategy Strategic Entry Points – Accelerate structural transformations for sustainable development and its principle for an inclusive, diverse and safe environment for all. The principle of **Do no Further Harm** must also be a key norm for sustainable supply chain practitioners.

GEWE in global commodity supply chains is an issue of sustainability as well as ethics. It requires

critical behavioral change in both conduct and processes. Tools presented come from a range of sources including PGE, the Gold Standard, UNDP, REDD+, International Labour Organisation (ILO), WOCAN, the Rainforest Alliance and the Accountability Framework Initiative (AFi). They have been chosen for their easy access, adaptability and complementarity to other ongoing efforts to improve the sustainability of supply chains and value chains.

5.1 Closing Gender Gaps in the Labour Market and Between Paid and Unpaid Employment

Labour dynamics are a critical factor for gender equality and women’s empowerment. Generally, it is well understood that women still consistently occupy low-skilled, low-paid and low-valued roles in various value chains⁷⁰ and this dynamic cannot be ignored in making value or supply chains more inclusive and/or sustainable. In previous sections, this KP explored the challenges that face women’s equitable participation in the labour market and how existing structures also reinforce their reproductive role rather than productive role. A rights-based approach is key for defining ethical labour and working conditions in more tangible terms. The approach here recognizes systems and principles aligned generally with ILO principles and standards while also recognizing approaches that may more easily appeal to private firms as opposed to public ones.

⁶⁸ <https://www.undp.org/content/dam/undp/library/gender/UNDP%20Gender%20Equality%20Strategy%202018-2021.pdf>

⁶⁹ <http://www.genderincoffee.org/gep>

⁷⁰ <https://cdn.enterprise-development.org/wp-content/uploads/DCED-Guidance-Sheet-Gender-and-green-jobs-and-skills-development.pdf>

Operational guidance identified in the pages that follow provide insights to supply chain actors in better understanding market expectations for responsibly sourced commodities and putting into place actions that support an ethical supply journey.

It supports users in addressing the following issues observed from a review of existing operational practice and as practitioners seek concrete ways of applying generalized strategies, guidelines and/or policies: (i) establishing commitments, (ii) defining success, (iii) ensuring meaningful participation and (iv) safeguarding rights. As practitioners plan their equality journey, it is also useful to consider if expert stakeholder opinion (with a specific emphasis on gender and environment expertise) is required to support any elements of the work ahead, including the safeguards assessment process. These areas also respond to suggestions from various analyses on steps or mechanisms to engender agricultural value chains⁷¹.

Establishing commitments:

Addressing process-related GM can start with initial signalling questions which are important for companies, sectors and costumers in forming a shared vision on giving priority to gender. This can be informed by the following questions:

- Are proposed GM efforts intended to be gender-sensitive or gender-responsive?
- Will the GM action be aligned to an internal or external gender policy?
- Does the GM action align with existing national gender policy, gender strategies or gender mainstreaming good practice? Have you considered recommendations and/or findings from the national report or other reports from the [Convention on the Elimination of Discrimination against Women \(CEDAW\)](#)?
- What safeguarding procedures and processes may apply?
- How will stakeholder engagement and consultation be undertaken?
- What gender claims are you interested in making? How easily can these be quantified, qualified and documented? Will

outside/objective review or certification be necessary?

Emphasizing respect for worker's rights which corresponds to commitments under CEDAW, implies:

1. Respecting rights of all workers including employees, contractors, temporary, seasonal, part-time, and other workers throughout all levels of the supply chain (see Box 3).
2. Assessing their operations and supply-base for risks and challenges to workers' rights, including those associated with migrant labour, vulnerable workers, child labour, and dangerous work tasks.
3. Engaging regularly and directly with all levels of workers, as well as labour organisations, unions, and other worker advocates. This includes creating mechanisms for management and staff to collaboratively address labour issues on an ongoing basis.

The work of the ILO on labour standards and decent work, is particularly relevant in this context. The work of the agency is anchored in its tripartite framework which allows it to bring government, employers and workers together. At the core of

BOX 3: Example on Worker's Rights Core Principle 2.3 (from AFi)

Commitment (Core Principle 2.3): "Respect that human rights apply equally to all persons – regardless of gender and without discrimination – and ensure that company measures to respect human rights consider and address the specific challenges faced by women, vulnerable persons, and marginalized groups including in its conduct of due diligence processes".

Respecting Workers Rights includes:

- No child labour
- No forced or compulsory labour
- Freedom of association and collective bargaining
- No discrimination
- No abusive practices or undue disciplinary procedures
- Legal and decent working hours
- Safe and healthy workplaces
- Living wages and fair benefits

Source: AFi Core Principles, Section 2.3. See more at <https://accountability-framework.org/the-initiative/>.

⁷¹ https://www.ictsd.org/sites/default/files/research/voluntary_sustainability_standards_and_gender_equality_-_wise_development.pdf

Table 3. GM Intervention Design Framework (adapted from GS Gender Standard Economic and Social Empowerment Tables) with a sample solution for Building Block 1

GOALS	SUPPLY CHAIN ACTION	POSSIBLE GENDER OUTCOMES
3) Quality employment (Gender-based rights and participation)	Closing of gender gaps in labour market and between paid and unpaid employment	<ul style="list-style-type: none"> • Increase (quantifiable) in targeted and diversified employment opportunities for women and men in the supply chain (expressed as a ratio) coupled with support for women’s and men’s reproductive responsibilities. • Women who report time-savings and increased ability to engage in economic activities due to improvements in their own health care, reduced childhood illnesses, etc (number and percentage of)

the ILO mandate is a right-based agenda and its significant investments in the Decent Work Agenda has been effective in drawing global attention to equality, social justice, security and safety in the workplace, particularly in keeping the workplace free from violence. The ILO Helpdesk for Business is openly accessible to managers and workers on aligning their operations on issues like child labour. Specifically, two instruments guide this work: the [Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy](#) (MNE Declaration) and the [ILO Declaration of Fundamental Principles and Rights at Work](#)⁷².

Defining Success:

In order to define more distinctly the potential scope of impact, an intervention framework can help practitioners in fine-tuning goals, supply chain actions and possible gender claims (see Table 3). This is useful also in framing the logical link between proposed goals, actions and results as well as in conceptualizing a theory of change between specified actions and expected behaviours.

Ensuring meaningful participation:

Goals and commitments should be developed in a participatory manner. **Gender-appropriate stakeholder mapping and consultations in project design create buy-in** (see Box 4 for questions on conducting a stakeholder mapping). Five potential stages of consultation and engagement can be considered: (i) prepare, (ii) meet, (iii) document, (iv) obtain feedback and (v) incorporate feedback. Some general considerations in working through these stages with the goal of closing labour gaps are listed below:

- Measures and actions that need to be put in place to ensure equal gender participation

in stakeholder consultations including how inputs and insights from women and men will be sought out, listened to, considered, valued, addressed and documented;

- Specific arrangements to ensure that all constituencies are engaged in the consultation are also important. This may include the need to speak to women

BOX 4: Gender Questions for Stakeholder Mapping:

- Who are the local stakeholders? Do they include women, men or both? Do they include different socio-economic groups? Who are the external stakeholders?
- Are there stakeholder groups from which women or men are excluded? Which ones? Why? What do they lose through non-participation?
- Are there stakeholder groups composed of women exclusively or men exclusively? If so, what is the focus of these groups? What do women/men gain from them?
- What project activities are men and women involved in and when and where do these activities take place?
- Who is most dependent on the resources at stake (women or men)? Is this a matter of livelihood or economic advantage?
- What are the relationships between the stakeholders?
- Who has access to and control of resources and services and decision making? How are decisions made?
- How do target groups interact with those leading the intervention/project/initiative?
- What are the constraints to access and participation?
- Who has the capacity to contribute to gender equality in the project/initiative/action?
- Who has the capacity to hinder efforts towards gender equality in the project/initiative/action?

Source: GS Stakeholder Consultation & Engagement Procedures, Requirements & Guidelines (March 2018) and WOCAN’s W+ Programme Guide, 2017 (these reflect an adaptation of normative commitments in gender conventions and also UN good practice including making it appropriate for private sector users and certification programmes).

⁷² <https://www.ilo.org/empent/areas/business-helpdesk/lang--en/index.htm>.

and men separately (e.g. in cases where customary principles or cultural taboos exist); engage groups of women and men in separate focus groups (a good practice for ensuring meaningful and active participation particularly in cultural settings where men tend to speak more or even where women cannot be in the same rooms as men); adapting the timing of consultations to better align or respect men's and women's work schedules, care work and other demands on their time; and the need for babysitting or childcare support and services. This approach should be adopted beyond initial consultations as part of a broader and more inclusive approach of women in workshops, training and other activities.

Stakeholder mapping and engagement strategies are particularly important for determining and setting the stage for (i) how gender is likely to be mainstreamed in design, formulation, implementation and review of activities and interventions, (ii) how key stakeholders will be engaged and empowered, particularly in the context of for-profit operations and (iii) ensuring that stakes and interests are properly represented in a credible way. The latter is particularly essential for informing the other two issues. Stakeholder engagement is also critical to building trust. Users can also refer to the [UNDP Social and Environmental Standards Stakeholder Engagement Guidance Note](#), a [Checklist for Gender-Responsive REDD+ workshops](#) since structure of meetings helps to deliver the intended results. The [W+ Programming Guide](#) which explores stakeholder engagement from several angles and the interdependencies between various steps can also be helpful. Both outline key steps and elements for the planning, execution and follow-up from engagement with explicit GM goals and ways to consider both power and influence, particularly the latter.

Safeguarding rights:

While the safeguarding literature is very broad and standards have been identified for International Finance Institutions and projects, the focus here is on rights and the ways that generalized commitments for risk mitigation can be addressed and direct de-risking measures undertaken. The UNDP Social and Environmental Standards (SES)

are also relevant in this context in its approach to projects and programmes. The UNDP SES speak to robust social and environmental considerations including screening, accountability and compliance procedures⁷³.

One of the important traceability elements for supply chains is labour. Respecting rights and closing labour gaps also require pro-active safeguarding measures to ensure that these commitments are not at risk and that if risks arise, that these can be mitigated. The broad strokes of the rights-based approach and specific commitments should emerge from the stakeholder engagement and consultation process. Safeguards commit users and stakeholders to neither directly or indirectly contributing to Sexual Harassment or Discrimination in terms of equal treatment and pay (see Box 5).

Following these steps and taking action to standardize levels of compliance can help practitioners respond to some of the critiques made on existing practice and helps with the application of various principles, criteria and standards that do exist.

BOX 5: Sample Gender Safeguarding Elements

Zero-tolerance for Sexual Harassment/Abuse of Authority and or Exploitation in the form of:

- Sexual harassment and/or any forms of violence against women – including the multiple risks of gender-based violence, sexual exploitation or human trafficking.
- Slavery, imprisonment, physical and mental drudgery, punishment or coercion of women and girls.
- Restriction of women's rights or access to resources (natural or economic).
- Limitations to recognition of women's ownership rights regardless of marital status including land, homes, and other assets or natural resources.

Non-discrimination, equal treatment, and equal pay for equal work in the form of:

- The lack of payment or unequitable participation of men and women in identified tasks/activities.
- Lack of efforts to ensure the participation of women or men in project activities and benefits irrespective of pregnancy, maternity/paternity leave, or marital status.
- Conditions that limit the access of women or men in their participation in interventions/activities and benefits.

Source: *GS Safeguarding Principles and Requirements*, Section 3, Principle 2 – Gender Equality and Women's Rights which build on several instruments being used by various multilateral institutions. The next planned update is September 2019.

⁷³ https://info.undp.org/sites/bpps/SES_toolkit/default.aspx.

5.2 Closing Gaps in Women’s Access to and Control Over Resources

Social capital formation is a critical asset for women’s empowerment, and such capital can increase the likelihood and extent of asset ownership by women⁷⁴ (linked to another important strategic need – gender-based assets and education).

Evidence from experiences in Asia, Bangladesh specifically⁷⁵, shows that membership in groups can facilitate access to assets that women might not otherwise be able to access or own as individuals. In the Bangladesh case, the dissemination of technologies through a group format was particularly impactful compared to when it was done through individuals. In another study in Colombia on women’s property ownership, solidarity networks as well as labour, the social capital of individuals and kinship played a role in property acquisition and their bargaining power within households. How these are set up and how they function also matter⁷⁶.

Defining success in closing this gap in real terms would include considering both income and expenditures (household and economic decision-making) and a tangible change in economic assets (see Table 4).

Designing concrete GM actions for this Building Block includes ensuring that the process is participatory, is suitable to the needs of women and men and is well-targeted. A useful tool in doing so is the **Gender Action Learning System (GALS)**, an approach which focuses on sustainability at scale. GALS is participatory and community-driven, particularly useful in contexts where organizational architecture does not exist or is very weak. It can

be adapted to address any issue e.g. including livelihoods, financial services or governance and has been successfully applied to land, cattle and coffee.

GALS tackles root causes by seeking to implement changes that will close gaps in resource and power⁷⁷ and by leveraging women’s human rights as expressed by the CEDAW i.e. **rights to equality of property ownership, equality of decision-making and equality of work and leisure**. One of the tools employed by GALS is the Tree (like the Problem Tree used in Section 2) which can take the form of Gender Balance Trees, Livelihood Trees and Challenge Action Trees (see Box 6).

In addition to the GALS, other useful lessons from the GM efforts by the Rainforest Alliance⁷⁸ include its innovative partnerships with [Root Capital](#) (which is also piloting Gender Equity Grants to client

⁷⁴ Njuki, J. and S. Mburu (2013) *Gender and Ownership of Livestock Assets. Chapter 3 in Women, Livestock Ownership and Markets: Bridging the Gender Gap in Eastern and Southern Africa*, Njuki and Sanginga eds. International Livestock Research Institute and the International Development Research Centre. Earthscan, Routledge.

⁷⁵ Kumar N. and Quisumbing, A (2010) *Does Social Capital Build Women’s Assets? The Long-term Impacts of Group-based and Individual Dissemination of Agricultural Technology in Bangladesh*. CAPRI Working Paper No. 97. Washington DC: IFPRI. Available at <http://www.ifpri.org/sites/default/files/publications/capriwp97.pdf>.

⁷⁶ Pandolfelli, L., Meinzen-Dick, R. and S. Dohrn (2007) *Gender and Collective Action: A Conceptual Framework for Analysis*. May 2007. *CAPRI working papers* 64, International Food Policy Research Institute (IFPRI). Available at: <http://www.capri.cgiar.org/pdf/capriwp64.pdf>.

⁷⁷ <https://gamechangenetwork.org/portfolio/galsatscale/>. There is also a *Financial Action Learning Toolkit relevant to the Transactions Dimension* available at <https://gamechangenetwork.org/toolkit/financial-action-learning-fals>.

⁷⁸ The Rainforest Alliance is a global alliance working at the inter-section of business, agriculture, and forests, bringing diverse actors together for transformational change at the social and environmental spheres of development. Some of its recent work includes addressing efforts to [mitigate gender inequity in the cocoa sector](#) in collaboration with the International Fund for Agricultural Development (IFAD). In 2018, after its merge with [UTZ](#), the Alliance added social inequity as one of its core areas of focus. UTZ is a certification program for sustainable farming of coffee, tea, cocoa and hazelnuts, now part of the Rainforest Alliance.

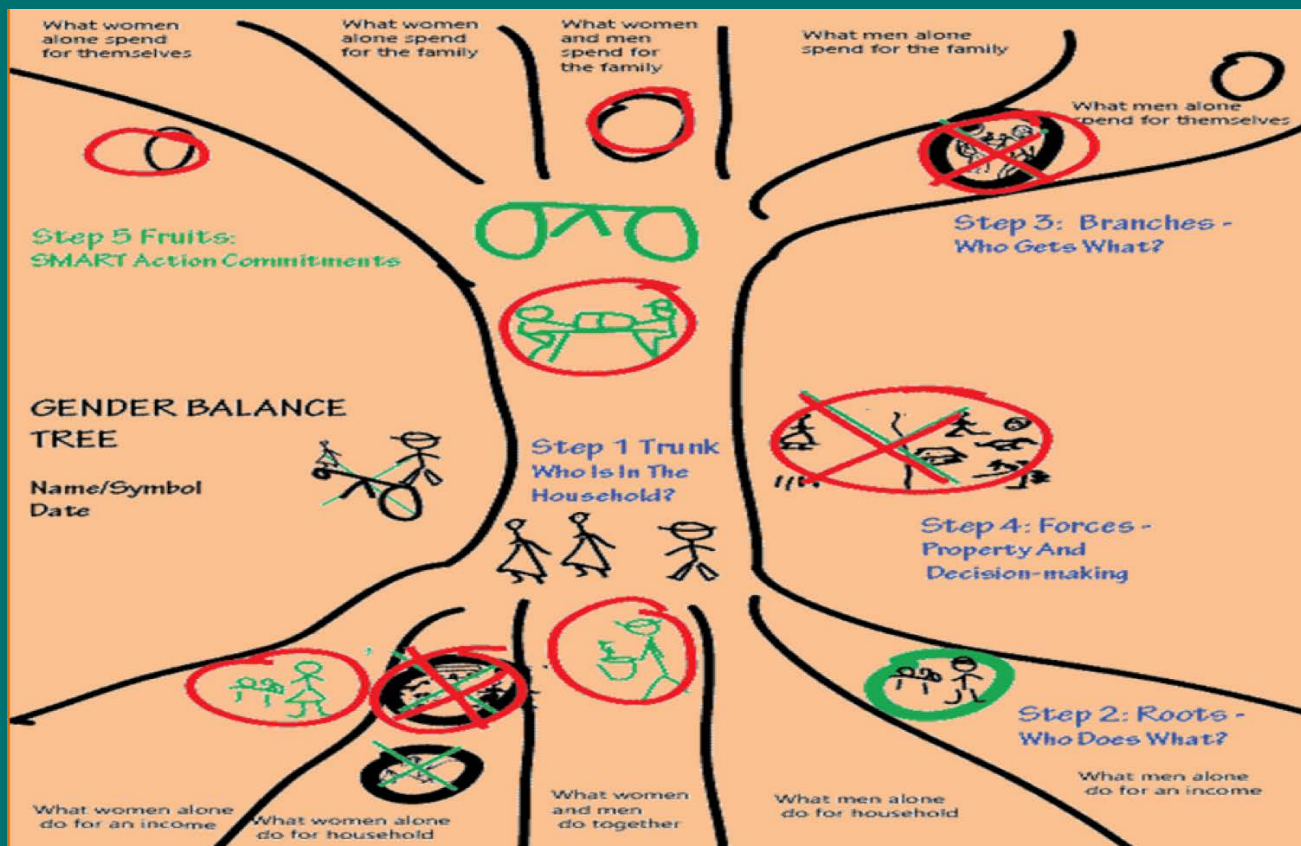
Table 4: Sample Goals, Actions and Possible Gender Outcomes for Building Block 2

GOALS	SUPPLY CHAIN ACTION	POSSIBLE GENDER OUTCOMES
1) Income and expenditures (Control over resources/ Livelihoods)	Closing of gender gaps in earnings and income generation opportunities	<ul style="list-style-type: none"> Increase (qualitative) in earning and income generation opportunities for both women and men expressed as income ratio of men to women
2) Economic assets (Gender-based assets and education)	Closing of gender gaps in ownership and control; Absolute increase in women’s relative control and ownership of an asset	<ul style="list-style-type: none"> Women with improved access to financial mechanisms (equity investment, affordable loans, etc.) for low-carbon/zero-deforestation results (as a number/proportion of) Financial incentives used to encourage women’s entry into the market e.g., finance packages, tax benefits and rebates, subsidies, pilot schemes, partnerships with financial institutions, the private sector or women’s associations (evidence of the type of incentive of partnership)

BOX 6: The GALS Tree Diagram

Trees start from a trunk representing an issue or an institution like a household or community. Inputs are then shown as roots and outputs as branches. In GALS, trees also have fruits or concrete action commitments. They may also have circular linkages from branches to roots to show cycles of cross-fertilisation. Types of trees include:

- **Gender Balance Tree:** The Gender Balance Tree identifies gender inequalities in work contribution and expenditure benefits in the household and the changes needed for gender balance to make the tree grow straight. How to Do It : [Gender Balance Tree for Cattle](https://www.youtube.com/watch?v=ielnRaGfKGU) (<https://www.youtube.com/watch?v=ielnRaGfKGU>)
- **Livelihood Tree:** Livelihood Trees are a ‘snapshot’ planning tool to examine existing costs and income structure for economic activities and how incomes can be increased through changing costs and/or expenditures to enable reinvestment and savings. How to Do It : [Household Coffee Tree](#)
- **Challenge Action Tree:** Challenge Action Tree (an action-oriented adaptation of a ‘problem solution tree’) examines the causes of challenges, potential solutions to reach a vision and action commitments needed by individuals to move forward. How to Do It : [Increasing Incomes Challenge Action Tree](#).



Source : <https://gamechangenetwork.org/>. For more information on Circles and Diamonds Visioning Tools, also see the same site.

agricultural businesses to implement strategies aimed at improving women’s overall quality of life and their representation in the business)⁷⁹ and [OIKOCREDIT](#) (impact investors) as well as social lenders such as [Alterfin](#) and asset managers, to unlock finance for women farmers organizations⁸⁰.

The UNDP Gender Equality Strategy 2018-2021 highlights the importance of these kinds of partnerships with the private sector and the value of innovation. These actions are necessary complements to the GALS, highlighting the need to reinforce and respond to interdependencies between Building Blocks for GEWE.

⁷⁹ <https://rootcapital.org/resources/gender-equity-grants-evaluating-key-benefits-businesses-workers-farmers/>.

5.3 Closing Gaps in Access to Training and Application of Inputs (Gender-Based Assets and Education)

Focusing on equity is good for people and good for business. Targeting sustainability and improvements where women dominate is as important as doing so where men dominate, if the entire value and supply chain is to be positively impacted. General lessons from CSCs help to sharpen the focus on where and how GM can be most effective on gender-based assets and education and in ways that are more directly appealing to businesses⁸¹. Of relevance is, that:

⁸⁰ [https://www.rainforest-alliance.org/sites/default/files/2019-04/Mitigating Gender Inequity in the Cocoa Sector.pdf](https://www.rainforest-alliance.org/sites/default/files/2019-04/Mitigating%20Gender%20Inequity%20in%20the%20Cocoa%20Sector.pdf).

- Specialization or branding can be lucrative - although coffee differs in some critical ways from beef, soy and palm oil, it remains an important opportunity. Where buyers and suppliers work closely together, it may be possible to identify direct and high-value market opportunities and leverage these in identifying a distinctive marketable brand.
- Understanding the national gender equality profile, mapping this to the sector and to where some of the widest gaps exist. Then, identifying possible linkages with broader development goals can be particularly effective in improving farmer livelihoods and their investment in long-term sustainability. Good examples of engendered supply chain and/or value chains are available in work done by the Food and Agriculture Organization of the United Nations (FAO)⁸².
- Participatory action learning is a flexible and dynamic approach which empowers communities and individuals to collect and analyse information themselves in order to improve their lives in ways that they have decided upon⁸³. It can help to promote behavior change, and to collect more context-relevant data that supports long-term change. This can be helpful in shifting perception of some commodities as “male-dominated” but also support the identification of ways in which to reduce women’s time-pressures and time poverty, therefore releasing more time and opportunities for training.
- Stereotypes which pervade male-dominated sectors can also influence the opportunities and roles that women have, so upgrading trainings to include gender and gender equity is also key. One suggested approach is to blend gender into training activities and integrate materials into efforts to expand women’s participation in the supply chain. Specific gender training is also valuable as this can allow the communities themselves to define what gender equity means and empower them as strong advocates.
- For training through organizations and or groups, it is helpful to establish membership or access to training on an individual rather than household basis.

On the latter point, a Training Checklist (see Annex 2) provides users with guidance as they plan and as they deliver training, specifically addressing issues raised in Section 4. This list also reflects other good practice mentioned in this KP and complements other tools identified in this and the preceding section. Simple to use, it is a handy every-day tool for the GM toolbox.

Though complex and highly nuanced, there is significant potential from investments in this area for all other seven Building Blocks. Table 5 presents possible GM goals, supply chain actions and gender outcomes for Building Block 3.

5.4 Empowering Women and Strengthening their Engagement in Decision-Making and Leadership

There are many ways to engage women as farmers and owners but not all deliver what is needed. Though not a specifically gender-focused initiative, the WWF-led partnership titled People Who Produce and Preserve made a notable effort at targeting women in soy in its initial stages, though women farmers were estimated to represent only 10% of farmers in Brazil. **The approach harnessed the power of uniting and mobilising women for ecological, social and environmental benefits.** Working only with rural women in the initial stages, it started with a group of 30 women, grew to 150-250 regularly attending workshops and by 2015, 150 women at a workshop collectively developed an action plan for the municipality to be presented to the mayor, demonstrating the power of social capital⁸⁴.

Targeted strategies seemed to result in some women taking more of a leadership role in their own farms (roles they previously left to male farm managers), an uptick of engagement of husbands and their interest in the project, and ten farms on the way to being certified by the Round Table on Responsible Soy (RTRS).

Another approach is the establishment of quotas. Lessons learned so far on quotas suggest that they work better when there are clear explanations for why they are important i.e. communication on objectives and intended impacts. Quota systems

⁸¹ https://www.coffeeinstitute.org/wp-content/uploads/2015/10/The-Way-Forward-Final-Full-Length-Report_opt.pdf

⁸² <http://www.fao.org/3/i9212en/I9212EN.pdf>

⁸³ <https://gamechangenetwork.org/wp-content/uploads/2017/08/ReachingfortheSun.pdf>

⁸⁴ <http://ecological.panda.org/2015/05/15/women-are-the-future-of-responsible-soy/>

Table 5: Sample Goals, Actions and Possible Gender Outcomes for Building Block 3

GOALS	SUPPLY CHAIN ACTION	POSSIBLE GENDER OUTCOMES
1) Economic assets (Gender-based education and assets)	Absolute increase in women’s relative control and ownership of an asset.	<ul style="list-style-type: none"> Women with improved access to financial mechanisms (equity investment, affordable loans, etc.) for low-carbon/zero-deforestation results (as a number/proportion of).
2) Skills and Training (Gender-based education and assets)	<p>Closing gaps in access to training and correct application of inputs.</p> <p>Closing of gender gaps and stereotypes in women’s and men’s access to applied skills and training.</p>	<ul style="list-style-type: none"> Increase (quantifiable) in enrolment rates of women and men in related training/certification programmes and rates of completion with relevant skills for both men and women.

have been effective in areas such as parliamentary representation as well as the occupation by women of high-level decision-making posts including in the context of corporate governance. Quotas, not without controversy or concern, usually provide a mandate for a certain number or percentage of an under-represented constituency as a part of a group. This links to a broader understanding that “focus does not automatically imply exclusion” and can be justified in the face of historical and grave inequalities.

Quotas represent a tangible measure for achieving principles of participation and decision-making⁸⁵, and as such should be inspirational as well as realistic. Earlier analysis (see Section 3 on the Business Case) revealed that quotas often work better when paired with financial incentives and when representation is combined with leadership (showing the interdependencies between Building Blocks). Other case studies show that representation requirements or principles even if not formally identified as quotas are important for legitimacy, for voice and agency and for effective change⁸⁶. This reinforces a growing acknowledgement⁸⁷ that the quality of participation also matters.

Getting the messaging right on this is also critical. Being inclusive in communicating on gender is a key element for realizing GM^{88,89} and one that is often overlooked. It is particularly important to contexts where the relevance of gender may not be obvious, where gender is not prioritized or where GM efforts may potentially face resistance or even backlash. Communication is particularly relevant

to making the case for the importance of women’s leadership and the value it can bring to delivering more and better environmental outcomes as noted in the GGP-linked Liberia Gender Action Plan, particularly in the context of Farming Support⁹⁰.

The possible scope of GM goals, supply action and possible gender for this area is available in Table 6.

In Section 3 (the Business Case), research findings highlighted significant positive impact on the environment through the greater presence of women and robust gender policies. The gender analysis in Section 4 highlighted that diversity

⁸⁸ <http://pubdocs.worldbank.org/en/239071450386092259/Session-4-Access-to-Finance-for-Women-in-Agriculture-Panos-Varangis.pdf>.

⁸⁹ americalatinagenera.org/newsite/index.php/es/informate/informate-noticias/noticia/4128-gender-lens-impact-investing-engendering-the-triple-impact-paradigm.

⁹⁰ UNDP (2018) Gender Action Plan. Good Growth Partnership. UNDP, Liberia.

BOX 7: Communicating Gender Effectively (Written Communication)

- Ensure that women and men are equally represented.
- Be mindful when using generic terms to describe people, jobs and things.
- Promote gender equality through titles and forms of address.
- Avoid representing women and men in a way that reinforces the status quo. Challenge gender stereotypes.
- Avoid language that portrays women as passive recipients.
- Think about intersectionality.
- Demonstrate impact through storytelling.
- Avoid patronizing statements about women.

Additional guidance is also provided for audio-visual communication.

⁸⁵ <http://www.fao.org/3/i9212en/I9212EN.pdf>.

⁸⁶ https://agripofocus.com/upload/Bill_and_Melinda_Gates_GenderValue_Chain_Part3_Appendix-CaseStudies_HR.compressed1428580016.pdf.

⁸⁷ https://www.researchgate.net/publication/336899386_From_Blueprints_to_Empowerment_of_Disadvantaged_Groups_in_Natural_Resource_Governance_Lessons_from_Nepal_and_Tanzania.

Table 6: Sample Goals, Actions and Possible Gender Outcomes for Building Block 7

GOALS	SUPPLY CHAIN ACTION	POSSIBLE GENDER OUTCOMES
1) Economic assets/ individual and community empowerment including meaningful participation and leadership, stronger social networks and agency	Closing of gender gaps in women and men’s participation and leadership and access to networks managing environmental resources. Closing of gender gaps in leadership positions and decision making at the individual, household, community and board of director level on environmental sustainability.	<ul style="list-style-type: none"> • Targets and quotas for women’s participation and leadership in community, including their impact on zero deforestation.
2) Decision-making/ Representation	Closing of gender gaps and tackling stereotypes in women’s and men’s access to development opportunities.	<ul style="list-style-type: none"> • Incentives designed to recruit women, increase their capacity and provide career development in targeted sector agencies and service providers with a focus on positive environmental impact.

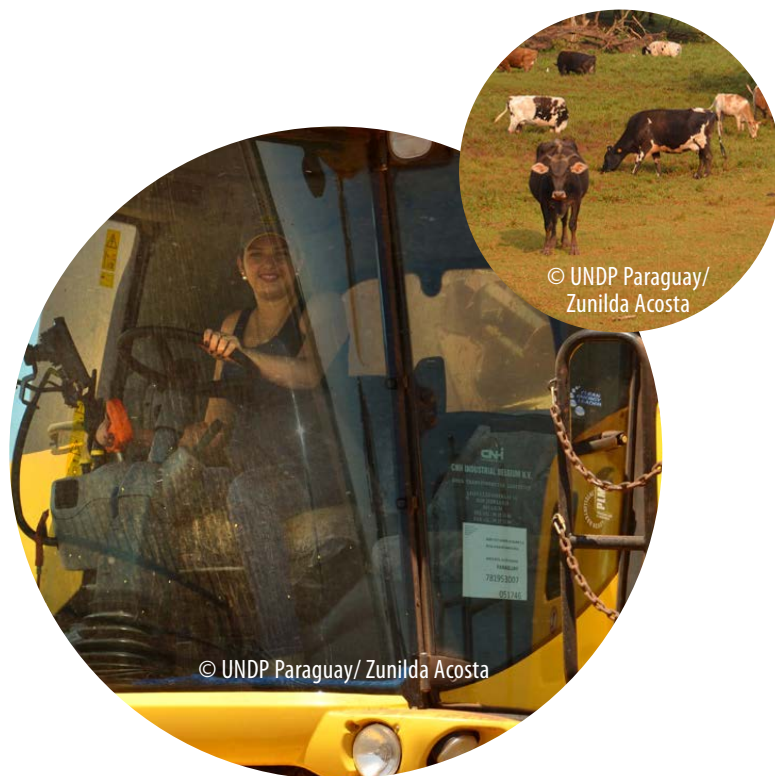
and representation are still low on the priority list for many companies. Communicating these opportunities and the challenges in implementing policies is crucial to ongoing efforts to promote leadership at individual, community and stakeholder levels.

The Value for Women (VfW) Communication and Gender Checklist⁹¹ provides critical guidance in this regard on the what, the how and the who, particularly in addressing unconscious bias⁹² and tackling stereotypes (see Box 7) in both written and audio-visual forms of communication. The need for sound messaging is also reflected in the guidance⁹³ of the Donor Committee on Enterprise Development on Gender and National Green Growth Strategies. The VfW Checklist provided is a practical way to respond to some of the related guidance on targeting messages to policymakers, on the working of policies, strategies and initiatives and more broadly on linking gender equality to the transition and benefits of the transition to green growth.

Addressing communications gets to the heart of why some efforts based on principles and standards are failing or failing to fulfil their potential i.e. translating change at the institutional level to change at the individual level. Moreover, consistency and coherence between internal and external corporate behaviour, on gender and gender equality and a clear leadership position are also key to embedding social change. Additional examples of good practice are provided in Annex 3 of this document.

Communicating GM efforts at a broader operational level relies also on effective monitoring frameworks and strategies. Monitoring GM activities and measuring their impact is essential to ensuring an effective implementation of proposed interventions.

Section 6 presents select tools that practitioners can adapt to their project/initiatives to make sure that gender is efficiently integrated and measured.



⁹¹ <https://v4w.org/resource/communications-gender-checklist/>.
⁹² <https://www.plattsinsight.com/insight/women-in-commodities/>.
⁹³ <https://cdn.enterprise-development.org/wp-content/uploads/DCED-Guidance-Sheet-Gender-and-national-green-growth-strategies.pdf>.

“Supporting women farmers is not simply about securing identical inputs for women and men but ensuring that resources are in line with women’s needs.” Oxfam, 2017

MEASURING AND ENSURING QUALITY OF IMPACT

Measurement is an important step for sustainable supply chain project practitioners. What they define GM as, for the purposes of their projects and what would success look like, helps to communicate with various internal and external stakeholders. A Gender Marker and KPIs are proposed in order to track progress at the process and substantive levels and to function as measuring sticks and guidance.

Simply designed, these two tools facilitate common measurement and monitoring, support the ongoing engagement process with various stakeholders, and provide clear definitions of gender mainstreaming progress for all participants.

6.1 Sustainable Supply Chain Gender Marker

The Sustainable Supply Chain Gender Marker sets out five categories of possible action on gender mainstreaming. These categories are specifically framed to gauge strategic and practical gender needs, particularly leadership. Blending these, the following scoring range from 0-4 is proposed (see Figure 6) and has been adapted from other project-based or institution-wide models which exist.

The Marker can be applied to activities, interventions, projects or programmes. It contributes to a consistent approach in measuring

Figure 6: Proposed Gender Marker for Sustainable Commodity Supply Chains

[GE0] Gender blind: Sustainable supply chain activities/interventions inconsistently acknowledge differences and inequalities between women and men in participating in and benefitting from global commodity supply chains.

[1] Gender-aware: Gender equity is part of the rationale for commodity supply chain activities/interventions but does not shape the design and approach of projects/programmes/activities. Gender equality is not a focus.

[2] Gender sensitive: Sustainable supply chain activities/interventions identify and acknowledge differences and inequalities between women and men, identify gender equality as a goal but address practical gender needs only.

[3] Gender responsive: Sustainable supply chain activities/interventions identify and acknowledge differences and inequalities between women and men AND articulates actions, steps, policies and initiatives which address the different needs, aspirations, capacities and contributions of women and men. Some strategic and practical gender needs are targeted.

[4] Gender-transformative: Beyond acknowledging differences and responding to them, sustainable supply chain activities/interventions seek to address fundamental structural inequalities and are willing to challenge related social and cultural norms, in a respectful way. Investments seek significant changes in access to and control of resources, leadership and decision-making, participation and sustainability outcomes. Actions to address the strategic and practical needs are identified.

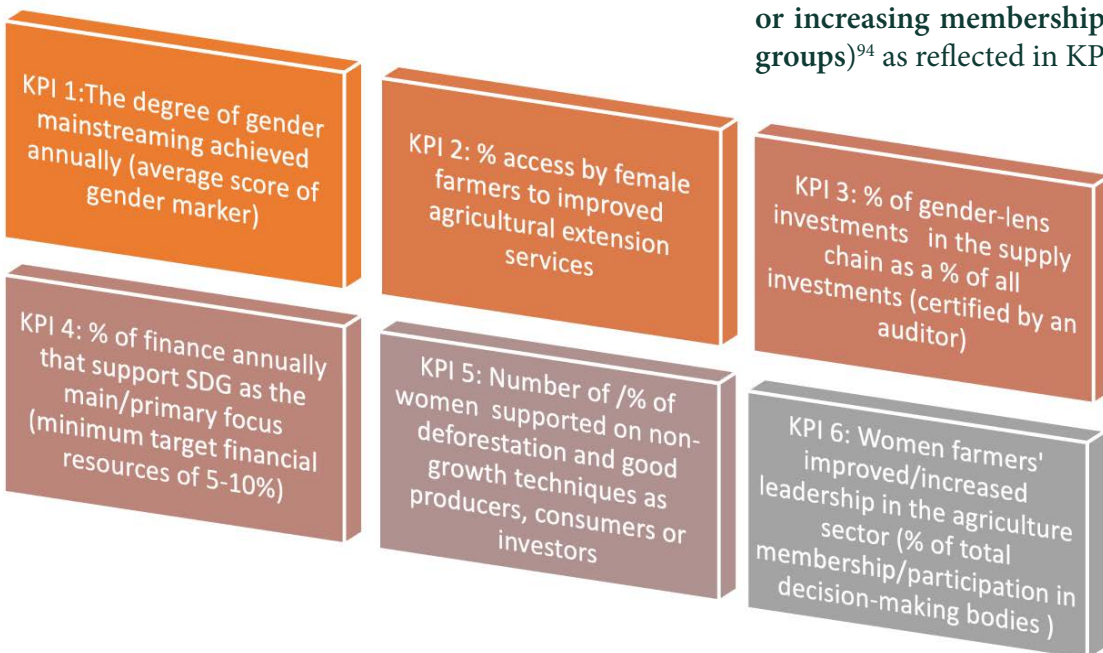
gender ambitions or claims or outcomes. When examining several projects or actions, the consistency of meeting these criteria would be a key indicator of project performance as well as compliance with GM principles. Ideally, the average score for commodity supply chain-related actions should be 3 (gender responsive), but local context may determine a more realistic ambition for a score of 2 (gender sensitive). Decisions on the rating should be 50% internal assessment/50% independent assessment (from someone not working directly on the project or activity).

Before using the Marker, it is important to establish a baseline for performance up to that stage by reviewing a small sample of existing actions. Users of this KP are also encouraged to consider other Gender Markers and related guidance, for example, the Gender Marking System of the United Nations Programme on Reducing Emissions from Deforestation and Forest Degradation (UN-REDD) or the [UN-REDD Gender Marking System](#). The Marker uses four sets of criteria and has a rating system from 0-2. The latter may be particularly helpful to supply chain actors in measuring zero-deforestation compliance.

6.2 Sustainable Supply Chain KPIs

Defining success as clearly as possible helps GM efforts. Building on the foundation of the proposed Gender Marker, the KPIs combine institutional and developmental GM objectives i.e. they focus on gender equality impacts as defined by the SDGs or the project document (developmental)

Figure 7: Proposed sustainable supply chain project KPIs



but they also track changes at the level of process (institutional) and encourage GM effort there. They also build on the possible gender outcomes identified in Section 5.

The six indicators proposed (see Figure 7) can be achieved through the collection of project administrative data and solid output-based reporting. They are also designed to **incentivise consistent and robust performance** on GM and to **operationalize in a practical way the GM objectives** outlined. This approach supports the project components focused on Knowledge and Monitoring & Evaluation, particularly related to the integration of gender in program Monitoring and Evaluation. The proposed KPIs also link directly to recommendations or good practice identified in this KP.

Specifically, in measuring KPI4, project stakeholders can build on available impact frameworks and analysis particularly for Gender Equality, which allows users to define a gender-sensitive or gender-responsive ambition but encourages each project to identify key SDG impacts it seeks to achieve. The KPIs are defined to reflect both internal and external GM change since both are needed.

At the level of activities or actions, these could be simplified primary and secondary outputs and linked to a secondary SDG from the other 8 (see Figure 2). For KPI 5, lessons from the coffee supply chain suggest that by creating a pipeline approach, project stakeholders can regularly engage with buyers and help them understand the benefits of a gender mainstreaming approach and strategies for negotiating sales of gender-equitable commodities. One key issue that can be monitored with relative ease is leadership (defined as **women’s improved or increasing membership in economic or social groups**)⁹⁴ as reflected in KPI 6.

⁹⁴ Based on/adapted from the Women’s Empowerment in Agriculture Index (WEAI).

7

....." you can't just root out a harmful complex of ideas and leave a void behind; you have to give people something that is as meaningful as what they've lost – something that makes better sense.....". Quinn, 1992⁹⁵

7. CONCLUSION – ADVANCING ON THE GENDER EQUALITY JOURNEY

Engendering good growth demands attention to, among other considerations, both strategic and practical gender needs, ensuring that women (and men) facing gendered barriers to participation, access and control of resources, livelihoods, gender-based assets and education have the tools to overcome and break-down these barriers and can employ their full potential as producers, consumers and investors in sustainability. It demands a shift from a preponderance of women's time and role being shaped by reproductive rather than productive tasks to a more equitable sharing of such responsibilities at the household level which then impacts on production, demand and transactions in numerous ways.

Five core issues which are more general to societies also plague the agricultural sector and efforts to ensure equal access and opportunity for all including through profitable commodity supply chains. These are gender segregation of roles and opportunities, limited and unequal livelihood opportunities and alternatives, unequal access to and control of inputs, training and resources, unequal burden of care and unpaid labour, and unequal participation in decision-making on appropriate actions and goals for the entire supply chain or a specific element of the supply chain. The business case shows that by investing in **equal rights, access to and control over natural resources and services; equal voice and agency; equal access to and sharing of benefits; and empowerment of women to contribute to environmental outcomes, the tide is changing on both inclusivity and sustainability in CSCs.** The tools outlined present

options for practitioners in taking up the challenge themselves and adapting them to their needs, allowing the achievement of positive gender and environmental outcomes. Figure 8 summarizes the main challenges and practical and strategic gender needs explored in this KP, their related Building Blocks to engendering CSCs, proposed actions and solutions and examples of positive outcomes that they can enable. The Gender Marker and KPIs provide a structure for both measuring the quantity and quality of investment and give GEWE tangibility in the form of select indicators.

While GM efforts in CSCs offer significant opportunities for individuals, households and communities in transforming their lives and livelihoods (see also Figure 8), challenges clearly exist in operationalizing GM. Behaviour change is neither easy nor simple. Nor is a consistent focus on sustainability and ethics in targeting different groups of women. On ethics, the importance of recognizing women's unpaid domestic labour and ensuring them access to decent work as well as decent and safe spaces cannot be over-emphasized.

This KP responds to some core challenges that will need to be consistently tackled by ALL actors working directly and indirectly on commodity supply chains:

- Making the business case for gender in the context of reducing deforestation in supply chains, particularly in areas such as demand and transactions;
- The lack of access to relevant knowledge to tackle overt and subtle gender considerations within the supply chains;

⁹⁵ Quinn, D (1992) *Ishmael: An Adventure of Mind and Spirit*. New York: Bantam.

- Defining GM in practical terms given the nuances and differences at the local level;
 - Sourcing knowledge and good practice in GM relevant to agriculture commodity chains such as beef, soy and palm oil;
 - Identifying appropriate tools that would allow practitioners to move beyond number counts of men and women who participate in discussions and or training; and
 - Entry points for promoting social and environmental change by business owners, suppliers, buyers and other actors to prioritize gender considerations and gender mainstreaming amongst other demands and concerns.
- Extracting cutting-edge knowledge, tools and practices specific to all three CSCs at the same depth and specificity.

Some of the work on the areas not fully covered by the KP is still ongoing and are not yet fully consolidated. As these are also interlinked, tackling them requires a deeper and more institutionalized GM effort and multisectoral partnership, which should be part of a medium to long-term strategy.

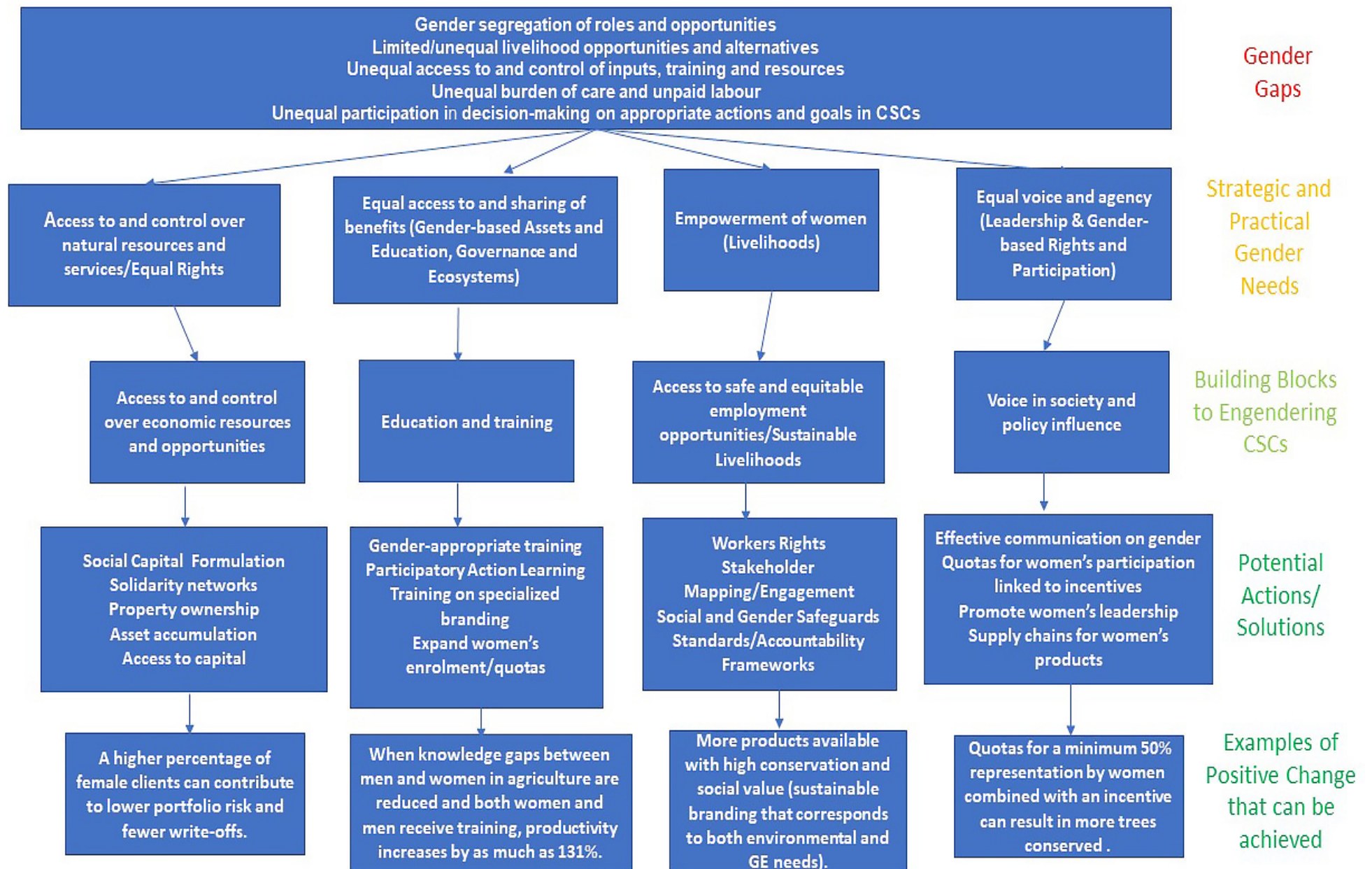
Leveraging this KP, ongoing learning and project implementation as well as exchange, GGP and GCC are well positioned to make a critical contribution to good growth that is good for people, for equality as well as for the environment.

Some challenges which the KP could not fully address include:

- Addressing the intersectionality of race/ethnicity/indigeneity, age, class and gender;
- Shifting masculinities and masculine gender norms that will support efforts to expand women's participation in CSCs by facilitating men's greater assumption of other livelihood activities and more reproductive roles such as care responsibilities within the household; and



Figure 8: Mapping of Process to Engendering CSCs



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ANNEXES

ANNEX 1

Table 7: Gender Equity Principles for the Coffee Sector (sourced from The Partnership for Gender Equity)⁹⁶

Principle	Components
1) Establish goals for gender equity at all levels of the value chain. Measure and publicly report on progress and impact.	<ul style="list-style-type: none"> • Commit to gender equality through a CEO statement or comparably prominent means. • Prominently display the commitment in the workplace and/or make it available to all employees in a readily accessible form. • Establish company policies and implementation plans for promoting gender equality including benchmarks that quantify inclusion of women at all levels. Communicate these within the company and publicly. • Measure and report on progress, both internally and externally, using data disaggregated by sex. Capture sex-disaggregated performance data wherever possible. • Partner with development organizations, funders, supply chain partners, and producer organizations to conduct participatory research at origin and throughout the supply chain.
2) Ensure a work environment that is healthy, safe, and free from discrimination.	<ul style="list-style-type: none"> • Provide safe working conditions, including protection from exposure to hazardous materials. • Disclose all potential health risks, including immediate, long term, and reproductive health risks. • Recognize and address differential impacts of different working conditions for women and men. • Ensure that all workplace policies and practices, including recruitment, hiring, and termination, are free from discrimination. • Provide equitable access to services and facilities that promote good health and hygiene. • Pay equal remuneration, including benefits, for work of equal value. Strive to pay a living wage to all women and men. • Establish and communicate a zero-tolerance policy towards all forms of violence and harassment, including physical, verbal, and emotional violence and harassment. • Establish and communicate a grievance policy that allows all employees to comment or voice complaint about their treatment in the workplace without retaliation.
3) Facilitate equal access to information, including empowering women to access training, support services, and technology.	<ul style="list-style-type: none"> • Ensure equal access to all company-supported education and training programs, including literacy classes and vocational and information technology training. • Update training content to address gender equity, including methodologies that respond to inequalities at the household level. Include instructions for training facilitators on how to encourage gender balance in participation and how to foster a learning environment appropriate to both women and men. • Deliver training in ways that recognize different availability of men and women, including through scheduling and by hiring both female and male trainers. • Support access to child and dependent care by providing services, resources and information to women and men. • Track participation through sex-disaggregated data, establish targets for participation by women, and monitor and evaluate progress to analyze the impact of empowerment efforts.

⁹⁶ <https://www.genderincoffee.org/gep>.

Principle	Components
4) Support gender equity in leadership positions throughout the coffee value chain.	<ul style="list-style-type: none"> • Ensure sufficient participation of women in decision-making and governance at all levels and across all business areas. • Create incentives for cooperatives and producer groups to adopt formal policies to increase the percentage of women in leadership positions, such as board members, staff, and trainers. • Enlist women to act as models in agricultural (farmer, agronomist, etc.) and business (accounting, trading, etc.) roles in train-the-trainer programs. • Provide support to women to build their experience and confidence to take on leadership roles. • Implement gender-sensitive recruitment and retention practices. Proactively recruit and appoint women to managerial, executive, and board-level positions.
5) Promote women's entrepreneurship and equal access to productive resources, such as education, healthcare, financial services, property rights, and business training	<ul style="list-style-type: none"> • Encourage and support policies, programs and projects that advance women's rights to own property, own and lead businesses, and serve as members in community and business organizations. • Encourage and support women's entrepreneurship programs • Work with women-owned businesses and vendors, including micro-enterprises and SMEs, to arrange fair credit and lending terms. • Ensure procurement processes that encourage women-owned business enterprises to participate. • Ensure women's access to primary healthcare services and family planning resources.
6) Encourage gender equity through community initiatives, nongovernmental activities, and governmental programs.	<ul style="list-style-type: none"> • Encourage philanthropic foundations to promote gender equality through their grant-making, programmatic initiatives, and investments. • Respect all employees' rights to participate in legal, civic, and political affairs without interference or repercussions in the workplace, including freedom of association and allowing time off from work to vote. • Work with government and community stakeholders to eliminate gender-based discrimination, improve educational access, and create advancement opportunities for women and girls. • Exercise proactive leadership to protect women from sexual harassment, violence, mutilation, intimidation, retaliation, or other denial of their basic human rights by governments or non-governmental actors. • Refuse to tolerate situations where cultural differences or customs are used to deny the basic human rights of women and girls. • Engage in constructive dialogue with stakeholder groups, including employees, non-governmental organizations, business associations, investors, customers, and the media on progress in implementing the organization's commitment to gender equality. • Encourage government relations and corporate political spending policies and practices in the sector to incorporate the commitment to gender equality into their language.
7) Increase awareness, participation, and commitment to gender equity and women's empowerment in supply chains.	<ul style="list-style-type: none"> • Ensure that business partners such as independent contractors, sub-contractors, home-based workers, vendors, and suppliers apply the Principles. • Consider the Principles in product and service development. • Promote endorsement and implementation of the Principles by affiliates, vendors, suppliers, customers, and others with whom the organization does business. • Establish metrics and targets for empowering women in coffee supply chains and encourage suppliers to collect, transmit, and publish data on baselines and progress.

BOX 8: Inclusive Training Checklist (sourced from The Partnership for Gender Equity)

Before the training	<ul style="list-style-type: none"> <input type="checkbox"/> Explicitly invite women to attend trainings (via written invitations, telephone calls, etc.). <input type="checkbox"/> Offer to pay for and/or accommodate childcare during training, and make this option explicit in both written and verbal invitations. <input type="checkbox"/> Work with the client (agricultural business) to determine any factors that stand in the way of women's participation (e.g., inadequate child care, limited transportation options) and work with business to identify ways to address these barriers. <input type="checkbox"/> For on-site trainings: When possible (and in coordination with the client), invite additional women who may not currently be in leadership roles, but are in training to become or are considered potential candidates for these positions in the future. <input type="checkbox"/> Schedule trainings at appropriate times and locations. This will optimize involvement and avoid cases where women are forced choose between workshop participation and managing their ongoing family/domestic responsibilities.
During the training	<ul style="list-style-type: none"> <input type="checkbox"/> Set the stage for broad participation, by asking all participants – women and men – to introduce themselves to the group. <input type="checkbox"/> Particularly in settings in which women are the minority, approach female participants individually and express your expectation that they participate, while also offering to help, especially to women who have had less experience speaking in public forums. <input type="checkbox"/> At the beginning of the training, establish rules against the use of stereotypes, discriminatory language, or jokes. Make explicit that interrupting others is not allowed, and that everyone must listen to everyone else. <input type="checkbox"/> Model inclusive language by avoiding sexist references, including subtle ones (e.g., use of exclusively male pronouns to talk about farmers, managers, etc.). <input type="checkbox"/> Model inclusive behavior by treating all participants with respect and patience, and inviting everyone to provide input. <input type="checkbox"/> At the beginning of the workshop, assess participant literacy levels and pre-existing subject-matter knowledge in order to adapt the teaching plan appropriately, including using pedagogical techniques that facilitate broad participation from mixed-level groups. <input type="checkbox"/> Encourage everyone to physically position themselves so as to be involved (e.g., at the table). <input type="checkbox"/> Ensure that the childcare provided meets attendee needs and that everyone can be 100% attentive in the workshop.

ANNEX 3

Good Practice linking several GEWE Building Blocks

As countries grow, income flows and consumer demand also increases, which has implications for agricultural commodities. Emerging country demand for protein, other nutrients and other commodities is driving growth of markets as well as negative impacts (deforestation, greenhouse

gases emissions and biodiversity loss⁹⁷) in other countries. The resulting unsustainability also generates inequalities between producing and consuming countries and between producers and consumers⁹⁸. The pressure for more responsible and sustainable supply chains⁹⁹ is expected to intensify.

There are several approaches that practitioners are encouraged to explore further. The Women's Empowerment Principles are one of these which continues to build momentum. More than 1,500 CEOs have signed the CEO Statement of Support,

⁹⁷ World Economic Forum, 2018. *Emerging Market Consumers and Deforestation Risks and Opportunities of growing demand for soft commodities in China and beyond*. Tropical Forest Alliance 2020. August 2018. Available at <https://www.tfa2020.org/en/publication/emerging-market-consumers-deforestation-risks-opportunities-growing-demand-soft-commodities-china-beyond/>.

⁹⁸ Gupta, J. et al, 2019. *Re-imagining the driver–pressure–state–impact–response framework from an equity and inclusive development perspective*. *Sustainability Science*. <https://doi.org/10.1007/s11625-019-00708-6>.

⁹⁹ <https://www.eco-business.com/opinion/want-to-ward-off-the-apocalypse-invest-in-womens-health-and-rights/>.

committing to treating workers fairly, to non-discrimination and to non-exploitation.

Another is Root Capital's Gender Equity Grants¹⁰⁰ (designed and implemented in collaboration with VfW) which underscore normative frameworks (principles and commitments) to be complemented by an inclusion strategy anchored in social value, environmental value and business performance. Analysis so far highlights observed outcomes and impacts under the programme that are directly relevant to GM efforts, providing evidence of the impact of a combined approach. The integration of day-care facilities, workplace support systems including training and financial literacy, crop collection centers and skills training is a powerful signal that can further contribute to transformation of supply chains.

The strategies outlined also deliver for other Building Blocks, leveraging time savings, household savings

¹⁰⁰ <https://rootcapital.org/resources/gender-equity-grants-evaluating-key-benefits-businesses-workers-farmers/>

and leadership to bolster control over resources, improved safety, gains in productivity to consider environmental impacts and their potential role as change agents.

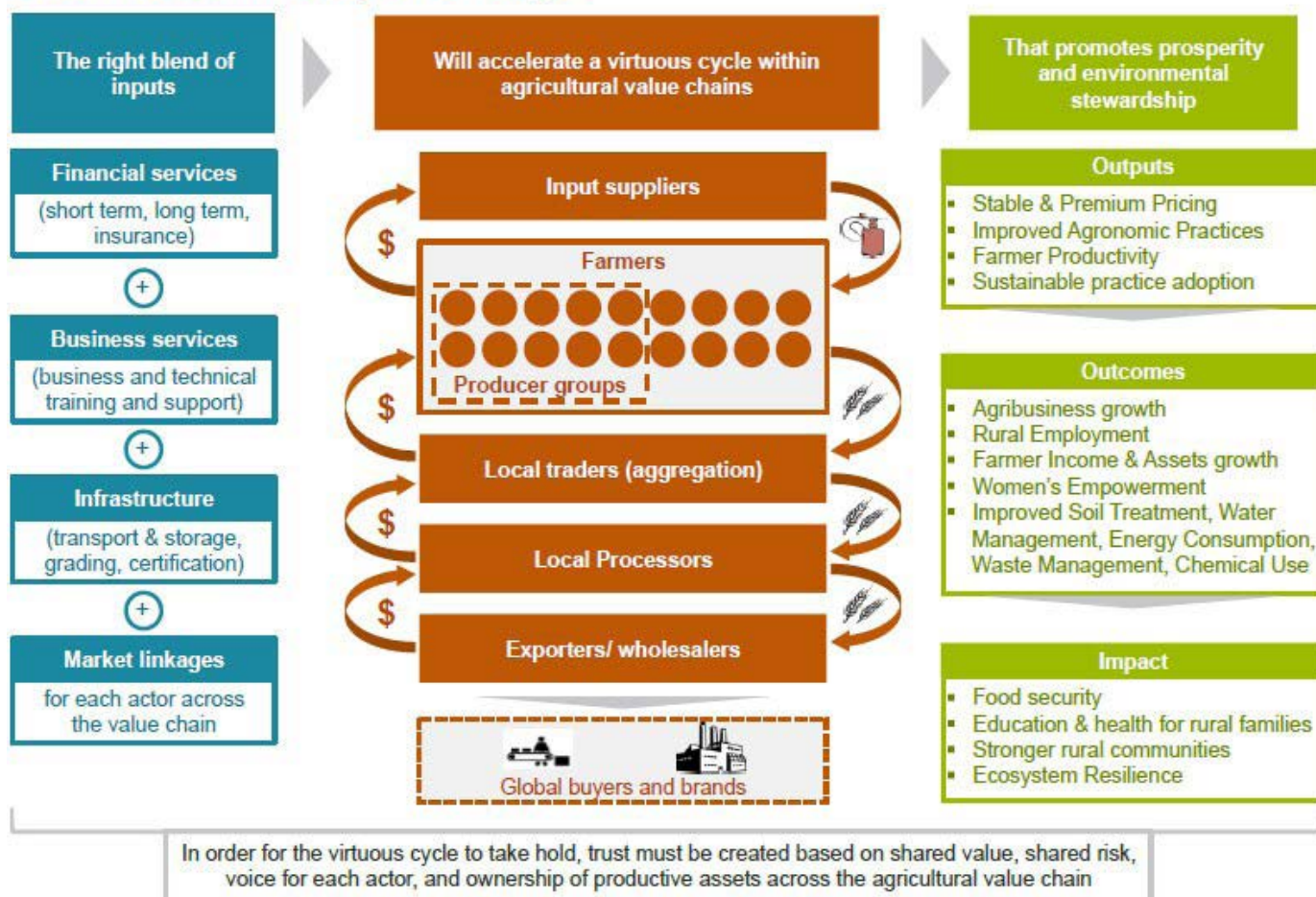
Such efforts can also be potentially further adapted to deliver more environmental outcomes. An example of this already exists in the approach modelled by the Council for Smallholder Agricultural Finance whose theory of change presents a good model for blending gender mainstreaming and environmental outcomes¹⁰¹ (see also Figure 9).

Additionally, the Partnership for Gender Equity has developed several useful tools e.g. A Common Measurement Framework, An Inclusive Training Checklist (See Box 8), drawn from Root Capital as an example in PGE's Engagement Guide for Gender Equity, as well as Gender Equity Principles (see Annex 1) which are already quite extensive and can supplement and support GM efforts writ large. For more information on the PGE tools: <https://www.genderincoffee.org/>.

¹⁰¹ <https://csaf.org/impact/theory-of-change/>

Figure 9: Theory of Change of the Initiative for Smallholder Finance. Source, Council for Smallholder Agriculture Finance, 2019.

Smallholder Theory of Change

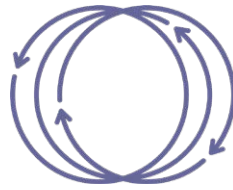








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