![The Partnership for Gender Equity logo]

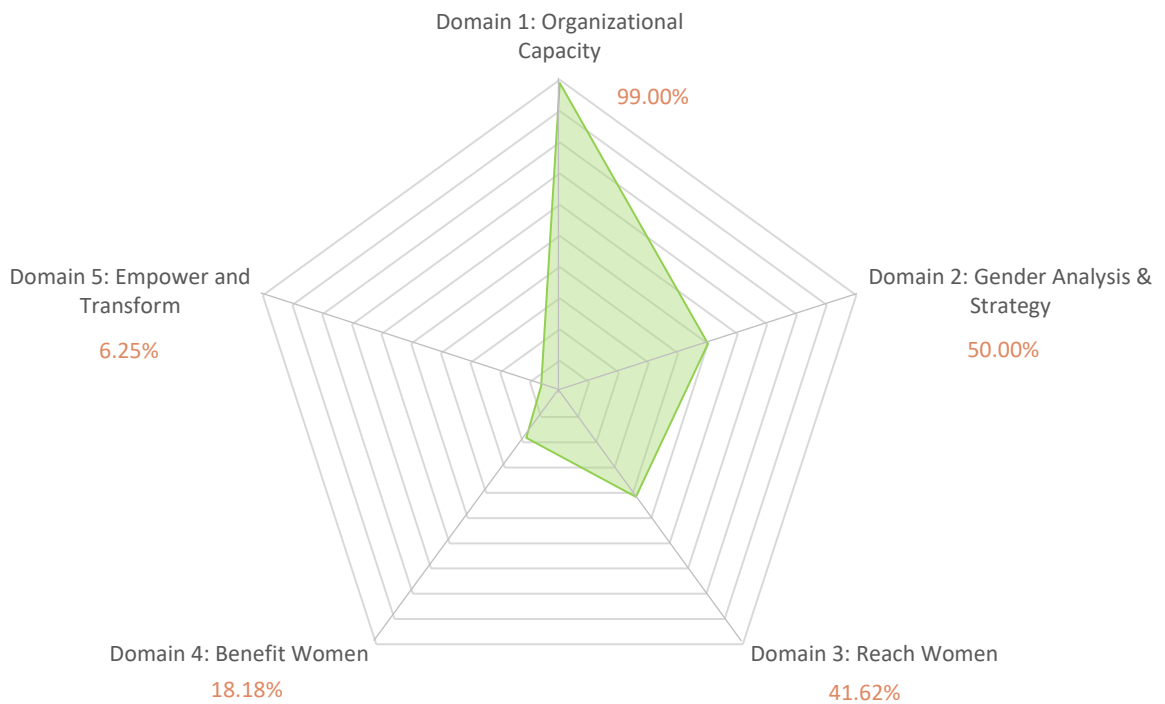**Koffe Ko**

Gender Equity Index Report

Your Score

Basic Level

of achievement
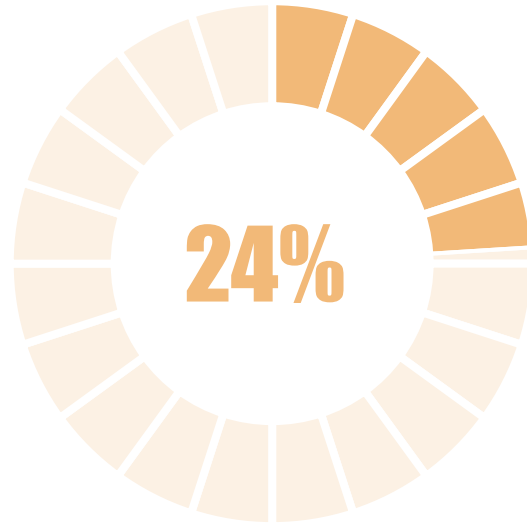
24%

Domain Breakdown

Domain 1: Organizational Capacity
99.00%

Domain 2: Gender Analysis & Strategy
50.00%

Domain 3: Reach Women
41.62%

Domain 4: Benefit Women
18.18%

Domain 5: Empower and Transform
6.25%

Recommendations

DOMAIN	SCORE	LEVEL	RECOMMENDATION
Organizational Capacity	99%	Advanced	Achieving an advanced score in Domain 1 means that your organization has a good level of capacity for delivering gender equitable services. Reaching this level is to be celebrated, and it is also a chance for internal reflection. Consider the degree of consistency of answers among users in different regions or origins or across different initiatives and programs across your organization. Are there areas for improved understanding or experience sharing that could strengthen organizational learning for this Domain? With an advanced level, your organization can explore impact measurement in a more meaningful way. Begin to identify key performance indicators that you either already measure and/or could measure related to this Domain, or others. Reach out to Equal Origins or other gender experts to explore how you can provide meaningful input into a set of indicators for industry-wide application.
Gender Analysis and Program Design	50%	Intermediate	Future project budgets should include sufficient resources to conduct a "Gender Analysis" to understand the opportunities and constraints of the women contributing to coffee and cocoa production within the scope of the project, whether that contribution is paid or unpaid work. It is recommended that you begin to develop in-house gender analysis expertise. Though at this stage, outside gender expertise will still be required, the scope of work should include a plan to meet internal capacity building goals related to conducting and interpreting gender analysis in various contexts. This new internal capacity may simply be the ability to make qualitative judgements regarding how "fit for purpose" or how helpful the gender analysis was. At this stage, the goal is to become a more discriminating consumer of gender expertise and gender analysis and to begin a thoughtful process to determine who within the organization may need additional gender skills and capacities to ensure services are inclusive and equitable. Contact with regional gender organizations should be made and partnerships should be explored with organizations that are addressing gender issues discovered during the gender analysis. This is primarily a knowledge building, educational phase at this stage for

			the EAS providers. (EAS providers should consider making unrestricted contributions or non-cash "in-kind" support to these local organizations and should request presentations on their work and impact as appropriate.)
Reach Women	41%	Intermediate	Continue to adapt services over time based on improved analysis and understanding of the target audience. Find ways to actively encourage women's participation - including setting targets based on a clear rationale. Targets may differ and may be informed by external factors, but most importantly rationale should come from analysis of roles and differential needs and opportunities.

Take active measures to address constraints in program design. Consider measures that promote both the accessibility and attractiveness of programs and services, to women. The selection of measures will depend on outcomes of analysis of barriers and constraints in each context.

Base the selection of participants in training and technical assistance on an analysis of the effectiveness of men and women trainers for men and women trainees. Grow the percent of women trainers / facilitators as well as lead / peer farmers over time.

Ensuring the appropriate mix of female trainers and facilitators will depend on the context. Consider analyzing in the contexts where you work whether female or male trainers are more effective in reaching women farmers. The % of women lead farmers or peer trainers should ideally be equal to men's and should be the same or more than the % of women members of POs or registered farmers. If there are fewer women lead farmers, analyze the reasons for this and think about how these can be addressed. |
| **Benefit Women** | 18% | Basic | Taking specific steps to understand the women contributing to coffee and cocoa production are required. Conducting a "fit for purpose" gender analysis is best, but an attempt to understand the roles, needs, constraints, and interests of the women in the supply chain is necessary to ensure project goals align with the interests and opportunities for women producers and farm workers within the project's scope. Initially, this may be a discussion and analysis of past experiences among front line staff or a review of existing data and anecdotal evidence about what worked and what didn't. A gender expert may be necessary to facilitate discussions and interpret these data to clarify next steps.

For trainers delivering services and education to men and women, specific strategies designed to overcome existing negative or |

			oppressive gender norms should be utilized. This may require gender sensitivity training that provide presenters with tools to compensate or overcome differences in education, literacy levels, and the status of women. As it relates to training materials, a review should be conducted to evaluate and modify them to ensure women are represented in the language, the imagery, and the examples used. Feedback loops should be established that request critical feedback from participants that may inform future strategies to engage women in mix group sessions. Evaluate data collection, storage and analysis to ensure gender disaggregated outcomes and impact are possible.
Empower And Transform	6%	Basic	In collaboration with a partner or gender expert, consider whether and how empowerment of women is an objective of your work currently, and how it might be in the future. Consider which domains are most relevant to your business objectives and to your gender equity objectives. To transform unequal gender relations, review and attempt to understand social and gender norms that shape society's expectations of women and men. Consider how you can influence gender norms as part of your programs and services, and through targeted sensitisation or awareness campaigns. The choice of indicators to measure the impact of your programs will depend on the objectives and strategies for women's empowerment. Develop a Theory of Change on gender to help define desired outcomes and a pathway to achieve these. As women's empowerment is a process, indicators that relate to both the steps towards it, as well as final outcomes are of value, and should be captured. Select relevant indicators for work with producer organisations and the household level. Identify potential areas of negative response or impact and to monitor these. Sharing information and learning between companies and within value chains is an effective way to promote change across the sector and to build on each other's experiences and learning.

Your Responses and Recommendations

Below is a breakdown of the result you received for each scored answer you gave during the self-assessment and the recommendations for improvement.

Domain 1			
Does your organisation have a gender strategy, policy or action plan for itself?	100%	
Does your organisation have a gender strategy, policy or action plan for its supply chain partners?	100%	
Does your organisation have in-house capacity to provide any of the following services?	100%	
Have you provided any company-wide gender awareness training?	100%	
Measures to be able to analyse and respond effectively to the needs of women and men farmers?	100%	
What is the current % women in your organization's staff	100%	
What is your target % for women in staff?	100%	
What support do you provide to women who are working in the field?	100%	
What is the current % women in your organization's leadership staff?	100%	

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Below is a breakdown of the result you received for each scored answer you gave during the self-assessment and the recommendations for improvement.

Domain 2			
Has your organisation/company carried out a gender diagnostic of the value chain?	0%		A gender diagnostic of the initial stages of the value chain where these include women and men farmers and farming families (i.e.production, primary processing, transport and sale) is a good starting point for understanding your client base and the different opportunities and constraints women and men face. An example of tools for this is included in the 2015 Hivos publication Sustainable Coffee as a Family Business on P.17. https://hivos.org/assets/2018/06/coffee_toolkit_2015.pdf
(If yes) which aspects of the value chain were included?	50%		Consider all of these areas in your gender analysis and mapping of the value chain: 1) Women's and men's roles, not only within the primary value chain but also in other income generating activities and care work. This helps you to understand what tasks women and men perform in coffee and cocoa, as well as time constraints they face and what their primary economic activities are.
If yes, how have you used this analysis to inform the design of programs and services? (Select all that apply)	100%		
Do you have a theory of change for your work on gender?	0%		Consider developing a ToC for your work on gender. A Theory of Change can help you to develop a coherent approach to program design and the measurement of results across different activities and programs. It supports you to define clearly what kind of changes you are working towards and identify strategies and approaches to achieve this, as well as informing the MEL framework.
Have you undertaken analysis of the broader issues affecting women in the contexts where you work?	100%		

Below is a breakdown of the result you received for each scored answer you gave during the self-assessment and the recommendations for improvement.

Domain 3			
	Do you keep records of the number of women and men who participate in your programs and/or access your services?	100%	
	Do you analyze this data and use it to update your program or service delivery to make it more inclusive of women?	100%	
	Do you have targets or quotas for women's access to services or participation in programs?	0%	Consider targets for women's participation, but also have a clear rationale for these. E.g., targets can be based on your analysis of women's needs and interests, with higher targets for programs that are responding to these. Targets for participation in technical training can be based on an understanding of women's and men's roles in the value chain and their knowledge gaps. Targets may differ according to the focus of the program or service.
	What targets do you typically set for women's access to services or participation in programs (give % bands)	0%	In some instances, targets may be externally driven by a partner or donor, but it is ideal if they are based on your own analysis of women's current participation and your own rationale.
	What are these targets based on?	0%	
	Have you undertaken any analysis of specific barriers or constraints that women might face in accessing your programs or services? Yes/No	0%	In order to increase the reach of your services, it is recommended to carry out this analysis of barriers that women face in each context, taking into account factors such as cultural norms, women's time burden and domestic responsibilities, women's access to productive resources, and women's and men's education levels, and keep in mind different types of women and the barriers they face, for example: women registered farmers, women who work on family farms (spouse/daughter), and women hired labourers.

Below is a breakdown of the result you received for each scored answer you gave during the self-assessment and the recommendations for improvement.

Domain 3 Cont.		
What measures do you include in programs and services so that they are accessible to women farmers, household members or workers?	100%	
How do you select who participates in technical training? (select one)	0%	Consider basing the selection of participants in training on an analysis of roles and responsibilities on farm, rather than who is registered as the named farmer. An alternative to this is to always invite the spouse (or other adults working on the farm) to training along with the registered farmer.
What is the current % of women facilitators/trainers you work with?	50%	The relevance of female trainers and facilitators will depend on the context. However, it is good practice to aim for a mixed-gender team. The interaction between male and female trainers can model gender relations positively. Working with female trainers and facilitators demonstrates recognition of women's expertise in agriculture. If you have fewer than 35% women, consider how this can be increased over time.
Have you analysed whether women trainers more effective than men in reaching and engaging with women farmers and women household members?	0%	Consider analysing in the contexts where you work whether female or male trainers are more effective in reaching women farmers. Factors to include are the preferences of women farmers regarding working with male or female trainers and whether this would increase or decrease the likelihood of their participation; and the attitudes of men towards women attending training with male or female trainers and whether this influences their willingness to support their female family members to participate.
Do you work with both women and men lead farmers or peer trainers?	100%	
What is the current % women lead farmers or peer trainers?	50%	The % of women lead farmers or peer trainers should ideally be equal to men's and should be the same or more than the % of women members of POs or registered farmers. If there are fewer women lead farmers, analyse the reasons for this and think about how these can be addressed.

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Domain 4			
	How do you gather information on the needs and interests of your farmer clients to inform program and service design?	100%	
	Do you consider women's and men's literacy and numeracy levels in the selection of training approaches?	0%	Because in many contexts gender norms determine or have determined women's and men's access to education, it is worth routinely considering men's and women's literacy and numeracy levels in the selection of training approaches, as part of an inclusive approach to program and service design.
	What training methods do you use to allow for different literacy and numeracy levels amongst trainees in your meetings/events?	100%	
	What measures, if any, have you taken to create an inclusive culture in training settings, where women and men are supported to participate actively and where their voices are equally heard?	0%	It is not only about inclusive methods and approaches, but also about the kind of culture you create within meetings and training sessions. Consider how you facilitate the active participation by women and men. Plan what you can do to create an atmosphere in which everyone, no matter what their social status, feels comfortable to speak up and where all contributions are equally heard and respected. Creating an inclusive culture takes time, and usually requires a mixed approach, including training and sensitisation of facilitators.
	Which of the following aspects do you consider when developing your training materials, to ensure they are gender-sensitive?	0%	Review all of these aspects (language, images, examples) as they can contain implicit bias or ideas on gender that reinforce negative gender norms or messages about women's or men's roles within coffee or cocoa. Paying attention to the content of training, in the language, images and examples, as well as implicit ideas on gender, is an effective way to mainstream gender awareness across all areas of training.
	Have you analysed whether it would be beneficial to offer women-only training or services?	0%	It is worth considering where women-only services will be most effective across all programs and contexts. This can be because women's and men's needs and interests are different and women would be best served by a tailored program or service. It may also be because social norms mean that women should not mix with men outside the home or because women would feel more confident to participate in a single sex group.

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Your Responses cont.

Below is a breakdown of the result you received for each scored answer you gave during the self-assessment and the recommendations for improvement.

Domain	Question	Score	Recommendation
Domain 4 Cont.	Have you analyzed whether it would be beneficial to offer training and services to couples?	0%	Using gender analysis of the value chain, identify whether some areas of training and services benefit from a 'whole family' or couples-focused approach. For example, agronomy training, where both husband and wife perform tasks on farm, or financial literacy/farming as a family business training. It can also include training on nutrition and food crops, an area which is frequently assumed to be of interest to women only but where it can be beneficial to include men and other family members.
	Do you make any gender-disaggregated analysis of the feedback you receive on your programs and services?	0%	Analyse feedback from women and men and capture any learning about how service delivery / program design should be adjusted to respond to their respective needs and interests.
	To what extent do you use the information gathered through feedback to update/revise/change your program and service delivery?	0%	Carry out regular reviews of approach/service delivery, based on feedback from users.
	Do you make any comparative analysis of the impact of your services on women and men?	0%	Consider how you can make a comparative analysis of the impact of your services on women and men. This will involve comparing any data on outcomes in a gender-disaggregated way, and where needed carrying out analysis of the causes of any differences in impact that you identify, for example in adoption of practices, productivity, or income.
	Has this analysis led to changes in your approach to service delivery?	0%	If you are able to analyse outcomes for women and men, and analyse the causes of any differences in impact, capture any learning you can to inform your future approach to service delivery. Were there any gender-related constraints that you were not aware of? Are there any additional measures you could implement to make the service more beneficial for women and men?

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10

Below is a breakdown of the result you received for each scored answer you gave during the self-assessment and the recommendations for improvement.
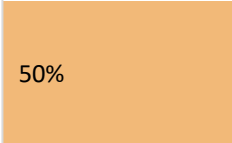
Domain 5			
	Do you have any programs and services that aim to empower women?	0%	While not all service providers have the capacity to work on women's empowerment programs, there is an opportunity to do so in your engagement with coffee and cocoa farming families. In collaboration with a partner or gender expert, consider whether and how empowerment of women is an objective of your work currently, and how it might be in the future.
	In what domains do you aim to have an impact?	0%	It is not necessary to work on all of these domains in order to have an impact on women's empowerment. Consider which domains are most relevant to your business objectives and to your gender equity objectives. Base your priorities on consultation with women on their aspirations, and the the constraints they identify.
	Do you have any programs and services that aim to influence negative gender norms?	0%	It is difficult to achieve lasting change in gender relations, without reviewing and addressing social and gender norms that shape society's expectations of women and men. Consider how you can influence gender norms as part of your programs and services, and through targeted sensitisation or awareness campaigns.
	Have you undertaken analysis of gender norms in any of these domains?	0%	To understand gender norms and expectations, it is helpful to analyse these at different levels within the value chain, and within different institutional domains. Gender norms include attitudes towards gender and women's empowerment, expectations of women and men and roles of women and men in these contexts.

Below is a breakdown of the result you received for each scored answer you gave during the self-assessment and the recommendations for improvement.

Domain 5 Cont.			
	In what domains have you engaged with gender sensitisation?	50%	Consider where gender sensitization will help you to achieve your aims and objectives. Who and where are there potential blockers who might hinder your progress towards greater gender equity? Who are your potential allies and influencers? Mapping the value chain and identifying current levels of support and resistance can be a good way to identify where engaging in gender sensitisation will be most effective.
	In what ways have you engaged with men on issues of women's empowerment and gender transformation?	0%	Men can play important roles in women's empowerment in a variety of ways. They can be gender champions and role models, or they can be willing collaborators or supporters of women's empowerment at different levels, and they can also be blockers to progress if they are not engaged and motivated to change. Consider how to engage with men most effectively in the contexts where you work. This might include communicating the business case to them for women's inclusion. Refer to tested approaches such as masculinities training and couples approaches that have been proven to be effective in changing men's attitudes.
	Do you track any potential negative impacts of gender interventions?	0%	Because of the potential sensitivity of work on gender, and the fact that by engaging with transformation and change, there exists the potential of incurring resistance or backlash, it is worth working with local partners or teams to identify potential areas of negative response or impact and to monitor these.
	Do you share experiences on gender approaches, either across regions where you work, or within the networks you belong to?	0%	Sharing learning between companies and within value chains is an effective way to promote change across the sector and to build on each other's experiences and learning. Capitalise on any opportunity to share learning and take part in networks to build your own and others' capacity in this area.

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NEXT STEPS

Congratulations on completing the Gender Equity Index! Filling out the online assessment and receiving this Report is a testament to your commitment to greater gender equity. The Report is 'snap-shot' of your organization's performance at a specific point in time. As a tool, it is meant to be used internally as a guide for the organization to understand its strengths and weaknesses, build awareness among leadership and members, and develop a plan to improve.

 What to do now that you have your Report?

- Share the Report internally with the leadership and key staff of your organization – ensuring that its shared with staff in relevant roles.

- Set up a discussion to reflect on the organization's performance and ideas for how to improve your score. Use the outcomes from this discussion to create an Action Plan and set goals for your organization to address the gaps identified.

- Review the Resources below to inform your next steps.

- Once goal setting and action planning has taken place, develop communications for your staff that shares what you've learned from the self-assessment and any commitment the organization has to improve over time.

- Plan to update the assessment each time a goal is achieved - at least once a year - to track improvement over time - or challenges in a time of crises.

- For organizations who have achieved the advanced level in any of the score areas, the next step will be to begin to measure the impact of these operating practices through data collection and evaluation.

How to Partner with PGE:
PGE provides organizations with gender equity expertise directly and through a global network of gender experts. Upon request, we offer an initial 1-hour meeting (per company) to guide you as you interpret your results and strategize next steps. Learn more about our consultive services here: www.equalorigins.org/services.

RESOURCES*

A variety of tools and resources on gender equity are available through a number of development organizations working in agricultural supply chains. Here are a few recommended resources by domain:

Domain	Resources / Additional Information
Organizational Capacity	• Food and Agriculture Organization of the United Nations: Policy Support and Governance
Gender Analysis and Strategy	• The Women's Empowerment in Agriculture Index Booklet • CASCAPE Manual for Gender Analysis in Ethiopia • Gender Analysis –European Institute for Gender Equity • A Sample Gender Analysis from Catholic Relief Services
Reach Women	• Trainer's guide: Improving extension work with rural women • Gender differences in access to extension services and agricultural productivity • REDUCING THE GENDER GAP IN AGRICULTURAL EXTENSION AND ADVISORY SERVICES: How to Find the Best Fit for Men and Women Farmers
Benefit Women	• How does gender affect the adoption of agricultural innovations? The case of improved maize technology in Ghana • Twenty-five years of research on women farmers in Africa: Lessons and implications for agricultural research institutions
Empower and Transform	• The Women's Empowerment in Agriculture Index (WEAI) • The project-level WEAI (pro-WEAI) measures women's empowerment in various types of agricultural development projects.

*Additional Resources are available at www.equalorigins.org/resources