



The Way Forward

Accelerating Gender Equity in Coffee Value Chains

A practical guide with recommendations for action
CQI's Partnership for Gender Equity



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Foreword

Robério Oliveira Silva, Executive Director, International Coffee Organization



**INTERNATIONAL
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ORGANIZATION**

As the Executive Director of the International Coffee Organization (ICO), I would like to congratulate the Coffee Quality Institute (CQI) and the Partnership for Gender Equity for its efforts to elevate the issue of gender inequity in the coffee sector. This report and its recommendations will prove indispensable for industry members seeking to take action to address this critical issue.

The reach of coffee in the world is tremendous. It is estimated that more than 100 million people are involved in producing and processing coffee around the globe and that 80% of all coffee production comes from smallholder farms. Coffee is a leading export commodity for many developing countries, accounting for over 50% of export earnings in some producing countries.



One fact is undeniable: access to resources that would help women to be more successful - such as agricultural training and credit - lags far behind that for men. This is despite women carrying out much of the work on coffee farms, including activities that directly impact quality, yields, and the resulting income for the family. Smallholder farmers

often lack the necessary collateral and requirements, which many financial institutions demand in order to supply credit. This applies more to female farmers since women's work on coffee farms is often unpaid. Coffee-growing families face numerous pressures, including the impact of climate change on crops, food and water scarcity, and limited access to education and health services. These problems add to the burden already being shouldered by smallholder coffee farmers, especially women, and hamper their ability to make coffee farming a sustainable life for future generations.

Pioneering initiatives to address the opportunity of gender equity among coffee producers, such as those led by the CQI, have begun to show tremendous promise in Africa and other regions. By better understanding and meeting the needs of women and amplifying their voices in the industry, in communities and in the household, we will help farmers succeed and we will bolster the health of our industry.

Foreword

Tjada D'Oyen McKenna, Assistant to the Administrator, USAID Bureau for Food Security
Deputy Coordinator for Development for Feed the Future

Smallholder agriculture, including the production of cash crops like coffee, is critical to boosting global food security and combating poverty in low-income countries. Gender equality and women's empowerment are essential prerequisites to realizing its full potential.

This new report provides insights into the role of gender issues in the coffee value chain and, in doing so, contributes to the efforts of those working to empower women in agriculture as well as businesses interested in increasing the sustainability of their coffee ventures. I am grateful to the report authors and sponsors for taking on such an important topic.

Throughout the coffee-producing world today, women are cultivating, harvesting, sorting, processing, and trading coffee. Reducing poverty and advancing the industry to create jobs and further economic growth will necessitate empowering women and men along the value chain.

It is no longer sufficient for gender equality to be an issue promoted only by governments, human rights and development organizations. For us to see systemic changes in women's



empowerment and gender equality, the private sector must play a major role. This report shows how the coffee industry can be a leader of that change. The coffee industry's close connections with coffee producers and growing emphasis on sustainability and social responsibility create unique opportunities to pave the way for greater economic growth and resilience in rural areas.

Partnerships with donors and civil society are also important, as this report highlights. These international and local groups have valuable expertise and experience on the

ground, particularly when it comes to leading gender equitable initiatives in agricultural value chains, including coffee.

Recognizing coffee's contribution to poverty reduction and development, the U.S. Government's Feed the Future initiative devotes significant resources to improving the productivity and incomes of smallholder coffee producers in Africa, Asia, Latin America and the Caribbean. Through its leadership of the initiative, the U.S. Agency for International Development helps smallholder coffee farmers improve their capacity to produce and process high-quality coffee, expand their access to markets and trade, and increase the economic resilience of vulnerable rural communities. USAID also develops strategic alliances with the coffee industry to identify and fund projects where critical development needs overlap with business interests.

By working together, we can have greater impact on our respective goals than if we worked alone and help coffee-producing families become a sustaining force in this global industry. Gender equality is one such goal.



Preface



Studies show that when women are supported and empowered, all of society benefits. Their families are healthier, more children go to school, agricultural productivity improves and incomes increase. In short, communities become more resilient.”¹

For nearly two decades the coffee industry has engaged in sustainability efforts to address the imperative of producing and sourcing quality coffee that meets environmental, social and economic criteria. By placing sustainability as a core element of our supply chain strategies we have collectively and dramatically impacted the coffee industry. Yet, our efforts have largely been missing a critical element: women’s empowerment and gender equity. Without a strategic approach to this complex issue, our investments have fallen short of achieving their potential return. Put simply, too often half of the productive workforce that is found in coffee-growing communities has been left out of the picture.

We are increasingly aware of the fragile nature of our supply chain, especially in smallholder coffee farming communities. In this chain, the weakest link can be the farming household. Of special concern is how to strengthen the participation and position of women to ensure a brighter future for coffee families.

With encouragement from the development sector, a number of initiatives have started to address the issue of gender equity in coffee production. Some of them are making good progress. Now we have an opportunity to do more, to broaden and deepen these efforts, to build on an industry tradition of collective learning and impact. In many forums over the past year, industry leaders have confirmed

their awareness and willingness to take action.

Our hope is that the information and recommendations in this report will not only serve as a practical guide, but will also inspire each of us to become powerful change agents – whatever our role – as we work together to build vibrant coffee communities and a prosperous coffee industry for generations to come.

Kimberly Easson
Coffee Quality Institute

¹ The Hunger Project, www.thp.org

Acknowledgements

The Partnership for Gender Equity exists thanks to the vision, leadership, and contributions of our Founding Partners for Stage 1: ACIDI/VOCA AMFOTEK, Falcon Coffees, and Mars Drinks. Additional financial support was provided by the Specialty Coffee Association of America, by Vision Partner Cascade Coffee, and Sustaining Partners: Blue Bottle Coffee, Equal Exchange Coffee, Fair Trade USA, and Farmer Brothers. The four producing-country workshops were made possible by COSURCA (Cooperativa del Sur del Cauca, Colombia), Keurig Green Mountain (Nicaragua), the International Trade Centre (Uganda), and Lutheran World Relief (Indonesia). Mars Drinks provided much-needed additional financial support for the authorship of this report.

Our heartfelt thanks go to the following:

- Inge Jacobs and Susan Cote, the co-authors of the report, together with Lisa Conway and Kimberly Easson.
- Colleen Anunu, who recently received her master's degree in international agriculture and rural development from Cornell University, conducted an extensive literature review on gender in agriculture and gender in coffee, linking key research themes to our workshops, and then analyzing and consolidating the results in solid workshop reports. Colleen brought a degree of necessary rigor as well as light-hearted comedic relief to the workshops on three continents. And by extension, recognition is due to Colleen's Cornell advisor Miguel I. Gómez of the Charles H. Dyson School of Applied Economics. Generous support for workshop research came from International Programs of the College of Agriculture and Life Sciences at Cornell University; Advancing Women in Agriculture through Research and Education (AWARE); the Hollingshead fund; the Toppings Fund; and the Einaudi Center for International Studies.
- Chris Bacon from Santa Clara University advised the work at key junctures.
- Lisa Conway took up the role of a rigorous, yet gracious, taskmaster to make sure we met our deadlines and kept our wits through the report-writing and production process. She also provided much sage advice to the project leader and team throughout.
- Advisory Council members Ellen Jordan Reidy (AMFOTEK), TJ Ryan (ACDI/VOCA), Brooke Cantrell (Rwanda Trading Company/- Falcon Coffee), and Samantha Veide (Mars Drinks) provided consistent strategic guidance, wisdom and support.
- A special acknowledgment goes to Susan Cote, who has played a significant role as a strategic thought-partner for the initiative over this past year. She designed and managed the entire process to gather industry input, leading discussion groups, conducting interviews, and consolidating inputs. As a result, we were able to engage 50 industry leaders who shared their experiences, vision, and concerns about addressing gender equity at origin. Susan's vast experience in consumer-packaged goods was a tremendous benefit in integrating the diverse array of opinions, ideas, and concerns into a cohesive narrative for key sections of the report.

Other important contributors include the following:

- CQI's Board task force for the initiative: Ellen Jordan Reidy, Ed Canty and Ellen Rogers;
- Lindsey Jones-Renaud at ACDI/VOCA for spearheading the current practice review with support from colleagues TJ Ryan and Melissa Schweisguth.
- Current practice interviewees representing TechnoServe, International Trade Centre, International Women's Coffee Alliance, ISEAL Alliance, Hanns R. Neumann Stiftung, Twin, Lutheran World Relief (LWR), Hivos, and Sustainable Harvest;
- The development agency/funder discussion group, comprising LWR, TechnoServe, USAID, and IDB;
- Key advisors, reviewers, and editors, including Ric Rhinehart, Elisa Kelly, Chad Trewick, Steve Livingston, and Roger Easson;
- The CQI Board of Trustees for their support and advice throughout the process;
- Many NGO partners who shared ideas and insights that informed the early formulation of the initiative, including IFAD and Oxfam Novib, among others.
- The report was made beautiful by Brandon Ort and carefully copy edited by Kristin Witting.
- Alex Katona and Rosangela Dardon of CQI contributed to the visual quality of the final product.
- Fatima Ismael Espinoza and the members of the SOPPEXCCA farmer cooperative in Nicaragua for the inspiration of what's possible in transforming gender relations in coffee farming communities and example they've set over many years.

Workshop support:

Our four workshops provided significant insight into producer realities and expanded our understanding of gender inequities at origin. We are especially grateful for the contributions of the 117 men and women coffee farmers in Colombia, Nicaragua, Uganda, and Indonesia who revealed their experiences with such openness and candor. In addition to the funding support mentioned above, the following people and organizations contributed their time and talents to ensure the success of the workshops:

- Workshop facilitators: Rebecca Morahan (Colombia), Felicity Butler and Fernanda Silas Cano (Nicaragua), Sarah Castangola (Uganda), Intan Darmawati and Justina Rostiawati (Indonesia);
- Quality workshop instructors: Luz Stella Artajo Medina (Colombia), Colleen Anunu (Nicaragua and Indonesia), Mbula Musau and Stephen Vick (Uganda);
- International workshop participants who traveled long distances to participate (not observe) openly with the producers, sharing their own life experiences as men and women and perspectives on gender equity;
- Workshop enthusiasts: Samantha Veide and Colleen Anunu for being at three of four workshops, stepping in to provide support and help to ensure consistency across the program activities.
- Producer sponsorships: Atlas Coffee, Philz Coffee, and Royal Cup Coffee.



Photo by Sustainable Harvest Coffee Importers

Abbreviations:

CQI	Coffee Quality Institute	IWCA	International Women's Coffee Alliance
FAO	Food & Agriculture Organization of the United Nations	KIT	Dutch Royal Tropical Institute
GAAP	Gender, Agriculture and Assets Programs	LWR	Lutheran World Relief
GALS	Gender Action Learning System	NGO	Non-governmental Organization
HRNS	Hanns R. Neumann Stiftung	PALS	Participatory Action Learning System
IDH	The Sustainable Trade Initiative	PGE	Partnership for Gender Equity
IFAD	International Fund for Agricultural Development	SCAA	Specialty Coffee Association of America
IFPRI	International Food Policy Research Institute	UN	United Nations
ILRI	International Livestock Research Institute	VSLA	Village Savings and Loan Association
ITC	International Trade Centre	WEAI	Women Empowerment in Agriculture Index
ISEAL	International Social and Environmental Accreditation and Labelling Alliance	WOCAN	Women Organizing for Change in Agriculture and Natural Resource Management

Executive Summary

Background

The Coffee Quality Institute (CQI) founded the Partnership for Gender Equity (the Partnership) in the fall of 2014. The objective of this strategic initiative is to illuminate how gender inequality at origin impacts coffee outcomes and the well-being of producers and to determine how to respond. Ultimately, the goal is to contribute to the sustainability of the industry. CQI designed the Partnership to take place in three stages: Stage 1 – Research and Discovery; Stage 2 – Strategy Development and Pilot Projects; Stage 3 – Scalable Investments. This report describes the results of Stage 1.

Joining CQI in this collaborative initiative, and contributing valuable resources and expertise, were Stage 1 founding partners ACDI/VOCA (a global non-profit development organization focused on poverty alleviation, with significant experience in gender in agricultural contexts), AMFOTEK (a woman-owned beverage product developer and

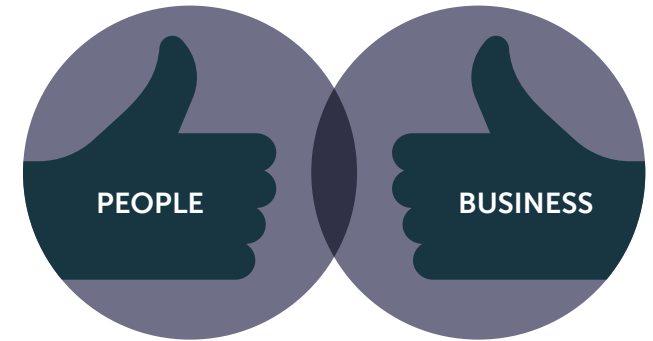
manufacturer), Falcon Coffees (a UK-based green coffee trading company that focuses on building collaborative supply chains in coffee-producing countries), and Mars Drinks (a division of Mars, Incorporated, offering workplace beverage systems, that has experience addressing gender opportunities in cocoa production). Additional private, trade, non-profit, and producer organizations also contributed to and participated in the initial research phase of the program.

Definitions

Gender equity is the process of treating women and men fairly. It takes into consideration the different needs of women and men and includes provisions to level the playing field by addressing women's historical and social disadvantages. Gender equity leads to gender equality. **Gender equality** implies that women and men enjoy opportunities, resources, and rewards equally and that they have the ability to make choices free of gender stereotypes, roles, and prejudices.

Program Rationale

There are two main reasons to focus on gender equity in coffee: it's right for people and it's right for business.



Human rights: Most nations and international laws support the principle that women and men should have the same rights and be treated equally. We know, however, that, in practice, the human rights of women are frequently violated. The gender gaps in coffee-growing countries are among the greatest in the world.²

By some estimates, nearly half of all small-holder coffee farmers live in poverty.³

² United Nations Development Programme, *Human Development Reports, Gender Inequality Index*, <http://hdr.undp.org/en/content/table-4-gender-inequality-index>

³ Technoserve website (<http://www.technoserve.org/blog/a-fresh-approach-for-smallholder-coffee-farmers>)

Women's social and economic marginalization has profound implications for the income, health, nutrition, and education of their families. Leading global development agencies agree that addressing gender inequalities in agriculture is key to improving human development and well-being, and is necessary for the sustainable development of agriculture.⁴

Business case: An estimated 25 million smallholder coffee farmers produce 80 percent of the world's coffee.⁵ Women do much of the work on smallholder coffee farms, including key cultivation and processing activities that affect coffee yields and quality. In addition to the millions of women members of coffee-farming households, an increasing number of single women heads of household depend on coffee farming for their families' livelihoods. Despite their contributions, women are often excluded from decision-making processes and enjoy less access to resources, including land, credit, agricultural inputs, training, information, and leadership opportunities. Although they may



not intentionally exclude women, development efforts and business practices often do not take into account their unique needs and perspectives. Given the critical sustainability issues facing coffee farming today – including climate change, plant disease, and an aging farmer population – the capabilities of women producers need to be more fully engaged and rewarded.

While some efforts have been made within the coffee industry to address gender equity and women's empowerment, they are not widespread and systemic. Much more can be done by adapting existing policies, practices,

and projects to become more gender aware and equitable, and by investing in programs to improve gender equity. Businesses need encouragement and guidance on how to take action.

Objectives

Stage 1 objectives were to better understand gender inequity in coffee production and its impact on outcomes; to communicate findings; to develop recommendations for action; and to spur interventions and changes to policies and practices across the industry.

Methodology

The Partnership's Stage 1 research involved both primary and secondary research methods, including producer workshops, focus groups, and interviews with more than 200 people from throughout the coffee value chain; a comprehensive review of relevant academic literature; and a current best-practice review on addressing gender concerns in coffee production.

⁴ World Bank, FAO, and IFAD 2009, *Gender in Agriculture Sourcebook*, World Bank, Washington DC

⁵ Fairtrade Foundation, *Coffee* <http://www.fairtrade.org.uk/en/farmers-and-workers/coffee>

Key Research Findings

These findings form the foundation for the recommendations in this report:

- ✓ Gender equity and women's empowerment are vital for building resilient coffee communities and value chains. Both men and women play key roles in activities in coffee production that impact quality and yields. Business and development outcomes are improved with gender-balanced decision making at the household and community level.
- ✓ Women do not enjoy equal access to resources and assets, nor an equal voice in decisions impacting coffee production and household matters that impact farming and family outcomes.
- ✓ Women producers carry a disproportionate burden of roles within and outside the household, and "time poverty" is a widespread issue.
- ✓ Despite the fact that women conduct a substantial part of the work on the coffee farm, coffee is often considered to be a "man's crop": it is the men who market the coffee and control the income from the coffee sales.
- ✓ Training programs can help communities, men and women, build an understanding of the benefits of changing the rights and responsibilities of household members and the ways they relate to one another.
- ✓ Women are under-represented in the leadership of community, cooperative, and producer groups.
- ✓ Because of their limited experience, networks, and financing, as well as other practical, cultural, or historical factors, female producers often have difficulty successfully marketing and optimizing their income from coffee.
- ✓ Producer organizations may need incentives to make the changes necessary to address gender inequality and inequity.
- ✓ Many organizations in the coffee industry see the potential in promoting gender equity and women's empowerment at origin, but few have yet made it a priority or taken action to address the opportunity. A commonly held concern is how to promote change respectfully, in collaboration with producers, with sensitivity to avoid unintended consequences.
- ✓ There is a need for greater understanding and more data on how gender equity relates to coffee production and farmer outcomes, as well as how to most effectively advance gender equity.

Recommendations

- 1 Increase women's participation in training programs and revise training programs to be gender sensitive.
- 2 Invest in programs to reduce time pressures for women.
- 3 Improve women's access to credit and assets.
- 4 Support joint decision making and ownership of income and resources at the household level.
- 5 Achieve greater gender balance in leadership positions.
- 6 Specifically source and market coffee from women producers and coffee produced under conditions of gender equity.
- 7 Develop a list of gender equity principles for coffee to unite and galvanize the industry
- 8 Continue to build understanding through research & measurement.

When acting on these recommendations, there are a number of important enabling factors that will increase chances of success:

Partnerships and coordination among industry stakeholders and within coffee-growing regions will be critical to move forward with the right expertise and resources to be efficient and effective.

Context analysis and baseline diagnostics must be part of program design. This will aid projects in choosing the right approaches for diverse coffee-producing contexts and will position them to capture key metrics necessary to build learning and empirical evidence.

Men's engagement is essential. The challenges of gender equity are not just a "women's issue" but a household and community issue. Change requires men and women working together to achieve different and better ways of relating to one another.

Industry has the power to use a wide variety of incentives to directly and indirectly influence gender equity at origin. These include supplier qualification criteria, increased volume commitments, program support, and price premiums.

Next Steps

In addition to disseminating the findings and recommendations from Stage 1, the Partnership will move forward as follows:

Stage 2: Apply lessons learned to strategy development, including pilot projects in stakeholder communities.

Stage 3: Scale up from pilot projects, using the best tactics identified for addressing inequality in coffee value chains.

Coffee industry members are encouraged to collaborate with and seek support from the Partnership to develop gender-sensitive policies and practices; design, participate in, and/or fund pilot projects; coordinate efforts at origin; and share data and insights with other industry members.



Introduction

Coffee, a leading export crop for many developing countries, is one of the highest-value agricultural crops in the world. More than 100 million people are engaged in producing and processing coffee around the globe. Coffee is a powerful connector – it brings people together for conversation at home and in cafes and restaurants on every continent. Coffee is not only an industry with a notable history of connecting consumers to origin; it also shows a singular commitment to understanding and addressing sustainability concerns.

Over the past 20 years, with the advent of easier, less-costly, and safer international travel, as well as access to high-quality video and communications technologies, industry participants have gained greater insight into the coffee value chain. More than ever, people are taking an interest in the source of their coffee, as well as in the lives of the families who produce it. A growing focus on women and girls in the developing world has coincided with mounting industry awareness that farmers include both men and women, and that farming families are made up of individuals who face their own specific challenges and possess unique aspirations for their futures.

At the same time, the global coffee industry faces many critical issues that threaten the well-being of these coffee-growing families and, as a result, the viability of the industry as a whole. These issues include an aging farmer population; out-migration (especially of youth) from farming communities; increasing plant disease; growing water scarcity and climate change; social development issues related to education; and health and food security.

The industry is hard at work trying to address these issues. In collaboration with NGOs, academic institutions, private foundations, and governments, industry is investing in programs throughout the coffee lands with the objectives of improving the lives of coffee farmers and strengthening the resilience of crops and communities alike.

CQI's Partnership for Gender Equity was born out of an aspiration to make these efforts more successful, as well as a desire to contribute to the global drive for women's empowerment and human rights. The Partnership is a multi-stage initiative involving key industry stakeholders and respected global development organizations. Gender inequality persists in every country on earth,

but the gender gaps in many coffee-producing countries are among the greatest in the world.⁶ The emerging awareness of the role gender plays in coffee-producing communities and households and of the significant challenges faced by women presents an opportunity. This report identifies what is known about this opportunity and offers recommendations on how the industry can move into action while continuing to deepen understanding.

This report is intended to:

- Provide sufficient evidence of a business case to invest
- Respond to key concerns raised about addressing gender equity in coffee supply chains
- Share learning on challenges and best practices
- Propose recommendations for individual companies, public-private partnerships, and the coffee industry as a whole, and
- Establish a foundation for industry-wide collaboration toward a more resilient coffee supply chain through greater gender equity.

⁶United Nations Development Programme, Human Development Reports, Gender Inequality Index, <http://hdr.undp.org/en/content/table-4-gender-inequality-index>

Leveraging Existing Efforts in Gender in Coffee

As part of the research, the Partnership conducted interviews with more than a dozen organizations and reviewed relevant academic and business reports, as well as additional online data. Below is a brief overview of a number of initiatives reviewed as part of this research; they are referenced in case studies throughout this report, and/or as resources in the Appendix.

Producer organizations: SOPPEXCCA in Nicaragua and Bukonzo Joint Farmer Cooperative Union in Western Uganda are two producer organizations that have demonstrated leadership in gender equity. They have each been recognized with the SCAA (Specialty Coffee Association of America) Sustainability Award for their efforts.

Several certifications and women's coffee brands have been reviewed, including Café Las Hermanas, Café Femenino, Con Manos de Mujer (MayaCert).

NGOs interviewed for best practices in this report are TechnoServe, Root Capital, the Hanns R. Neumann Stiftung (HRNS), Twin, Hivos, International Women's Coffee Alliance (IWCA), International Trade Centre (ITC), and Sustainable Harvest.

Many of the efforts described in this report have built on the early work of Oxfam Novib (Weman initiative), and subsequently Hivos and IDH (the Sustainable Trade Initiative, funded by the Dutch government).

inequity in coffee value chains; to communicate our findings to key stakeholders; to identify recommendations for appropriate and effective intervention; and to catalyze action across the industry.

Since last October, the Partnership has sought to gain a deep understanding of the issue through a number of sources. These include structured conversations, workshops,

and interviews with more than 200 people from throughout the coffee value chain, including male and female farmers in four origin country workshops; a comprehensive review of the relevant academic literature; and a review of the current best practices that encourage gender equity in the coffee industry.

Among all of the insights gained, the following deserve emphasis as a foundation for the recommendations in this report:

- Women's empowerment is vital for building resilient communities.
- Women play key roles in activities in coffee production that impact coffee quality and yields.
- Business and development outcomes are improved with gender-balanced decision making at the household and community level.
- Broad-based collaboration across the coffee sector is essential for transformative change.
- The industry wants to act, and wants to do so effectively, with sensitivity to avoid unintended consequences.

A Yearlong Collaborative Research Effort

CQI and the Partnership believe that gender equity is a leverage point for quality coffee and for quality of life for the people who produce it. The objectives of the research phase (Stage 1) of the initiative were to develop a better understanding of gender

Recommendations for Action

Based on the research, this report includes a list of recommendations that were vetted by industry leaders and participants of the producer workshops for validity and applicability:

- 1 Increase women's participation in training programs and revise training programs to be gender sensitive.
- 2 Invest in programs to reduce time pressures for women.
- 3 Improve women's access to credit and assets.
- 4 Achieve greater gender balance in leadership positions.
- 5 Support joint decision making and ownership of income and resources at the household level.
- 6 Source and market coffee that promotes gender equity.
- 7 Develop a list of gender equity principles for coffee.
- 8 Continue to build understanding through research and measurement.

Each of the recommendations is accompanied by background from the research, links to relevant case examples of good practice, and industry feedback on the issue. Potential unintended consequences will be highlighted in text boxes.

It should be emphasized that there are no one-size-fits-all solutions. Gender equity considerations vary among coffee-growing regions and are driven by different political, legal, economic, cultural, and religious

contexts. It is crucial to understand the situation in each regional context so that practices and priorities can be adapted appropriately.

A number of the recommended practices in this report are not new. They have been tested, proven, and adopted to some extent in agricultural development and socially responsible sourcing. However, none of them has gained widespread recognition or adoption within the coffee industry. Coffee

industry actors – from producer organizations to exporters, importers, roasters, and retailers – and the many allied groups along the way (NGOs, credit institutions, certifiers, etc.) have the ability to act quickly to make simple, low-to-no-cost changes to their practices and to invest wisely in effective programs. A key opportunity exists to build upon the work already started in a small number of coffee companies and communities to make gender-aware programming a widespread and valuable industry approach.

Organizations already applying gender equity practices and investments should 1.) measure their actions and results; and 2.) share what they do and what they have learned with others, including with the Partnership, so we can help disseminate their findings and insights.

Organizations that have not yet started should 1.) evaluate their current practices and consider how they might make them more gender sensitive and promote greater gender equity; and 2.) join existing efforts to magnify the impact on their supply chain.

The coffee industry is poised to take up leadership on this key issue and leverage our sphere of influence. Developing opportunities for women in our industry, from growers to executives, provides a powerful way to develop the human potential to address critical issues facing the sustainability of the sector with innovative and collaborative solutions.

Our aim is for the information and recommendations within this report to not only serve as a practical guide for action, but also to inspire all of us to become powerful change agents as we work to build vibrant coffee communities and a prosperous coffee industry.



A Gender Equity Approach Impacts Practice

An excerpt from ACDI/VOCA's Gender Policy: "Gender equity refers to fairness. Not all development and growth is equal for men and women, and we are obliged to consider that in our programming. Because of the existence of inequality between women and men, it is necessary to target specific resources toward women's empowerment in order to equalize and level the playing field for both women and men. Gender equity refers to the processes

and approaches that lead to gender equality, which is the end-goal."⁷ The Partnership for Gender Equity intends to develop a holistic gender-equity approach that starts at origin; Women's empowerment is one of the outcomes, along with empowerment and well-being for the entire household. This requires first understanding gender differences and then implementing practices and programs to meet the needs of both women and men.

⁷ ACDI/VOCA's gender policy, 2012

Definitions

Gender refers to the roles, behaviors, activities, and attributes that a given society at a given time considers appropriate for men and women. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context- and time-specific and changeable. Gender determines what is expected, allowed, and valued in a woman or a man in a given context.

Gender equity is the process or approach of treating women and men fairly. It takes into consideration the different needs of women and men and includes measures to address women's historical and social disadvantages. Gender equity is a means to achieve gender equality.

Gender equality is a state of equal enjoyment by women and men of opportunities, resources, and rewards and the ability to make choices free of gender stereotypes, roles, and prejudices.

Women's empowerment refers to the process of women achieving a greater ability to control their own lives, make choices and have influence. This includes developing self-reliance and a sense of self-worth, gaining skills and having one's skills recognized, and increasing one's ability to make decisions and be heard. Women's empowerment generally looks at developing women's power in comparison to that of men.

Berman, Laine, et al., *Women's Empowerment in Agricultural Assessment: Indonesia 2013*, USAID, p. iv.

UNFPA, United Nations Populations Fund, <http://web.unfpa.org/resources/frequently-asked-questions-about-gender-equality>

UN Women, <http://www.un.org/womenwatch/osagi/conceptsanddefinitions.htm>





Industry Concerns

In our conversations with coffee industry representatives about gender equity over the past year, we have been met with interest, enthusiasm, and support for the goals of this project. From these same industry members we have also heard serious questions and concerns. These questions are both practical and philosophical in nature. Here are the most frequently cited concerns, along with our thoughts on addressing them.



“My interaction with producers is limited. How can I impact gender equity at origin?”

tives, offering price premiums, using certifications, making philanthropic investments, and influencing lenders, producer groups, NGO partners, credit institutions, etc.

See report section (p.71) on how buyers can use incentives throughout the value chain to drive beneficial change.



Buyers drive the economic engine and have the ability to drive change in the supply chain.

Most coffee roasters and retailers work through third-party service providers (importers, exporters, and traders) to source their coffee. The extent of their direct relationships with coffee producers varies from significant to none. Yet every buyer has the potential to influence the conditions under which the coffee they procure is produced. Many of the recommendations contained in this report can be applied directly by those with direct producer relationships. Those who source less directly can still take powerful actions, including setting supplier criteria, revising sourcing practices, providing supplier incen-



“Who are we to impose our cultural values, to tell other people what to do?”



The goal of gender equity and the recommendations in this report are supported by human rights conventions and development goals adopted by the UN and most nations around the world.

We believe the concern about cultural values stems from industry’s desire to be both

respectful and effective when trying to create change. Industry stakeholders are interested in having better farming outcomes and better lives. If we are to address the advancement opportunity of gender equity and the human rights imperative of women’s empowerment, some traditions will be challenged. It is our intention to provide recommendations that are respectful, inclusive, and effective. Within the academic literature, entire fields of scholarship are defined by the study of exactly this process. As President Obama said during a visit to Kenya in 2015, “There’s no excuse for sexual assault or domestic violence, there’s no reason that young girls should suffer genital mutilation, there’s no place in a civilized society for the early or forced marriage of children. These traditions may go back centuries; they have no place in the 21st century.” The spread of broadly recognized norms is not new or something CQI or the Partnership is inventing. Rather, we are a part of a long and venerable tradition of encouraging the adoption of positive social change.

Q

“Should this project also include addressing the gender inequity in our own organizations and communities?”

A

It is our hope and expectation that promoting gender equity at origin is part of a broader effort to improve opportunities for women and to bring the benefits of greater gender balance to all aspects of our industry.

This question is related to the last one in that some have asked, “How can we tell producers they should address gender inequality, when it persists in our own countries and in other parts of our industry?” With this report and this initiative, we have focused on gender equity as it relates to the quality of coffee and the quality of producers’ lives, consistent with CQI’s mission and a belief that quality is the most important variable impacting livelihoods and sustainable supply for the industry.

See a list of resources available to address gender equity in other parts of the industry in the Appendix



Q

“If we try to empower women, what happens when we leave? Who do we put at risk?”

A

Care should be taken to avoid unintended negative consequences for women and communities.

Case studies have shown that this is a valid concern. Attempts to help women advance

have, in some circumstances, led to backlashes from men and community members who are resentful or fearful of change. While this is not an excuse for inaction, it does indicate that care should be taken to avoid unintended negative consequences for women and communities. Risks can be mitigated by partnering with experienced development organizations that have developed strategies for such conditions. A few of these strategies include

1. emphasizing the family, with programs that address the needs of all members of the household;
2. helping women to find growth opportunities within culturally acceptable contexts, and supporting them when they want to push the boundaries of what is culturally acceptable; and
3. using male and female trainers or advocates who come from the local community to mitigate and address resistance by others in the community, particularly male leaders and family members.



Q

“Gender equity improvements will be hard and they will take a long time. Don’t we have more urgent priorities to focus on?””

A

Every step forward for gender awareness and equity will contribute to our efforts to address threats to the sustainability of our industry.

Gender imbalance in the home negatively impacts household decision making, communication, and long-range planning that can help farming households address the threats to their business and livelihoods. Working collaboratively at the household and farm level has the potential to make households more resilient. As an industry, we have acknowledged the challenge of an aging farmer population and the need to attract young people to continue to farm coffee. We know that communities struggle with food security. We know that climate change threatens the viability of coffee-growing regions. We are challenged to increase the availability of high-quality coffee. Pursuing greater gender equity is a means to address all of these challenges.



Rationale

More than 100 million people are engaged in producing and processing coffee. Eighty percent of the world's coffee is produced by 25 million smallholder coffee producers. Women comprise half the productive workforce and play crucial roles in productive and reproductive activities that often go unnoticed.⁸

Women in coffee production systems are typically responsible for key activities that affect coffee quality, including supervising and irrigating seedbeds, harvesting (picking and carrying), and processing (pulping, washing, drying) activities.⁹

Despite the work that women contribute to the coffee value chain, they receive minimal compensation and are often excluded from decision-making processes. Social biases in favor of men, rooted in culture and tradition, reduce women's access to resources including land, credit, agricultural inputs, training, leadership opportunities, and information.

The research conducted by the Partnership during this first stage of the initiative points to a clear case for promoting gender equity (and equality) at the origin of the coffee supply chain.

There are two main reasons to focus on gender equity in coffee: it's right for people and it's right for business.

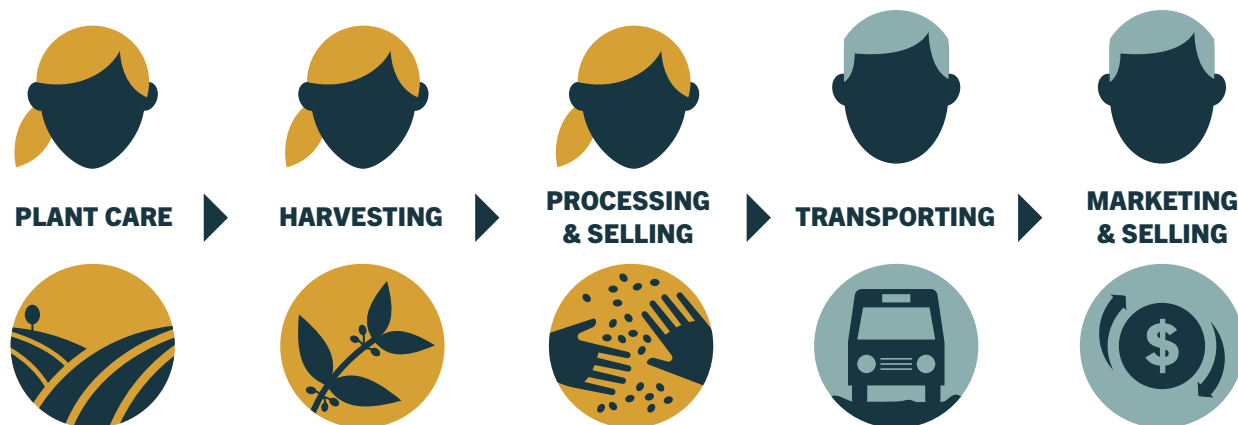
A. Human Rights

The World Bank, the FAO, and the International Fund for Agricultural Development (IFAD) assert that addressing gender inequalities in agriculture is key to improving human development and well-being, as well as for the sustainable development of agriculture. They argue that

1. gender inequalities in access to and control over resources undermine a sustainable and persistent development of the sector;
2. equity or distributional issues of resources are related to gender differences in outcomes;
3. gender roles and relations affect food security and household welfare; and
4. gender equality is a basic human right, one that has value in and of itself.¹⁰

Nearly all countries have committed to the standards contained in international human rights treaties and conventions, which refer, among other things, to the human right of women to be treated without discrimination,

Roles in the Coffee Process



While there are variations by region, women and men tend to contribute most at different stages in the coffee production process from seed to market.

⁸ Panhuysen S & Pierrot J 2014, *Coffee Barometer 2014*, Hivos, The Hague

⁹ Gender workshop reports and Mayoux, L 2012, 'Gender Mainstreaming in Value Chain Development: Experience with Gender Action Learning System in Uganda', *Enterprise Development and Microfinance*, vol. 23(4), pp. 319 - 337

¹⁰ World Bank, FAO, and IFAD 2009, *Gender in Agriculture Sourcebook*, World Bank, Washington DC

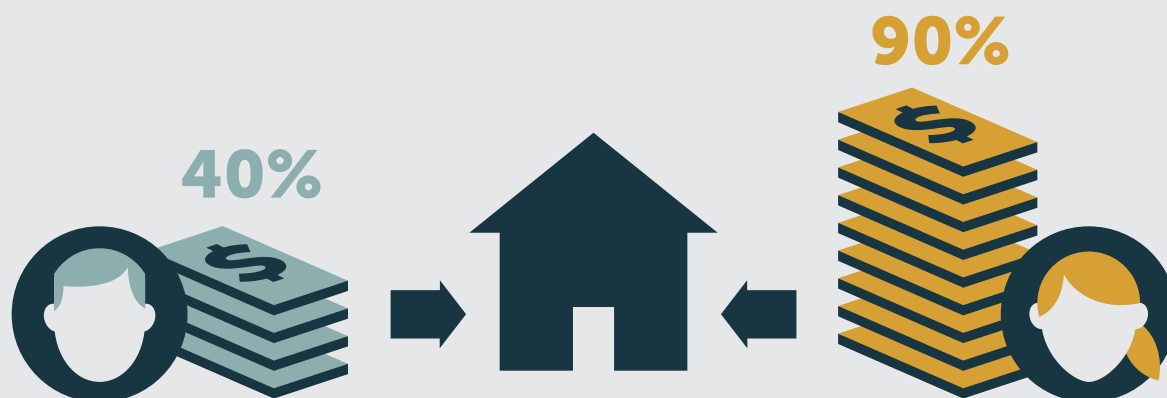
to be free from violence, and to have access to basic services such as education and health. The UN Women's Empowerment Principles (2011) state: "these international standards illuminate our common aspiration for a life where the doors of opportunity are open to all."¹¹

From a human rights perspective, women and men should have the same rights and should be treated equally. The rights of all people should be protected and respected. However, the human rights of women are frequently violated. A great deal of work remains to be done to reach the point where

all women can live free from violence, discrimination, and human rights violations.

Women's social and economic marginalization has profound implications for the health, nutrition, and education of their families. Where the relationship between men and

PERCENT OF EVERY DOLLAR EARNED THAT GOES TOWARDS MEETING FAMILY NEEDS¹²



The children of educated mothers are 40 percent more likely to live beyond the age of 5, and 50 percent more likely to be immunized¹³;

Educating girls¹⁴ is correlated with lower adolescent pregnancy rates, better child health, delayed age at marriage, lower maternal mortality, and higher earnings for women.

¹² Smith, LC & 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

¹³ Gage, AJ, Sommerfelt, AE & Piani, AL 1997 'Household structure and childhood immunization in Niger and Nigeria', *Demography*, vol. 34(2), pp. 295-309

¹⁴ Food and Agriculture Organization, *Focus on Women and Food Security*, available from <http://www.fao.org/focus/e/women/sustin-e.htm>

women is not based on equality, and where men have more power than women, including power “over” women, women are

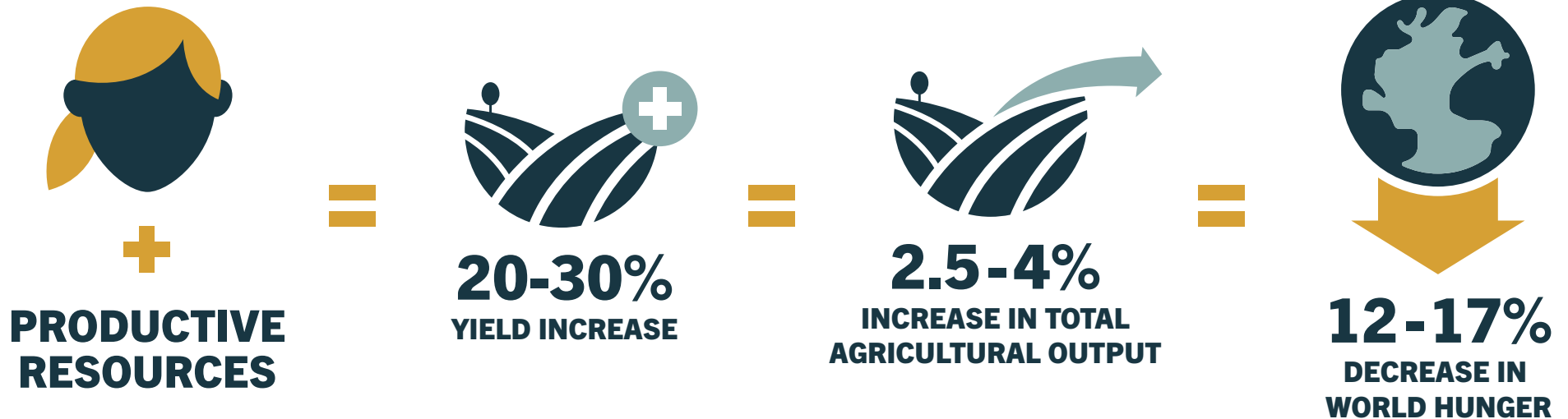
- ⊕ more likely to be victims of sexual, physical, and psychological violence;
- ⊖ less likely to have access to education;
- ⊖ less likely to have access to basic health care services;
- ⊖ less likely to have a say in household matters; and
- ⊖ less likely to have access to inheritance or land property.¹⁵

Empowerment therefore refers to addressing those power imbalances that disproportionately affect women. Empowerment also means that women and men alike have equal decision-making power regarding strategic life choices that are important to them and their households.

Despite contributing a substantial amount of the labor needed for farm activities, across agricultural value chains and, more specifically in coffee-producing communities, women have less access to credit, information, training, land, and leadership positions. These elements are all crucial aspects of economic and social empowerment. The

inability of women to contribute to the economy in a meaningful way has a negative impact on their family’s future and on social and economic development on a large scale.¹⁶

Massive inefficiencies result when women are underserved and are not able to improve their capacity to act (economically or socially). When half of society is under-mobilized or excluded, this represents a lost opportunity for development and for business.¹⁸ Vibrant farming communities – where everyone is contributing – produce better coffee and more of it, which is good for the entire coffee industry.



¹⁵ Greene, M & Robles, O 2013, A sustainable, thriving cocoa sector for future generations: the business case for why women matter and what to do about it, available from <http://cocoasustainability.com/wp-content/uploads/2013/12/A-Sustainably-Thriving-Cocoa-Sector-for-Future-Generations-As-Publicly-Released1.pdf>

¹⁶ Mayoux, L 2009, 'Steering life's rocky road: Gender action learning for individuals and communities. Manual for field testing and local adaptation. GALs stage 2', Women's Empowerment Mainstreaming And Networking, Oxfam Novib; Oxfam 2011 Gender equality: It's your business, Briefings for Business 7

B. Business Case

Understanding and targeting gender inequalities is crucial to identifying and solving weak links in supply and areas where growth opportunities are being missed.¹⁹ This is why gender inequity, for many reasons, is a missed business opportunity.²⁰

The business argument in support of promoting gender equity and adopting a gender-aware approach in coffee includes the following:

1. Women do much of the work on smallholder coffee farms; yet farmer training programs and other development efforts often do not take into account the unique needs and perspectives of women.
2. Women currently have less access to the resources and rights needed to make the most of their work in coffee.
3. Decision making in families, communities, and producer groups is sub-optimized by low-to-no participation from women.

Increasing women's participation in supply chains can lead to significant improvements in crop productivity, quality, and environmental and social sustainability. Female farmers can also deepen a firm's supplier networks in a catchment area. By understanding the role of gender in supply chains, firms can increase the cost-effectiveness of small-holder engagement strategies.¹⁷

¹⁷ International Finance Corporation 2013, *Working with Smallholders - A Handbook for Firms Building Sustainable Supply Chains*, IFC, Washington DC

4. Improving the status and well-being of women benefits the whole family. Improving economic security for the family helps ensure more young people will stay and continue in coffee farming.
5. More women are working in agriculture, a trend referred to as the "feminization of agriculture."²¹ In addition to the millions of women who are members of coffee farming households, an increasing number of single women heads of household are



engaged in coffee farming. Rwanda is the prime example of this trend, as the after effect of genocide. The numbers of independent women producers have also grown in other countries, such as Nicaragua and Guatemala, due to civil war and out-migration of men in search of higher incomes.

¹⁸ KIT, *Agri-ProFocus & IIRR 2012, Challenging chains to change: Gender equity in agricultural value chain development*, KIT Publishers, Royal Tropical Institute, Amsterdam

¹⁹ Mayoux, L 2010, 'Tree of diamond dreams: Visioning and committing to action on gender justice, Manual for field-testing and local adaptation, GALS stage 1', *Women's Empowerment Mainstreaming And Networking*, Oxfam Novib

²⁰ KIT, *Agri-ProFocus & IIRR 2012, Challenging chains to change: Gender equity in agricultural value chain development*, KIT Publishers, Royal Tropical Institute, Amsterdam

²¹ KIT, *Agri-ProFocus & IIRR 2012, Challenging chains to change: Gender equity in agricultural value chain development*, KIT Publishers, Royal Tropical Institute, Amsterdam

Of the potential reasons to promote gender equity shared by the Partnership with industry representatives who were interviewed, two were universally considered to be the most important:

1. Build viability of smallholder coffee farming for farming families
2. Better educate and incentivize women in their roles within coffee production so they produce better outcomes (quality and volume)

At the same time, some organizations are

reluctant to make gender a priority because of a perceived lack of empirical evidence that gender-sensitive approaches and gender equity are linked to improved economic outcomes for producers and to better quality and reliability of supply for coffee buyers. This is particularly true for commercial businesses.

Because of this challenge, the Partnership believes that there is a continued need for documenting the business case of investing in gender equity and communicating it to businesses, buyers, and producer organizations. This appears to be a growing role of

NGOs. Representatives from TechnoServe, Twin, Root Capital, ISEAL, HRNS, Lutheran World Relief and Hivos emphasized these points during interviews. Root Capital is doing research on diversification opportunities for female family members of coffee-producing households in Latin America. Sustainable Harvest and TechnoServe spoke of communicating the business case to buyers through ongoing engagement. For example, Sustainable Harvest regularly engages with roasters to help them understand the benefits of their gender program and strategies to use as they negotiate sales for women's coffee.

There are massive benefits to engaging women more in agricultural value chains, making them visible, and making sure that they are served. This is especially so in value chains for major commodities such as coffee.

For companies working in these kinds of chains, knowing who does what is important to address bottlenecks and allocate resources to make the company and the chain work better. Understanding gender inequalities is critical to address the weakest links in supply and marketing chains and the most

urgent areas for upgrading quality and growth. Because tasks are often separated by gender, neither the men nor women by themselves have a complete understanding of the workings of the whole value chain (or even all aspects of one level of the chain), let alone how the roles and responsibilities of different actors intersect and interact at different stages (Farnworth 2010). Generating and analyzing this kind of information improves the value chain because the identity and roles of the actors are made transparent. It thus becomes clear for whom and where to target improvements.²³

²³ KIT, Agri-ProFocus & IIRR 2012, *Challenging chains to change: Gender equity in agricultural value chain development*, KIT Publishers, Royal Tropical Institute, Amsterdam, p.6



IV.

Research Aims, Framework, & Scope

Research Objective

The objective of the Stage 1 research plan was to provide a foundation of understanding on which to build recommendations for action. This foundation incorporates learning from the published research on gender inequity in coffee value chains; the experience and practices of organizations that are actively addressing gender opportunities in the field; and the perspectives of stakeholders throughout the industry, including roasters, retailers, importers, certifiers, trade organizations, and producers. The aim was to build consensus on the reasons and need to act.

Research Framework & Scope

The Partnership Stage 1 research was framed around a focus on specialty coffee, gender equity, smallholder producers, and quality:

1 Specialty coffee and coffee origin as starting points for impact throughout the industry:

- a. **Focus on Specialty:** Buyers of quality coffees tend to be more closely linked to their suppliers, and as a result they are more aware of the issues that producers face. Greater opportunity exists currently for upgrading within the specialty market where more direct and higher-value market linkages exist.
- b. **Focus on Origin:** According to the 2013 UN Gender Inequality Index, gender gaps exist in every country, proving an opportunity for gender equity work in every origin and all aspects of the supply chain. It is our

hope and expectation that promoting gender equity at origin will become part of a broader effort to improve opportunities for women and to bring the benefits of greater gender balance to all aspects of our industry. This initiative focuses on origin issues where the widest gaps, and the opportunity for greatest impact on coffee quality and farmer livelihoods, exist.

- 2 **Gender equity:** With a focus on gender equity, we ensure that efforts are directed toward supporting each coffee-producing household in functioning as a family and business unit, where men and women together make decisions that will benefit their households and improve their livelihoods.
- 3 **Smallholder producers:** The focus of this research has been on smallholder producers. Specifically, the producer workshops focused on organized smallholder producers, those who are members of a producer group or cooperative and

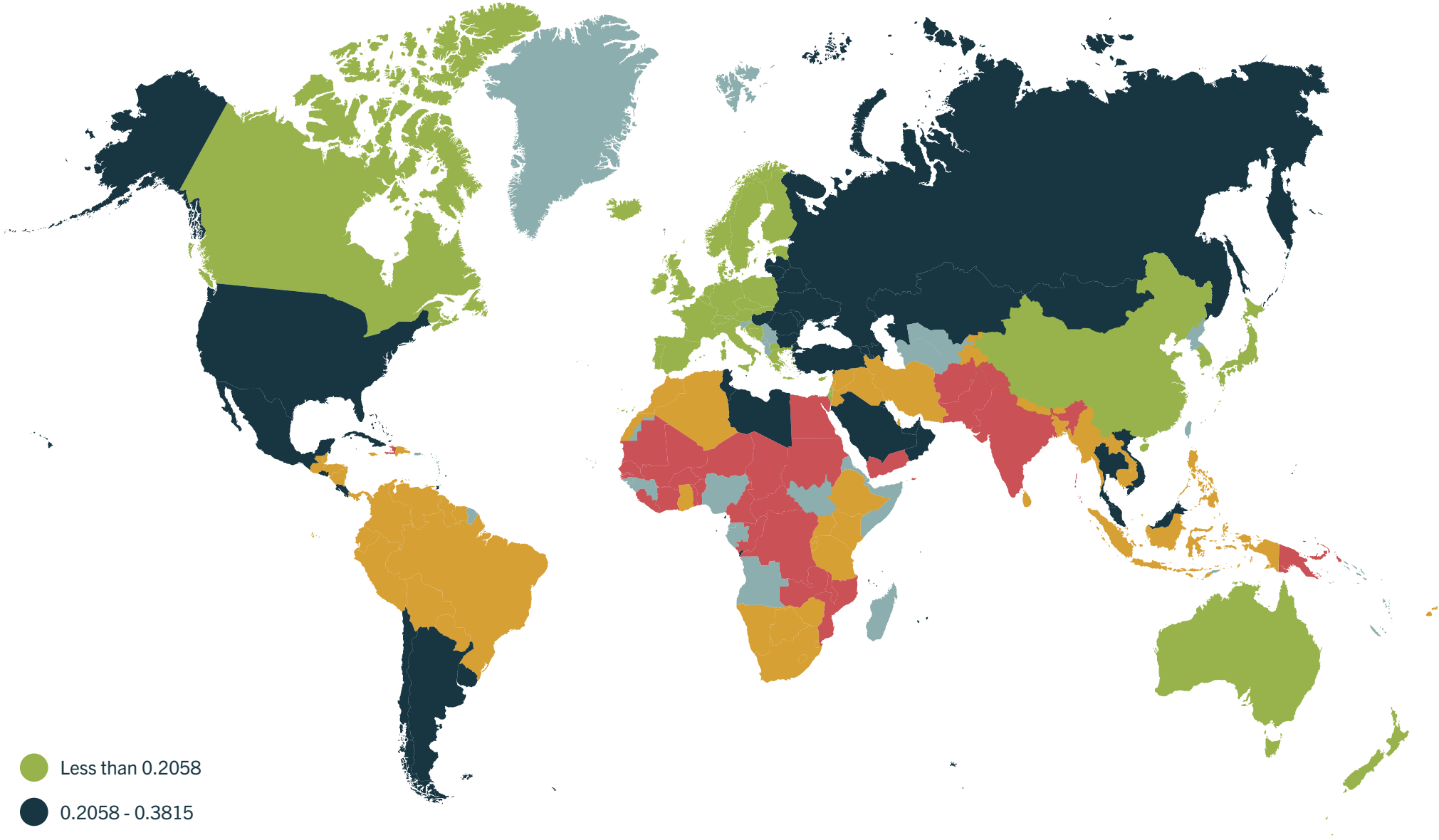
who benefit from the services of those organizations.

This prioritization was based on the following points:

- Smallholder farmers produce an estimated 80 percent of the world's coffee.
- Industry and development sectors are concerned that smallholders will diversify and leave coffee farming as a result of their limited resources and inability to make it profitable.
- Producer organizations serve as convening bodies for workshops, monitoring, and evaluation.
- Producer organizations play a fundamental role as enablers of change, not only among their own members, but also as catalysts regionally where they operate.

Future work will consider other producer populations as appropriate.

U.N. Gender Inequality Index, 2014



- Less than 0.2058
- 0.2058 - 0.3815
- 0.3815 - 0.5573
- 0.5573 - 0.733
- No Data

Gender inequality persists in every country, however, gaps are among the widest in the coffee growing nations along the equator. This map depicts relative gaps by country as measured by the 2014 U.N. Gender Inequality Index (GII). The index incorporates measures of gender inequalities in education, political empowerment, economic participation, and reproductive health.

Core components of the research were as follows:

- ✓ An extensive **literature review** on gender and agriculture to document the different gender constraints identified in agricultural value chains. The review was based on **global value chain analysis** and the **Women's Empowerment in Agriculture Index (WEAI)** (see text boxes on both analytical frameworks). Based on these approaches, the literature review provides a summary of the main topics related to gendered constraints in smallholder contexts as presented in development reports and working papers, academic literature, and industry publications, and identifies areas of intersection with coffee supply chain investments and incentives.
- ✓ **Participatory workshops** were held in four coffee-producing countries with male and female farmers to test key themes that emerged from the literature. The countries – Colombia, Nicaragua, Uganda, and Indonesia – were selected to represent each of the major producing regions of particular interest for the North American specialty coffee indus-

try. A total of 117 smallholder farmers (49 men and 68 women) from 40 producer organizations participated in three-day gender workshops between October 2014 and May 2015. (See text box on page 35 for more details)

- ✓ **Industry input:** Nine focus-group discussions and 25 individual interviews were held with coffee industry leaders in the U.S. and Europe to learn about current practices and attitudes regarding gender equity at origin and to gain feedback on potential rationale and recommendations to address gender inequity among coffee producers. Invited respondents were drawn primarily from coffee roasters and importers representing companies of diverse size, location, geographical reach, and consumer base.
- ✓ **Current practice review:** Interviews and one focus group were conducted with 10 development agencies, including non-profit NGOs, coffee buyers that have a development arm, a social impact financial organization, and donors to learn from their best practices and programs on gender equity and women's empowerment in coffee value chains.

These interviews have provided relevant input on programs that have been successful and that could be replicated in different settings, depending on the objectives and context of intervention of the participating stakeholders. (list of interviewees in annex xx)

- ✓ **Producer review feedback:** Feedback was requested on the recommendations and content of this report from the producer organizations that participated in the gender workshops. COSURCA (Colombia), Bukonzo Joint (Uganda), and representatives of five producer groups that participated in the Sumatra workshop (Indonesia) provided feedback.



Global Value Chain Analysis and Upgrading

Another investigative theme of the literature review and the gender workshops was global value chain analyses. A global value chain analysis provides both conceptual and methodological tools for analyzing the global economy and value chains. This approach shows a matrix of possibilities that relate to the different coordination options between the different actors in a value chain. These

coordination systems are based on the complexity of transactions, on the ability to codify transactions, and on the capabilities in the supply base.

Upgrading is a supply chain development strategy that aims to improve the efficiency and equity of the value chain and to maximize the benefits received by its participants.

Producers can upgrade by strengthening their skills and accessing new market segments, for example when they improve their position in the value chain by playing a different role that is deemed to be more rewarding or by making products that will give them better income (because of improved processes, for example).

Women's Empowerment in Agriculture Index (WEAI) domains

The major investigative themes of the literature review and of the gender workshops were derived from the WEAI developed by the International Food Policy Research Institute (IFPRI), the United States Agency for International Development (USAID), and the Oxford Poverty and Human Development Initiative. The WEAI measures indicators in five domains, or themes, of women's agency in relation to gender-based constraints:

1 Production: Sole or joint decision making over food and cash-crop farming, livestock, and fisheries, as well as autonomy in agricultural production

2 Resources: Ownership, access to, and decision-making power over productive resources such as land, livestock, agricultural equipment, consumer durables, and credit

3 Income: Sole or joint control over income and expenditures

4 Leadership: Membership in economic or social groups and comfort in speaking in public

5 Time: Allocation of time to productive and domestic tasks and satisfaction with the available time for leisure activities



Producer Workshops Approach

The Partnership for Gender Equity hosted four gender workshops. Each of the workshops brought together 25–35 men and women smallholder producers and 6–12 coffee industry participants. The overall goal of the workshops was to take local and international participants through a process of shared discussion and learning in order to generate enthusiasm and ideas about how the coffee industry can work toward greater gender equity in the coffee value chain, and in particular within coffee-producing households and organizations. The workshops achieved this goal through: 1) a cultural visit to coffee farms for international visitors; 2) a two-day workshop using components of the Gender Action Learning System (GALS); and 3) a coffee quality workshop.

Participatory Action Learning System & Gender Action Learning System

“PALS (Participatory Action Learning System) aims to empower people (particularly the very poor, as individuals and communities) to collect, analyze and use information to improve and gain more control over their lives. It is a continually evolving methodology based on diagram tools and participatory processes, some of which are new and some of which are based on well-established participatory methods. PALS has been implemented for enterprise diversification, poverty-targeted micro-finance, women's empowerment and organizational development but can be adapted to any development issue,”²⁷ including gender – an approach which has become known as the Gender Action Learning System or GALS.

The GALS methodology was developed from PALS by Linda Mayoux and piloted by Bukonzo Joint Farmer Cooperative Union in Western Uganda with support from Oxfam Novib. Since then, the methodology has been used in many different contexts by producer organizations to promote positive change in gender relations and improve farmers' livelihoods. The tools used in the Partnership Workshops come from the GALS' first “catalyzation stage.” The overall objective of this stage is not to arrive at transformative solutions, but to encourage behavioral change and collect data through a participatory context analysis.



²⁷ http://homepage.ntlworld.com/l.mayoux/Page3_Orglearning/PALS/PALSIntro.htm



V.

**Overview of the
Research Findings**



Key Research Findings

As described in the previous section, the research conducted by the Partnership involved both primary and secondary methods to capture learning that informed our recommendations. More details and contextual nuances on each finding are described in the following section (VI. Recommendations for Accelerating Gender Equity in the Coffee Value Chain). Below is a summarized list of the findings.



Gender equity and women's empowerment are vital for building resilient coffee communities and value chains. Both men and women play key roles in activities in coffee production that impact coffee quality and yields. Business and development outcomes are improved with gender-balanced decision making at the household and community level.



Women do not enjoy equal access to resources and assets, nor an equal voice in decisions impacting coffee production and household matters that impact farming and family outcomes.



Many coffee companies see the potential in promoting gender equity and women's empowerment at origin, but few have yet made it a priority or taken action to address the opportunity. A commonly held concern is how to promote change respectfully, in collaboration with producers, with sensitivity to avoid unintended consequences.



Because of their limited experience, networks, and financing, as well as other practical, cultural, or historical factors, female producers often have difficulty marketing and optimizing their income from coffee.

- ✓ Training programs can help communities, men and women, build an understanding of the benefits of changing the rights and responsibilities of household members and the ways they relate to one another.
- ✓ Despite the fact that women conduct a substantial part of the work on the coffee farm, coffee is often considered to be a “man’s crop”: it is the men who market the coffee and control the income from the coffee sales.
- ✓ Producer organizations may need incentives to make the changes necessary to address gender inequality and inequity.
- ✓ There is a need for greater understanding and more data on how gender equity relates to coffee production and farmer outcomes, as well as how to most effectively advance gender equity.
- ✓ Women producers carry a disproportionate burden of roles within and outside the household, and “time poverty” is a widespread issue.
- ✓ Women are underrepresented in the leadership of community, cooperative, and producer groups.

Research Objective

The interviews and focus groups conducted with industry members provided valuable insights into the views of the interviewees and their organizations on gender, as well as valuable comments on the proposed recommended actions. These comments have been included in the report, where appropriate. It should be noted that the different interviewees have provided a wealth of information and that, although most of them see the impor-

tance of accelerating gender equity in the coffee value chain, opinions and ideas on how to achieve this were not always aligned. This too has been taken into account in the following section and described where relevant.

The current-practice review identified a number of case studies, projects, and programs, as well as good practices on gender equity and women’s empowerment,

which have been included to provide concrete examples of how to put the recommendations into practice.

Finally, it was important to verify whether the proposed recommended actions were acceptable to the producers themselves. The recommendations contained herein were approved by producers consulted.





VI.

Recommendations

Photo by Sustainable Harvest Harvest Coffee Importers



We realized the importance of the role of the women, and that we hadn't always recognized the value of the work that they do – on the farm, upkeep of the home, taking care of the children. Coffee has such an important impact in the international market, the work that the women do is key.”

Denis Omar Delacruz, Member of Asprocoop, in the municipality of Patia, southern Cauca. Asprocoop is one of 12 farmer cooperatives that form COSURCA and Expocosurca. Denis is the secretary of the board of directors of COSURCA

The Partnership believes that addressing gender equity issues in coffee-producing households and communities will lead to improved productivity and quality of coffee as well as improved livelihoods for coffee-producing households and communities.

During the last several years, a number of development organizations and donors have designed approaches and strategies to integrate a gender-sensitive approach into value chain development interventions. These have been focused on gender and agriculture in general, and to a lesser extent, specifically on gender and coffee, cocoa, and other crops. These initiatives have focused on developing toolkits (see text box), conducting research,

and developing measurement tools to evaluate the impact of the interventions on the men and women they target. Increased importance is being given to the acquisition of knowledge on the local contexts in which interventions are planned, to the data-collection processes, and to the establishment of public-private partnerships and participatory approaches to be followed when defining interventions at the origin of the value chain.²⁸

In this section, we propose eight recommendations that can be undertaken to accelerate gender equity in coffee value chains. Each recommendation responds to a finding from the research and is highlighted at the beginning.

USAID's intervention guide for the WEAI: ACDI/VOCA, one of the founding members of the Partnership, worked with USAID to create an intervention guide for the WEAI. Development programmers can use this resource to select and design evidence-based interventions for achieving greater gender equity in agricultural value chains, particularly with producers. Interventions will address gender inequity with regards to women's control over income, production, resources, and time use, as well as their leadership in the community.

²⁸ Anunu, C 2015, *Toward a Gender Inclusive Coffee Value Chain: a review and synthesis of relevant literature on gender equity in agriculture and supply chain development*, MPS international development, Cornell University (see annexes)

Recommendations

Increase women's participation in training programs and revise training programs to be gender sensitive

1

Invest in programs to reduce time pressures for women

2

Improve women's access to credit and assets

3

Achieve greater gender balance in leadership positions

4



5

Support joint decision-making and ownership of income and resources at the household level

6

Specifically source and market coffee from women producers and coffee produced under conditions of gender equity

7

Develop a list of gender equity principles for coffee

8

Continue to build understanding through research and measurement



Increase Women's Participation in Training Programs and Revise Training Programs to Be Gender Sensitive

Research Finding

In training programs offered to producers to improve coffee production and quality, women's participation is significantly lower than that of men.

Women contribute substantially to the labor on coffee farms (numbers vary between countries; in Peru, for example, women have been shown to carry out 55 percent of the work, whereas in Nicaragua it has been estimated that they carry out 30 percent of the work). Yet women do not receive the training and resources available to men, nor are they well represented in positions of influence within the value chain.²⁹

Women contribute substantially to the labor on coffee farms (numbers vary between countries; in Peru, for example, women have been shown to carry out 55 percent of the work, whereas in Nicaragua it has been estimated that they carry out 30 percent of the work). Yet women do not receive the training and resources available to men, nor are they well represented in positions of

influence within the value chain.

Although women are involved in many steps of the coffee production process, in many contexts, coffee is generally still seen as a “man’s crop.” Women are usually in charge of activities in the household (reproductive roles) as well as other income-generating activities, such as the production of food crops (productive roles).³⁰ Since coffee is not considered women’s business, and since women’s time is fully occupied with household chores, they are generally not invited to trainings on good agricultural practices. They also do not benefit from the same resources as the men (fertilizer, protective personal equipment, access to loans, and so forth).

Finally, it is usually the men who own the coffee farms and businesses and who are members of cooperatives. When the cooperatives offer skill-building trainings, they often invite the “farm manager/owner,” and thus women are usually left out.

Why is it important to increase women's participation in training programs and in decision-making processes related to productive resources?

- FAO studies have found that with the same access to productive resources as men, women could increase yields on their farms by 20–30 percent. This would raise total agricultural output in developing countries by 2.5–4 percent, in turn reducing the number of hungry people in the world by 12–17 percent.³¹ A woman who is empowered to make decisions regarding what to plant and how many inputs to apply on her plot will be more productive in agriculture.³²
- Quality is compromised if women are not allowed to leave the farm for training in good agricultural practices, or when they are not given information directly from local extension service providers (information diffusion). As recognized by NUCAFE (National Union of Coffee Agribusinesses and Farm Enterprises), a Ugandan association for smallholder coffee farmers, women’s lack of access to training in coffee farming reduces their motivation and leads to poorer farming results.

²⁹ Twin 2014, *Empowering Women Farmers in Agricultural Value Chains*, Twin, London

³⁰ Gender workshop reports

³¹ FAO 2011, *The State of Food and Agriculture: Women in Agriculture, Closing the Gender Gap for Development*, FAO, Rome

³² Alkire A, & al. 2012, ‘The Women’s Empowerment in Agriculture Index’, Discussion Paper 01240, IFPRI, Washington DC

- For coffee-producing households, women’s work is mainly performed during those phases that affect the sensory quality of the product.³³ If women are not offered opportunities to improve their skills and knowledge on these specific activities, this may have a negative effect on the quality of coffee.
- It is important for stakeholders to target technical trainings specifically to those people for whom the training topics will be most relevant and to ensure that space and time is created for those who need the training.

What can be done?

When offering and/or funding training programs for producers in the supply chain, these practices can be followed:

- Ensure women, as well as men, are invited to producer training programs. Invite both the man and woman of the household to attend the training; they could attend together – if culturally appropriate and feasible – or attend the same training at separate times.
- Exercise cultural sensitivity about men and women interacting in social spaces.
- Ask producer organizations to conduct an analysis of the coffee-processing roles and



We’ve come to the realization that the way in which we conduct financial trainings is either reinforcing gender dynamics or chipping away at them; how we interact with the women and men in the training group matters.”

- Asya Troychansky, Senior Impact Officer, Root Capital

responsibilities among their membership. In particular, this analysis should reveal who in the household or community performs different roles in coffee production and processing. With this knowledge, training can be targeted to the appropriate individuals. For example, if women are known to conduct more post-harvesting activities, then focus the training of women on those activities.

- Schedule training sessions on days and at times when both men and women can attend.
- Find creative ways to provide childcare options and other support needed to give women time to attend. Hire both female and male trainers.
- Track participation through sex-disaggregated data.
- Establish quotas for participation by women, with explanations for why it is important.

- Offer accommodations to make participation feasible and comfortable for both men and women.
- Update training content to incorporate a theme of gender equity, such as that applied in Farming as a Family Business³⁴ trainings. 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.
- Engage women in cupping trainings and site visits to farms.
- Provide training to farmers on the economical sense, time saved, and increased efficiencies farm-wide (across all crops) when all adult members of the family have equal access to capacity-building services and equally divide farm responsibilities.

³³ Mayoux, L. (2012) *Gender Mainstreaming in Value Chain Development: Experience with Gender Action Learning System in Uganda*, *Enterprise Development and Microfinance* Vol. 23(4): 319 – 337

³⁴ *Farming as a Family Business* approaches aim to change gender norms and increase crop quality and production by engaging the entire household in the agronomy, quality, and other production-related trainings and activities that they do.

Unintended Consequences

Attending more agricultural trainings may actually increase women's time burden. They may spend more of their time on the farm and less on household duties for which they are traditionally responsible, such as overseeing the family's health and nutrition. Since this may have an impact on household well-being, consideration should be given to methods to make important

household duties less time-consuming. We address this on page 48. Also, it is important to understand the context in order for facilitators to find the most appropriate way to reach women. Making it clear to both men and women why women's participation is important and including them in a way that is most comfortable for the local setting will help raise participation and reduce the risk of unintended negative reactions. Finally, facilitators should be

cautious when establishing quotas for participation: it would be all too easy to cancel training if the required quota is not achieved. Not achieving a quota should not become an excuse for not providing trainings. On the other hand, the people responsible for meeting the quotas need to understand why they are in place and be able to communicate them without causing resistance or backlash.

Current practice examples: TechnoServe, Hivos, IDH

TechnoServe's evaluations for specific East Africa programs indicate that simply having both husbands and wives participate in agronomy trainings (which also cover finance) – even if gender is not discussed – led to more equitable control over coffee income and shared decision making about farm management. Hivos found that benefits accrued to production: 60–70 percent of farmers in an East African project said the training on gender they received through the Hivos family business approach has boosted their success (source: Partnership interviews with TechnoServe and Hivos).

The Sustainable Coffee as a Family Business Toolkit, developed by IDH Sustainable Coffee Program in partnership with Hivos and Agri-Pro Focus, is a prime example of gender training content and tools for a wide array of private sector businesses and NGOs in the coffee value chain. Full of practical guidance, the toolkit is designed to motivate and help coffee roasters, traders, and their practitioners to apply an inclusive approach to developing better functioning coffee chains, benefitting both men and women of different age groups equally. The interventions recommended are also intended to trigger increased production and improved quality and ensure a steady supply of sustainable coffee now and in the future.

It is based on the Gender in Value Chains Toolkit developed by Agri-Pro Focus and incorporates tools from other gender-focused manuals, customized to the coffee industry context.

Engaging Men

It is imperative to include men and women when deciding who should attend training sessions so there is wide support of women's participation in the household and community. Land O'Lakes³⁵ suggests the following to ensure women's participation in training:

- 1 Interact with male members of households.
- 2 Approach male traditional leaders.
- 3 Speak with men who allow female members to participate in activities.
- 4 Facilitate gender sensitization training for men and boys.



By treating coffee production as a family business, we are improving the sustainability of the farm and its output, and fostering better decisions that boost quality and quantity.”

- Amanda Satterly, Regional Gender Technical Advisor, East Africa Division, TechnoServe

Training both male and female members of the household is good for production, quality, and gender equity.

In the early years of TechnoServe’s coffee programs in Ethiopia, Tanzania, Kenya, and Rwanda, fewer women than men attended their agronomy trainings. Women’s participation was as low as 2 percent in Ethiopia. Their Farm College, which was initially funded through a \$65 million grant from the Bill & Melinda Gates Foundation, is now increasingly funded by corporations such as Nestle, Mondelez, and Nespresso and has trained more than 220,000 coffee producers, at least 35 percent of whom are women.

During the early stages of the Coffee Initiative, several members of the TechnoServe team suspected that if female farmers – who do a significant amount of work on their family’s coffee farms – did not receive train-

ing, then production volume and coffee quality would suffer.

Consequently, they adopted a family business approach with gender equity as an underlying theme. At the core of this approach they trained both the husbands and wives of coffee-producing households together in agronomy and financial literacy and built gender equity in producer groups. They also ensured that the community leaders were fully supportive of the participation of women. Additionally, they hired more female trainers to provide role models for female farmers, required that either the Focal Farmer or Assistant Focal Farmer of the training group was a woman, and ensured that the training times selected were convenient for women.

As a result, they increased women’s participation from 2 percent to about 30 percent in Ethiopia, nearly 50 percent in Rwanda, and approximately 40 percent in Kenya. As the women’s knowledge about coffee production and business increased along with the men’s, TechnoServe reports that the women’s husbands started to respect their wives as equal partners in their family coffee business. Because the husbands knew that their wives were learning the same information, they trusted them more, too. Preliminary results indicate that there were both business and social benefits from this approach. In addition, focus group respondents indicated that having both husbands and wives participate in trainings resulted in more equitable household decision making.

TechnoServe institutionalized this approach by helping its partner producer associations develop gender policies and set gender goals, as well as measure and report against those goals. TechnoServe provided templates and did basic gender training for association leaders.

Ultimately, they have found that joint participation of husbands and wives in agronomy training is critical to providing a reliable coffee supply chain.

Research Finding

Women carry a disproportionate burden of roles within and outside the household, and “time poverty” is a widespread issue.

Women are the main caretakers of their families and carry a disproportionate share of the responsibilities of providing and caring for their households. Apart from working on the family’s coffee farm, often as unpaid family laborers, women are also in charge of preparing family meals, laundry and cleaning, making sure the children go to school and are in good health, and fetching water and wood for cooking. They also rear small animals or raise vegetables and other crops on smaller plots of land to meet the family’s nutritional needs and to provide extra income. With this workload it is not surprising that women’s ability to participate in training and/or leisure activities is very limited.

During the participatory workshop portion of the Partnership’s research, unequal distribution of workload between men and women

was clearly shown during the Gender Balance Tree exercises. In Uganda, for example, participants were asked to draw a “daily calendar of activities” (a time allocation table) to demonstrate the types of activities men and women do on a typical day during the coffee-harvesting season. They were also asked to circle those activities for which they would receive an income.

The exercise showed that women are primarily responsible for cooking, housework, and childcare. Still, many men and women respondents indicated that some household responsibilities are shared between men and women. In between their household tasks, women engage in a variety of coffee-related activities, such as working in the coffee plots, and washing, pulping, and sorting the beans. It must be noted that the women did not consider these to be income-generating activities, whereas men listed all the coffee activities they performed (garden work, transportation, pulping, fermenting) as

Time	Activity
5:00 AM	Prayer
5:10 AM	Milking the cow and getting milk.
6:00 AM	Prepare breakfast.
6:05 AM	Assign children work.
6:07 AM	Go to the garden to start picking coffee.
8:00 AM	Carries some picked coffee to home + firewood and prepare the beans.
8:10 AM	Prepare break tea for the workers and take to the garden.
9:00 AM	Carries some picked coffee back again.
10:00 AM	Prepare lunch for the workers.
11:00 AM	House hold cleaning (washing + sweeping) and fetching water.
11:30 AM	Goes back to the garden to carry more coffee and calls the workers to come.
12:00 PM	Serves lunch.
01:00 PM	Bread food for baby.
02:00 PM	Carries coffee several times.

generating income. This could be explained by the fact that most participants said that men control the income from coffee production while women do not, and also that women’s labor is valued less than men’s. Another striking difference was that women had not scheduled any leisure or “free” time in their schedules, while men showed time for social events with their friends or community gatherings. The same results were found in Nicaragua and Indonesia.

W+ Standard

The W+ Standard is a unique program developed by Women Organizing for Change in Agriculture and Natural Resource Management (WOCAN) that endorses projects that create increased social and economic benefits for women. W+ is an innovative framework to quantify and monetize the social capital created by women, to recognize and reward their contributions to sustainable environments and communities. W+ measures women's empowerment in six domains: Time, Income & Assets, Health, Leadership, Educa-

tion & Knowledge, and Food Security. It quantifies and verifies women-benefit units that contribute toward the newly published UN Sustainable Development Goals, Climate Financing or Corporate Social Responsibility targets. In a W+ pilot project in Nepal, 7,200 rural Nepalese women saved 2.2 hours per day by replacing their wood stoves with those fueled by biogas, relieving them of the need to collect fuel wood from the forest. The time saved per household over the two-year period was 1,606 hours.



Placing value on reproductive work while creating opportunities beyond

In Colombia, COSURCA has worked with women to support their traditional reproductive role in the home – for example through working to improve their kitchen facilities – and to involve them in food sovereignty and nutrition projects.³⁷ In addition, COSURCA encourages them to take part in their organization, including giving them the chance to step away from their routine activities and meet with visitors from outside their familiar world.

The act of inviting women out of the kitchen to have lunch with the industry participants on the first day of the Partnership workshop in Cauca had a big impact on the women involved. Both the visitors and the coffee-farming women spoke about how the opportunity simply to spend time with women and talk was quite rare during coffee visits, and was valuable for both sides. COSURCA focuses both on recognizing the value of women's role in the home and supporting them practically in this area, as well as on increasing their involvement in the organization and their contact with buyers.

Research Finding

Women producers cannot access credit, land, loans, or assets to the same extent as men.

Among the different productive assets that are essential for a smallholder household to thrive, land ownership is one of the main elements that has been shown to improve economic security. Ownership of land allows producers to be more resilient to shocks, to have access to credit, and to become members of cooperatives and organized farmers groups.

The FAO (2009) found that women own less than 20 percent of the arable land in Latin America, sub-Saharan Africa, and Southeast Asia, and less than 10 percent in North Africa, West Asia, and Oceania. The participants in the gender workshops confirmed this: All participants, except those in Indonesia, said that land is mainly owned by men, though in some cases women will have

access to ownership through inheritance. In Indonesia, land and assets were said to be shared, though they were typically registered under the man's name (who has all of the legal rights). A woman in Indonesia does not inherit land from her husband when he dies, unless there is no son, in which case she inherits 50 percent of the land.

When women do have access to land tenure and ownership, their productivity is often constrained by owning smaller plots, working alone, and growing predominantly food crops, rather than cash crops. They also have restricted access to rural markets.

Women face different barriers to access credit, because

- 1 they do not formally own assets (e.g., land or livestock) that can be used as collateral,

- 2 they usually have less access to information on credit and finance opportunities, and
- 3 they tend to be risk averse and don't usually invest in activities that will limit their resources.³⁸

The focus on access to, control over, and ownership of assets (including land, livestock, homes, equipment, and other resources) rather than income is the result of recent research that has recognized the critical role of assets in both accumulating wealth and managing vulnerability, as well as creating stable and productive lives.³⁹ Lacking access to, control over, or ownership of assets, women are more likely to stay predominantly in business activities that are more marginal and less profitable.⁴⁰

³⁸ Fleschner, D & Kenney, L 2014, 'Rural Women's Access to Financial Services: Credit, Savings, and Insurance', in Quisumbing, A.R & al. (eds.), *Gender in Agriculture: Closing the Knowledge Gap*, Food and Agriculture Organization of the United Nations

³⁹ Buvinic, M, Furst-Nichols, R, & Courey Pryor, E 2013, *A Roadmap for Promoting Women's Economic Empowerment*, United Nations Foundation report, viewed 13 October 2014, <http://www.womeneconroadmap.org>

⁴⁰ UNIDO 2011, *Pro-poor Value Chain Development: 25 Guiding Questions for Designing and Implementing Agroindustry Projects*, United Nations Industrial Development Organization, Vienna.

Why is it important to increase women's access to credit and assets?

It is important for women to own the land on which they can produce coffee, because ownership of land means that they will be better able to control the income resulting from the coffee production; more likely to become members of a cooperative; and eligible for loans if they need them.⁴¹

- Income-generation and individual control over income will increase women's economic and social empowerment, thereby increasing their bargaining power within the household and within their communities.⁴²
- Women with increased control and decision-making power over assets have a positive influence on the well-being of the household (including nutrition, education, food security) and help provide more permanent pathways out of poverty compared to interventions that seek to increase incomes or to improve household nutrition alone.⁴³

- Access to finance is essential for smallholder farmers who wish to invest in their farms, purchase needed agricultural inputs to improve their yields, or, in general, improve and increase their productivity.



What can be done?

Companies and other actors in the supply chain can ensure that women benefit from access to credit and loans:

- Learn about cultural barriers (including inheritance rights) to asset ownership and control for women.
- Support loan products that do not rely upon ownership of land, a requirement that disproportionately disqualifies women.

- Seek out opportunities to support female producers and women members of producer communities with credit.
- Learn about how men and women may use credit differently. Support credit and investment into both farm and non-farm activities, because coffee farming outcomes are impacted by both.
- Work with lenders who demonstrate a commitment to providing loans to both men and women (or consider putting in place requirements that lenders adopt lending policies that promote gender equity within a specific timeframe).
- Provide support for cooperative-based women's savings groups and revolving fund groups.
- Measure and track lending using sex-disaggregated data regarding opportunities and barriers to acquiring credit and assets.
- Provide financial literacy trainings for better financial and business management of household and farm income.

⁴¹ HIVOS 2014, *Sustainable Coffee as a Family Business: Approaches and Tools to Include Women and Youth*

⁴² Barrientos, S 2012, 'Gendered Global Production Networks: Analysis of Cocoa-Chocolate Sourcing', *Regional Studies*, vol. 48(5), pp. 791 – 803 and Fleischner, D & Kenney, L 2014, 'Rural Women's Access to Financial Services: Credit, Savings, and Insurance', in Quisumbing, A.R & al. (eds.), *Gender in Agriculture: Closing the Knowledge Gap*, Food and Agriculture Organization of the United Nations

⁴³ Behrman, J & al. 2012, *A Toolkit on Collecting Gender and Assets Data in Qualitative and Quantitative Program Evaluations*, GAAP Project Report, IFPRI and ILRI and Meinzen-Dick R & al 2011, *Gender, Assets, and Agricultural Development Programs: A Conceptual Framework*, CAPRI Working Paper 99, IFPRI, Washington, DC

Current practice example from TechnoServe and Hivos:

CARE International pioneered its Village Savings and Loan Associations (VSLA) approach in Niger in 1991.⁴⁴ Since then, it has been used in different settings in over 26 countries, reaching more than 3 million people. The VSLA approach has been mainstreamed in most of CARE's women-empowerment programs and projects. Based on saving and loans practices, the VSLA allows women and men to develop small businesses and gain income to help their households get out of poverty. Men and women form groups based on self-selection, save money, and give loans to each other during "cycles" lasting approximately one year. During group sessions, the members are trained on different topics of basic financial management: how to save and borrow money, how to calculate loan repayments, interest rates, profits, cash flows, and budgets. Additionally, they learn how to set up and manage small income-generating activities, to support their households.

⁴⁴ For more information see www.vsla.net

Unintended Consequences

Targeting women alone for interventions to increase their income or assets can lead to men feeling that they "lose power" within the household. As a result, men may be tempted to take control over women's output, generated income, or assets.⁴⁵ Also, if women increase their asset ownership in

a way that is not culturally accepted in a particular context, this may result in a household being ostracized by their community.⁴⁶ This is why getting the buy-in from men and community leaders is so essential. Participatory processes such as PALs and GALS, described earlier, are ways to build this buy-in and make families more comfortable with changes in power relations.

⁴⁵ Meinzen-Dick R & al 2011, *Gender, Assets, and Agricultural Development Programs: A Conceptual Framework*, CAPRI Working Paper 99, IFPRI, Washington, DC

⁴⁶ Mursal, H & Mbevi-Nderitu, L 2014, *Seven Secrets to Designing Gender Responsive Programs: Gender Training Insights from a Pastoral Project in Kenya*, ACDI/VOCA Blog, December 5, 2014, available from <http://agrilinks.org/blog/seven-secrets-designing-gender-responsive-programs>

The Gender, Agriculture and Assets Project



The Gender, Agriculture and Assets Project (GAAP), led by IFPRI and the International Livestock Research Institute (ILRI), focuses on issues surrounding ownership of and control over assets in agricultural contexts. The GAAP framework shows the links between assets and well-being while making clear that gender relations influence the constraints and opportunities that occur in each pathway.⁴⁷ These organizations argued that understanding the role of men's and women's asset ownership and control is key to achieving global development goals and directing incentives for value chain development.

⁴⁷ Meinzen-Dick R & al 2011, *Gender, Assets, and Agricultural Development Programs: A Conceptual Framework*, CAPRI Working Paper 99, IFPRI, Washington, DC

Financing loans to purchase land through coffee cooperatives

Few institutions are addressing gender inequality in ownership and control over land, which is one of the greatest barriers facing female farmers. Root Capital has ventured into this territory with a piloted loan product that financed the purchase of land by landless producers – with a special emphasis on women and youth – through a loan to a coffee cooperative, SOPPEXCCA, in Nicaragua. Root Capital issued the \$135,000 loan directly to SOPPEXCCA, which then issued loans to 31 beneficiaries – 21 women and 10 men – to

purchase approximately 3 manzanas each (1 manzana = 7,000 square meters/approximately 1.7 acres). The borrowers were either members of SOPPEXCCA or affiliated with the cooperative. Through this pilot project, they learned that it can generate strong social impact for marginalized groups, specifically women and young people – however, it also involves significant financial risk and thus requires a partial guarantee. Root Capital also found that, in the case of coffee tree renovation, the costs associated with purchased

trees may sometimes exceed the value of the land itself. It is therefore essential that the cooperative be fully aware of these costs when extending these loans and be able to provide the necessary financing and support to the borrower in subsequent years. In addition, strong cooperative management that understands the risk to the cooperative and the beneficiary are essential for these types of loans. Root Capital is interested in testing out these types of loans elsewhere.

Assets ownership: a matter of trust between men and women?

The reflection on the Gender Balance Trees in the gender workshop in Uganda prompted a contentious discussion on information and communication technology (ICT) asset ownership, specifically mobile phones. The lack of trust between men and women became apparent through the discussion when men indicated they did not like women to own assets (such as mobile phones), and that women often acquire those assets without men's permission. Both men and women admitted to hiding assets from one another. Women feared that if men knew they had certain things, such as savings or mobile phones, they would confiscate them. Men feared that women would discover they have

more money and ask them to share. Men are particularly distrustful of women owning mobile phones because they believe they would be used to call other men.

In the Uganda workshop, women participants stated that in situations where both men and women in a household produce coffee on their own land there can be an inclination for both parties to harvest coffee before it is ripe and hide it from one another in order to keep income for themselves without telling the other. This has a significant impact on the quality of the harvest and the resulting income.

Research Finding

Women are under-represented in the leadership of community, cooperative, and producer groups.

In general, as confirmed during the gender workshops (Indonesia and Uganda), there are no formal restrictions on women's membership in organized farmers' groups or cooperatives, as long as they comply with the requirements for membership. However, it is often more difficult for women than men to meet those requirements. For example, in some situations, in order to be a member of a producer organization, the applicant needs to own a coffee farm and/or needs to be able to deliver a minimum quantity of coffee at harvest. As women generally do not own land, they are typically unable to join cooperatives or organized groups. Consequently, it is their husbands as landowners who have the formal membership. This means it is the men who mostly benefit from the services of the co-ops, including training and networking.

Furthermore, given the time constraints resulting from productive and reproductive

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Put a woman in a leadership position and then tell the community directly that you, the influential entity and buyer of their coffee, trust and support her. In the event that a community will not elect a female leader unless she is more or less endorsed by the source of cash, this could be the best option for instigating change.”

- Client, Tanzania, Great Lakes Trading Company

roles in the household, it is more complicated for women to commit to the duties of cooperative membership and especially to the duties of leadership positions. Leadership responsibilities at the co-ops may place more pressure on their already limited time.

Finally, culture and traditions vary. In some contexts, cultural considerations cause women to question whether membership or active participation in formal groups is comfortable, desirable, or feasible.



Current practice on strengthening women's leadership in coffee value chains

The IWCA was founded in 2003 and is now comprised of 16 chapters around the world. Leadership is a primary objective of the organization “to empower women with the knowledge and monetary support that will shift their role from one of voiceless laborers to leaders of sustainable, profitable businesses.” With support from the ITC's Women in Trade Program, IWCA works to develop local chapters and Women in Coffee Networks, through which they offer leadership and technical training to enhance women's participation in the coffee value chain.

In another program, HRNS encourages local leadership, including women's leadership, through their “change agent” approach, where community leaders are trained through GALS and they sustain it as promoters of positive gender norms.

Why is it important to increase the number of women in producer organizations and in leadership positions

- When women have political representation in a producer organization, they increase their market and social power. In the context of a producer organization, political representation means that women and men can participate in membership, decision making, governance, and committees. Membership in a producer group brings a certain status, which fosters relationship building, networking, and the strengthening of one's position in the community. With representation, women gain access to services, assets, and income, and their specific personal and household needs are increasingly met. As a result, they have higher social status, empowering them within the value chain.⁴⁹
- Women members of producer organizations tend to be in a stronger position than their unorganized counterparts:
 - they are more likely to own land and have
 - better access to credit, training and services;
 - they are more likely to undertake independent business activities and subsequently have more control over household expenditure; and
 - they have better opportunities in terms of engaging in the business side of farming or taking on leadership roles.⁵⁰
- Producer organizations benefit from improved decisions when women's perspectives are included in community and group decisions.

One method employed by groups with which Falcon Coffee has worked in East Africa is to invite the man in the highest leadership position in the community to attend an all-women's meeting in which the women are planning or presenting projects that will benefit the community or cooperative at large. As part of their approach to build buy-in for their decisions in the broader community, the women seek his general approval and input throughout the meeting. As a result he becomes an important community ally for their projects. While requiring this sort of approval may not appear to be empowering, it is often a necessary step in order for the women to gain credibility.

⁴⁹ Mitchell, J & Coles, C 2011, *Gender and Agricultural Value Chains- A Review of Current Knowledge and Practice and their Policy Implications*, ESA Working Paper No 10-05, FAO

⁵⁰ Twin 2014, *Empowering Women Farmers in Agricultural Value Chains*, Twin, London

Unintended Consequences

Interventions that target increased membership of women in producer organizations and increased participation of women in leadership positions should be conscious of the existing cultural norms and practices of the particular context. Cultural barriers to

women's participation in leadership positions or as members of producer organizations should be taken into account when designing intervention strategies in order to help avoid tensions within the households and communities.

What can be done?

Actively promote an increase of female producers in leadership positions:

- 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 model farmers in train-the-trainer programs.
- Invest in educational programs for girls and women in the community so that they can meet minimum education requirements to serve in leadership positions and build confidence to act as leaders.
- Provide support to women's committees where women can gain experience and confidence to take on leadership roles within cooperatives and producer groups.
- Encourage producer groups to increase women's membership, e.g., by changing membership criteria or by encouraging men to give land to their wives and daughters.
- Create opportunities for cooperatives and producer groups to interact with, learn from, and support each other to increase gender equity within their structures.
- Promote literacy and numeracy training for adult women so they are prepared to access leadership positions more easily and be more effective in these roles.



After participating in the workshop, I realized that both men and women should take the opportunity to develop themselves. Before, I did not think that women could take a role or lead. I thought it should be only men who could become a leader and take on specific roles..."

- Usman – male, Koperasi Baburayan



Sensitization training for men and gender policies in producer organizations can foster a welcoming environment for women's full participation.

Research Finding

Women often have unequal or no control over household income or resources, including decision making about their use.

As with many other cash crops, men generally control decisions related to the production, marketing, and sale of coffee. Consequently, the income generated from coffee production belongs to the men.⁵¹ Women's contribution to coffee production varies according to location (Twin found it was 55 percent in Peru, 30 percent in Nicaragua, for example), but men perform a majority of the marketing (transportation and sale) of coffee and are the direct recipients of income from coffee sales.⁵²

In general, women conduct other unpaid and income-generating activities, from producing food crops to meet family needs (and for extra income generation for the household) to animal rearing and small trade activities. Participants in the gender workshops shared that women often do not control household income or resources, even income generated



through the activities that they conduct themselves. However, in the Nicaragua workshop, the situation appeared to be more nuanced, in that men and women in the same household share nearly half of the spending, except for the spending on agricultural inputs, which is decided upon mostly by men. The decisions in the households are also mostly shared, except for decisions related to the children, which are made by women, and the decisions related to land, which are made by men. (see details in the text box on the differences between contexts).

During the workshops, both women and men acknowledged women's skills in managing household finances and even agreed that women have the freedom to manage finances – but only to a point. Once spending exceeds the amount of typical daily expenses, the man steps in to control the money. However, many believe that women are good at managing household finances, and that they often make sure that household needs are met adequately without spending money on personal things. In workshop discussions, participants mentioned on various occasions that women use their income for their families' needs (such as school fees or food), whereas the men often spend their money on alcohol or other leisure activities with friends. Research supports this finding and has shown that women are more likely than men to spend their income on the well-being of the household, including more nutritious food, school fees, and health care.⁵³

⁵¹ HIVOS 2014, *Sustainable Coffee as a Family Business: Approaches and Tools to Include Women and Youth*

⁵² Twin 2014, *Empowering Women Farmers in Agricultural Value Chains*, Twin, London

⁵³ Smith, LC & 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

Why is it important to support joint decision-making and ownership of income and resources at the household level?

- When women have control over income they are better able to address the current and future needs of the household related to education, health, and nutrition.
- Income-generation and individual control over income has the potential to increase women's economic and social empowerment, thereby increasing their bargaining power within the household and within their communities.⁵⁴
- Unequal distribution of income and a lack of shared family decision making lead to unproductive behaviors, such as men and women hiding productive resources and coffee from one another. In the gender workshop in Uganda, some participants mentioned that there are cases of men and women competing with each other to be first to pick the coffee, often before it is ripe, in order to sell it for their own individual benefit.

In all the gender workshops, participants wanted to see improved communication between men and women as a way toward more sharing of responsibilities and decision making as well as toward improved livelihoods of both the household and farm. Trust was mentioned as an essential element to achieve equilibrium in relationships and in the home.

Household methodologies or Farming as a Family Business

The Farming as a Family Business approach (where gender equity in the household and in the farming business is an underlying theme) is a widely used method for training and engaging male and female producers. TechnoServe, Twin, HRNS, Hivos, and Lutheran World Relief all use this type of approach. While each uses different terminology – for example HRNS calls it a “gender household approach” – they all try to change gender norms to increase coffee quality and production by engaging the entire household in the agronomy, quality, and other coffee production-related trainings and activities that they offer.

Twin, Hivos, HRNS, and LWR integrate explicit discussions of male and female roles and power into their trainings that discuss household activities, asset control, decision-making, expenditures, and male/female allocation across these issues. Twin, Hivos, and HRNS use some form of the GALS; LWR uses its own Farming as a Family Business training. Hivos incorporated GALS into its publicly available Coffee as a Family Business Toolkit. These organizations could possibly offer support and become partners for industry members wishing to promote this approach.

⁵⁴ Barrientos, S 2012, 'Gendered Global Production Networks: Analysis of Cocoa-Chocolate Sourcing', *Regional Studies*, vol. 48(5), pp. 791 – 803 and Fleschner, D & Kenney, L 2014, 'Rural Women's Access to Financial Services: Credit, Savings, and Insurance', in Quisumbing, A.R & al. (eds.), *Gender in Agriculture: Closing the Knowledge Gap*, Food and Agriculture Organization of the United Nations

What can be done?

Support efforts to enable women to be equal partners in household decision making and support joint ownership of assets at the household level.

- Work with cooperatives and other supply chain actors to help producers identify and analyze intra-household dynamics and inequalities to achieve greater sharing of decision making within their households. Different methodologies and approaches exist to address this. The GALS methodology is one such tool that allows men and women within the household to discuss how gender issues affect their own development and create a shared vision of the household as a “family unit” and of the coffee farm as a “family business.”
- Encourage cooperatives to create and fund a gender specialist position, a local person who helps communities and families find ways for men and women to work together to improve incomes and quality of life.

- Make men part of any intervention, so that families as an entity can decide to work together to improve farming outcomes.
- Offer gender-sensitization trainings focused on men, and encourage men’s full participation as partners and change agents in the effort to achieve more gender equity.
- Offer support for income generation by women through access to micro-lending, savings groups, and training.



Unintended Consequences

Interventions to increase income for women may not automatically lead to improved development outcomes for the women and their households. One needs to take into account the link that exists between income and inequality and intra-household distribution of income.⁵⁵

Simply increasing income for women does not mean the intervention is successful if the women have to give their income to their husbands or if the increased income has led to the husband feeling threatened and resorting to violence to maintain his position of power in the household.

⁵⁵ Mitchell, J & Coles C 2011, *Markets and Rural Poverty: Upgrading in Value Chains*, Earthscan, Washington DC

Control over income and expenditures in different geographical contexts

In Uganda, women sell the food crops and also milk, and they generate some extra income with these activities. However, workshop participants stated that the men generally control the coffee income as well as the income generated by their wives; the women need permission to spend the money they have earned through their income-generating activity. Even if there were divisions in responsibility for these assets, women still needed to consult the men on the income derived from any sales. As a result, women do not have equal control over assets or income from those assets.

Although it was discussed that women were able to spend money on both household and personal items, all participants stated that they required the consent of the husband before doing so: women were said to be allowed to “spend freely with approval.”

The amount of expenditure on alcohol by men was another important discussion in relation to household income. Men and women both indicated in their Gender Balance Trees that men are free to spend money on “social sittings” where they drink alcohol. Nearly every participant agreed that the loose spending on alcohol and other

women caused financial, emotional, and physical hardship on the household. Men agreed that when money is spent freely on alcohol there are consequences of financial pressures in the household. Men mentioned that they become angry with their wives for asking for money for household items because of these financial pressures.



This trend was confirmed in the gender workshops in Nicaragua and Colombia. Participants in the Colombia workshop said that women’s productive labor is often viewed as contributing to the men’s crop and that women must rely on men to give them cash for the household. Participants expressed slightly mixed opinions regarding control over

income, in particular by men. There was some recognition of women’s contribution to coffee production, but at the same time, there was a marked tendency for men to talk about “giving” money to their wives from coffee proceeds, indicating an assumption of male ownership and control over money. More positively, when envisioning the future, a group of young men suggested that coffee income should be regarded as belonging equally to men and women and that decision making in the home should be shared.

The situation was slightly different in the Indonesia workshop, where it was noted that women are allowed to generate and keep their own income. However, practices are heavily influenced by interpretations of the Qur’an that designate the man as the head of the household and therefore obligate women to give their money to their husbands when asked to do so. According to women participants in the Indonesia workshop, there are cases of families that use revenue from the woman and some from the husband to buy goods to meet the needs of the family and of their partners. According to the women, if their husbands ask for money to buy cigarettes or other items, they have to give it to them.

Specifically Source and Market Coffee from Women Producers and Coffee Produced under Conditions of Gender Equity

Research Finding

This recommendation is based on two key findings:

- 1 **Because of their limited experience, networks, and financing, and other practical, cultural, or historical factors, female producers often have difficulty marketing and optimizing their income from coffee.**
- 2 **Where women are part of family coffee farming, producer organizations may need incentives to make the changes necessary to address gender inequality and inequity.**

This recommendation includes two parts to address these challenges with corresponding ways to support women producers and gender equity at origin. Each part includes an intentional sourcing and marketing strategy. The first part of the recommendation, an approach that is often referred to as “women’s coffee,” targets coffee produced by

women landowners or women who are single heads of household. The second part focuses on sourcing coffee from, and encouraging, producer groups that have taken steps to promote gender equity in their operations and communities. Both approaches offer the opportunity to include the sourcing criteria in the marketing of the coffee.



Why promote coffee from women producers?

The idea of women’s coffee is not new, but it may be growing in relevance. The number of women farmers is increasing as a consequence of civil conflict in some regions and the out-migration of men in search of higher incomes in others — part of a larger trend toward the feminization of agriculture.⁵⁶ Women farmers often cannot market their coffee as successfully as men for a variety of reasons, e.g., little or no freedom to travel away from their homes and dependents; lack of transportation to deliver their crops; limited literacy and business knowledge; an inability to judge the quality of their coffee; and cultural barriers to interacting with purchasing parties. As a result, women may sell to “coyotes” (middlemen) or others for less than the price they might receive given more market

access and knowledge. Additionally, these women suffer from limited access to training and other inputs to improve quality and yields, like their non-single female counterparts.

In the Partnership focus groups and industry interviews, the concept of promoting women's coffee prompted intense discussion. A small number of interviewees had experience marketing women's coffee, and some companies have engaged in efforts to source from or support female producers. Reasons mentioned in favor of promoting women's coffee include raising awareness among consumers and businesses of women's role in agriculture; increasing market access and access to premiums; building women's sense of pride and dignity by supporting their products and businesses; and helping these women serve as role models within their communities. On the market side, there are indications of growing interest: A few respondents noted they are experiencing significant demand for women's coffee across a spectrum of buyers, from smaller roasters to some of the nation's largest wholesale customers.

While taking any step to level the playing field for women producers is compelling for some industry members, others have significant reservations about the idea of women's

coffee. Concerns include the potential for creating artificial barriers between men and women within coffee communities, risking "gender-washing" where coffee is "women's" in name only, and creating resentment among men. Some industry members find it gimmicky or even insulting to women to make purchase decisions based on their gender rather than the quality of their coffee. Those who object to the concept of women's coffee favor efforts to help women boost their coffee quality and efforts that promote gender equity more broadly, i.e., they are not limited to benefiting a subset of women producers and do not exclude men.

Why is it important to promote coffee produced under conditions of gender equity?

The intention of "gender-equity coffee" is to give producer groups incentives to implement changes and programs that lead to greater equality for women; improved gender balance in participation, decision-making, and leadership; and ultimately better coffee outcomes for producers. If market pull can be generated and financial or other incentives provided to producer groups, it will be easier to build openness to change and a

willingness to prioritize efforts to build gender awareness and responsiveness.

Unlike women's coffee, which has some existing track record in the marketplace, "gender-equity coffee" is in its nascent stage. Work is needed to define standards for such a designation and develop mechanisms to monitor compliance and outcomes. Additionally, if a certification is to be developed, awareness-building efforts will be needed to educate wholesale and retail customers.

Existing standards and certifications organizations could play a role in developing and implementing a coffee program that promotes gender equity. One program run by CCC-CA (Confederación de Cooperativas del Caribe, Centro y Suramérica), has recently awarded Nicaraguan cooperative SOPPEXCA with its Certificación en Igualdad de Género, or Certification of Gender Equality.

What can be done?

- Define, develop, and market differentiated products positioned as "gender-equity coffee."
- Pay a premium for coffee produced under conditions of gender equity.
- Leverage certifiers to verify that coffee meets the designated standards.

Existing Approaches to Women's Coffee

Café Femenino coffee is grown exclusively by women and marketed as such. The women who produce the coffee receive additional premiums paid directly to them. Women producers in Northern Peru who have sold coffee with the Café Femenino seal report that

- they have more direct, independent income,
- their self-worth has developed,
- men support them more,
- the well-being of their communities has improved through investments in infrastructure, education, and health, and
- their work is valued as a result of their involvement in the program.

Twin has adopted a similar model, promoting “grown-by-women” coffee. They have worked with Equal Exchange UK to develop and promote a range of coffee that is grown by women from Nicaragua, Peru, and Uganda. This coffee is fully-traceable to women producers; receives a premium to fund projects run by women; enables

marketing insight and ownership for women; and highlights the role of women farmers to consumers.

Café Las Hermanas was one of the first women's coffees on the market, launched by SOPPEXCCA, a farmer organization in Northern Nicaragua. “Café Las Hermanas” (Sisters Coffee) quickly became a favorite with three major companies: Allegro Coffee, Peet's Coffee, and Café Moto. Allegro coffee has expanded their line of women's coffee under

a brand called La Dueña, which now includes women's coffees from Mexico, Peru, and Sumatra.

These models require Fairtrade certification to ensure a verifiable audit trail, including that the coffee was produced by women.

Additional efforts from Mayacert “Con Manos de Mujer” and Women Care from the IWCA Costa Rica chapter are relatively new initiatives that are still developing.



Photo by Aldea Global Nicaragua



Develop a List of Gender Equity Principles for Coffee to Unite and Galvanize the Industry

Research Finding

Many organizations in the coffee industry see potential in promoting gender equity and women’s empowerment at origin, but few have yet made it a priority or taken action to address the opportunity.

Guiding principles are used in many instances to bring organizations together over shared values and to incite collective action. A well-known example of this are the 10 principles included in the UN Global Compact, a framework for sustainable business that has been widely adopted by companies, governments, and other organizations around the world since it was launched in 2000. These principles address the areas of human rights, labor standards, the environment, and anti-corruption. The SCAA is a signatory of the UN Global Compact.⁵⁷

The Women’s Empowerment Principles (WEP) are a related example and potential

model for gender-equity principles for coffee. These principles were developed through a collaboration of the UN Global Compact and UN Women, an entity established by the United Nations in 2010 to unify its efforts to promote gender equality and the empowerment of women. The WEP “emphasize the business case for corporate action to promote gender equality and women’s empowerment and are informed by real-life business practices and input gathered from across the globe.”⁵⁸

The UN Women’s Empowerment Principles:

- **Principle 1: Establish high-level corporate leadership for gender equality**
- **Principle 2: Treat all women and men fairly at work – respect and support human rights and nondiscrimination**

- **Principle 3: Ensure the health, safety, and well-being of all women and men workers**
- **Principle 4: Promote education, training, and professional development for women**
- **Principle 5: Implement enterprise development, supply chain, and marketing practices that empower women**
- **Principle 6: Promote equality through community initiatives and advocacy**
- **Principle 7: Measure and publicly report on progress to achieve gender equality.**

Similar principles can be designed for coffee through an industry-wide consultation process built on existing knowledge of gender dynamics in coffee production, as well as input from members throughout the industry.

⁵⁷ The UN Global Compact is “A call to companies to align strategies and operations with universal principles on human rights, labour, environment and anti-corruption, and take actions that advance societal goals.”
Source: <https://www.unglobalcompact.org/what-is-gc>

⁵⁸ www.wepprinciples.org

What can be done?

Support Gender Equity Principles for Coffee modeled after the UN Women's Empowerment Principles

- Collaborate (or lead) in the development of gender-equity principles for coffee.
- Sign on to the Gender Equity Principles for Coffee, once they are established.
- Report on your organization's efforts to support the principles.

Unintended Consequences

Most industry members that we interviewed are in favor of developing such principles for coffee. However, they also suggested being cautious not to create principles just for industry to sign on to and use for marketing purposes, while doing nothing to comply with them. Industry members observed that such standards are easy to sign on to, but when signatories are asked to report progress, they are too often very slow to respond or to provide the requested data.



Research Finding

There is a need for greater understanding and more data in two areas:

- 1 **how gender equity relates to coffee production and coffee farmer outcomes, and**
- 2 **how to most effectively advance gender equity, with the goal of enabling greater investment and improved outcomes for the industry and producers.**

Improved gender equity in agricultural contexts has shown positive development outcomes at the household and individual levels.⁵⁹ As demonstrated throughout this report, there is a growing body of evidence of the impact of gender on coffee, specifically.

However, many participants in the focus groups and interviews conducted by the Partnership believe that additional research is needed on the link between gender equity at origin and business and producer outcomes.

They see a twofold benefit to gaining more empirical data: (1) stronger evidence will encourage organizations to invest in and adopt policies and practices that support gender equity, and (2) greater understanding of the effectiveness of methods to promote gender equity will allow for smarter investment.

Research can proceed hand-in-hand with actions to address gender equity in coffee. By employing an active learning approach, much can be discovered from projects underway, and additional projects and studies can augment that learning in specific areas. For example, research can address questions about how gender equity impacts coffee quality, or how it contributes to having better-educated families who remain engaged in the coffee trade instead of migrating to urban areas in search of work. By investigating how productive assets or revenue are distributed and shared at the household level, and investigating agricultural practices in

different contexts, it will be possible to better understand how smallholder farmers and their households can adopt market-demanded standards; how they can adapt to environmental changes; and how they can choose to make sustainable changes in their coffee production and marketing processes. Additionally, by building gender analysis and collection of sex-disaggregated data into daily business practices and development interventions, new insights will emerge.



Photo by Sustainable Harvest Coffee Importers

⁵⁹ Meinen-Dick R. et al (2011), *Gender, Assets, and Agricultural Development Programs: A Conceptual Framework*, CAPRI Working Paper 99, Washington, DC: IFPRI

What can be done?

Establish and carry out a research plan to gain empirical evidence of the impact of gender dynamics on coffee production and the impact of efforts to improve gender equity among coffee producers.

- Begin capturing sex-disaggregated data wherever possible.
- Build gender-based measures into the design of existing and new programs aimed at improving producer outcomes. Capture pre- and post-intervention metrics.
- Conduct pilot programs to measure the impact of gender-focused interventions.
- Partner with development organizations, funders, and supply chain partners at origin to carry out research.
- Engage producer organizations in participatory research.
- Publish results to garner greater investment from industry and other funders.
- Use findings to improve effectiveness of gender-focused policies and practices.



Gender disaggregated data is a goldmine for the industry to put quantitative data behind assumptions about gender inequality.”

- *Nicolas Mounard, Executive Director, Twin*

The power of gender data: Using producer organization data to make the business case for gender equity

Both Root Capital and Twin have found that sex-disaggregated data can be an effective tool for inspiring changes in producer organizations' practices. The practice of tracking data serves as a springboard for discussions on gender relations. These discussions can help producer organizations take gender inequity within their operations seriously and prompt them to seek solutions to change it.

For example, Root Capital does impact studies on a subset of producer organizations that receive loans from them. They have been able to use these studies – and the gender data from them – as an opportunity to start a conversation about gender with producer-organization leadership. When some of their clients have seen gender gaps in the data, they have been shocked by the disparities. As a result, a

number of them have committed to changing the situation and, in one case, a buyer has also sought funding to address disparities.

Similarly, Twin describes how they have gotten a clear quantitative sense of the situation in each producer organization; specifically, they have acquired sex-disaggregated data on income from coffee and other sources, information on who is bringing in coffee, and so on. They capture and track this data through baseline studies and gender analyses of each of the producer organizations with which they work. They are able to use this data to make the business case to producer organizations and their private sector partners that gender equity is linked to coffee quality and other business and development outcomes.

Enabling Factors to Ensure Success

The success of the recommended interventions will rely on identifying and deploying enablers, such as sector collaboration, ensuring men's involvement, using industry incentives, and undertaking appropriate context analysis.

Partnership & Coordination

Coordination within the industry or within a region is critical, especially when there are many challenges to be addressed and not all stakeholders or value chain actors have the needed human and/or financial resources or necessary expertise to tackle these challenges. Organizations must be aware of other groups operating in the same area to identify potential areas of collaboration and ensure that projects are not working at cross-purposes. This will allow for greater efficiency, and ultimately greater efficacy, for producers, buyers, and development organizations.

Donors are seeking to test and fund sustainable business models to make agricultural supply chains more gender equitable and productive. They are also interested in public-private partnerships that leverage the expertise of businesses and development agencies. International NGOs can provide strategic advice and expertise at the macro



level and organizations that specialize in gender equity at origin can provide gender training and advocacy at the grassroots level. These partnerships will help ensure that initiatives are culturally sensitive, that they mitigate social risks, and that they strengthen local knowledge and expertise in gender, empowerment, and social development.

Unintended Consequences

During the Uganda workshop, agricultural and community development programs affecting farmers' workloads and practices were discussed openly and honestly. Producers stated that there were many NGOs working on agricultural and community development in the region, and that farmers often received conflicting information regarding which coffee varietal to plant. This complication was also raised in the discussions of the Vision Journey in Uganda, during which farmer participants said that development workers often asked them to adopt conflicting policies. This points to the need and the opportunity for greater collaboration among NGOs working in a given region, and the inclusion of producers in the design of interventions over time.

Men's engagement on gender equity issues

A successful approach to gender equity is one that will work with both women and men and address the broader social, cultural, and gender norms within communities and households. It is important to understand the different needs, roles, positions, and skills of men and women in communities and households. Once these differences are understood, both women and men need to be engaged to understand how the differences affect their household dynamics and how spaces

need to be created for couples to communicate (e.g., by teaching couples how they can make household budget decisions together). Different participatory approaches exist that foster healthy household-level relationships and decision-making processes, and that create a shared vision of the household as a “family unit” and of the coffee farm as a “family business.” It is essential to engage men when addressing issues of gender equity and women's empowerment.

Context analysis and baseline studies in program design

Achieving gender equity and women's empowerment requires long-term thinking. Results and impact regarding gender equity will not emerge overnight. It is important to establish at the outset of any intervention the ultimate goal and the indicators of success.

It is important to know the baseline, i.e., the situation at the start of the program, when developing a program on gender equity and women's empowerment. This information can be obtained through a context or situational analysis, and more specifically a gender analysis (see text box), through which data is collected on the community, its structures, and its members at the start of a program. Depending on the program, different variables will be investigated and recorded (for

example, an analysis can be done of issues as varied as the organizational structure of a cooperative, or the existing educational infrastructures of a community). This information and data will not only serve as a basis for the program design, it will also serve as a point of comparison with the data that will be collected halfway through or at the end of the program, to evaluate progress and determine whether or not results have been attained.

Note that measuring progress on gender equity and women's empowerment is not a simple endeavor. It is not sufficient to simply increase the number of women in a specific intervention or program (e.g., in leadership positions). Capturing quantitative gender-disaggregated data is a good starting point, but

it is important to invest in metrics that track and analyze more profound contextual gender-related data to better understand how qualitative progress is being made on gender equity in a particular setting.

Context analysis and baseline studies are a key element of program designs and should ideally be participatory, meaning that they need to ensure that the different population groups (e.g., men, women, youth, vulnerable populations, etc.) of a specific area have been consulted and have been able to give their opinions from the very beginning. In community development processes, it is important to ensure that the people targeted by the interventions also have a say in monitoring and evaluating those actions.

Gender analysis

Gender analysis is a process of collecting and analyzing sex-disaggregated information in order to understand gender differences. ACDI/VOCA has a team of gender experts who conduct gender analyses of agricultural value chain development programs, often in collaboration with farmer organizations. ACDI/VOCA's Gender Analysis, Assessment, and Audit toolkit provides guidance on how to conduct gender analysis studies, assessments, and audits. It includes useful tools and methods for these studies, and guidance on how to operationalize a study from start to finish.⁶⁰



⁶⁰ [http://acdivoca.org/sites/default/files/attach/legacy/site/Lookup/ACDI-VOCA-Gender-Analysis-Manual/\\$file/ACDI-VOCA-Gender-Analysis-Manual.pdf](http://acdivoca.org/sites/default/files/attach/legacy/site/Lookup/ACDI-VOCA-Gender-Analysis-Manual/$file/ACDI-VOCA-Gender-Analysis-Manual.pdf)

Incentivizing gender equity at origin



One powerful mechanism for encouraging gender equity is industry's ability to offer incentives to producers. Incentives can include a range of activities, such as supplier qualification criteria, increased volume commitments, program support, and price premiums. The following are examples of possible incentives:

- Placing requirements in supplier contracts that producer organizations have gender policies and track sex disaggregated data on membership, leadership, land ownership and participation in training and other programs. These requirements can be tied to doing business at all or to reaching increased purchase volumes.
- Roasters requiring exporters and importers to track producer organization membership by gender, record the presence of gender policies and the implementation of gender-awareness training
- Paying a premium for coffee from producer organizations or exporters who target women producers for quality, literacy, and leadership training
- Paying a premium to be used to support the activities of women's committees of producer organizations, or investments in gender-equity programs
- Paying a premium for coffee produced by women farmers or under conditions of gender equity.



VII.

Next Steps

Next Steps of the Partnership for Gender Equity Initiative

As described above, promoting gender equity at all levels of the value chain has been shown to have positive outcomes on the development of coffee-producing households and communities. In turn, increased gender equity in coffee households and communities has been shown to have a positive effect on coffee quality and productivity.

To help the industry capture these benefits, the Partnership has identified next steps to accelerate efforts to address gender inequalities in the coffee value chain. As mentioned in section II, the

Partnership is a multi-stage initiative, composed of three main stages that logically flow from one another. In the coming months, the project will move from Stage 1 toward the next stages of the initiative:

- Stage 2: Apply lessons learned to strategy development, including pilot projects in stakeholder communities; and,
- Stage 3: Scale up from pilot projects, utilizing the best tactics identified for addressing inequality in coffee value chains.

Stage 2 - Strategy Development and Pilot Projects

The objectives for this stage are to (1) generate proof of concept of the means and impact of improving gender equity in the coffee value chain, (2) attract investment to implement programs on a larger scale, and (3) build industry capacity and practices to positively impact gender balance.

The chief activity for this stage will involve partnering with private sector companies to implement a series of pilot projects. This active learning approach will bring immediate benefits to coffee communities, as well as build the case for additional investors to expand programs in Stage 3.

During the pilots we intend to:

- apply the recommendations outlined in Stage 1,
- develop and trial project prototypes,
- test the feasibility of potential intervention actions,
- test and select effective metrics, and
- capture and share learning across projects.

Key drivers of pilot development will be industry interest and available funding. The Partnership will work with industry members





and development organizations to identify communities where projects can be piloted, and solicit the necessary resources to fund them.

In addition to identifying, scoping, and implementing pilots, the Partnership in Stage 2 will do the following:

- Spearhead the development and dissemination of Gender Equity Principles for Coffee as recommended on page 65
- Assist other organizations in developing their gender policies and practices and share best practices and lessons learned
- Look for synergies and collaboration opportunities among other groups working on diversity and sustainability within the industry.

Stage 3 - Scalable Investments

The objective for this stage is to broaden and mainstream gender-aware approaches and interventions by the industry to further the goals of improving producers' lives and the supply of coffee quality.



The Partnership will take the lessons learned from pilot studies and develop projects on a wider regional basis. Stage 2 pilots that demonstrate impact and are ready for expansion will be converted into Stage 3 activities – along with support from industry and public partners. The Partnership will help build public-private partnerships and secure funding and resources for collaboratively designed and implemented programs to be scaled up in Stage 3. In addition, the Partnership will continue, as needed, to recruit organizations to adopt the Gender Equity Principles and integrate gender-aware policies and practices into their operations. As this effort grows and evolves, the Partnership will maintain its focus on the steps necessary to include women's voices and optimize their contributions in coffee-producing communities around the world; to deepen the impact of the specialty coffee industry's sustainability efforts; and to improve the quantity and quality of coffee production around the world by investing in women.



VIII.

Conclusion

In communities where women share decision making with men, and where they have access to the resources that allow them to contribute fully to the development of their households and communities, they create a better future for themselves, their families, and the coffee industry. Yet today, women in coffee-producing communities are underpaid, undervalued, and disenfranchised. Their potential contributions to household income are limited and this has a negative impact on the quantity and quality of coffee production.

There remains an opportunity to further develop and widely disseminate approaches for coffee-producing communities to encourage and capitalize on improved gender equity. Likewise, members of the industry need guidance on how they can support that effort throughout the value chain. The industry can help address the problem of gender inequity and stands to benefit from improved gender equity with its promise of contributing to a more resilient supply chain. A number of practical recommendations have been provided to equip the different stakeholders in the coffee value chain to accelerate gender equity in coffee.



CQI is actively seeking to form alliances and will, in the long-term, secure funding for collaboratively designed and implemented programs, many of which will link to ongoing company-specific and industry-wide efforts in sustainability. The Partnership for Gender Equity presents multiple opportunities for partner contributions to be recognized, and members of the coffee industry are invited to participate and invest in the next stages of the initiative.

All stakeholders in the coffee value chain will benefit from these efforts. They will contribute to improved livelihoods and financial outcomes for the coffee-producing households, thus leading to stronger and more resilient communities and families. They will also lead to an improved and more sustainable supply of coffee for roasters and importers/exporters in the years to come.



IX.

Appendices

The following documents are the foundation to the research that underlies this report, and can be found on CQI's Partnership for Gender Equity website:

www.coffeeinstitute.org/genderreport

- Gender Workshop Executive Summary and List of Key Findings
- Gender Workshop Summaries
- Current practices review summary table
- Focus group and interview discussion guides
- List of interviewees (industry + development organizations)
- Industry focus group discussions summary

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This work would not have been possible without the generous support of many partners, including those who have provided critical financial resources in the first stage of this initiative.

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