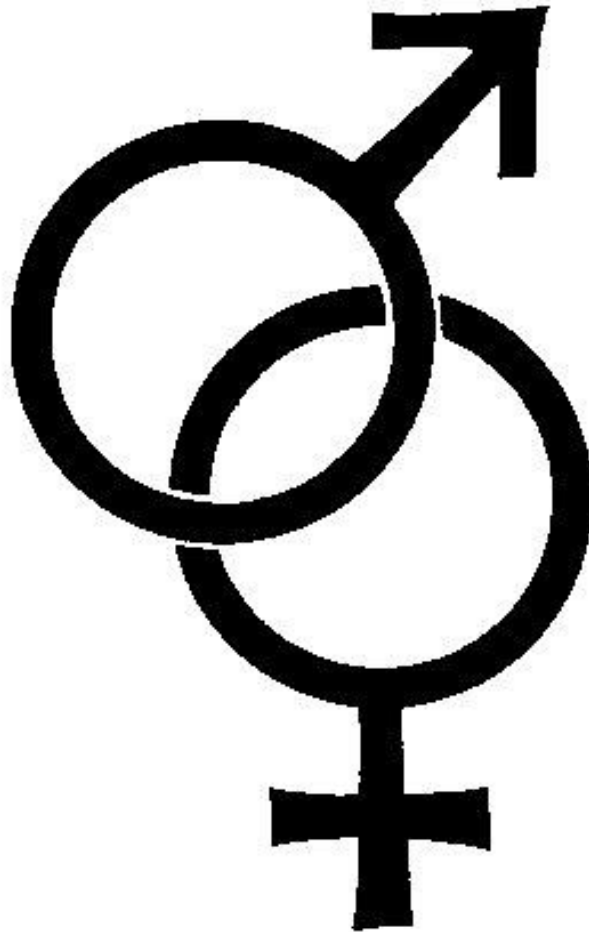


**Identifying success factors of gender inclusive interventions to
support
value chain development in the East African coffee sector**



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Abstract

Addressing gender inequality makes sense since it matters as a crucial instrument for development and creates positive impact on economic growth. Still, the importance to look at gender issues and knowledge on how to successfully address them is rather limited among practitioners and policy makers. This paper introduces several gender inclusive interventions which have been implemented by development- and sustainability standard organizations in order to support coffee value chain development in East Africa. In regards to development organizations, identified success factors to support value chain development can be briefly described as executing an in depth baseline study on gender issues, involving educated and motivated practitioners, enforcing training to trainer programs (which address gender issues, Good Agricultural Practices and leadership) for men and women, promoting male and female role models in communities, approaching the households in order to foster collaborative relationships between men and women, implementing participatory and complementary (consisting of access to training, credit, tools and markets) programs for men and women and pushing monitoring and evaluation processes.

Sustainability standard organizations can practice successful gender inclusive interventions by raising awareness on gender issues in form of training sessions on producer- and multistakeholder levels before or next to implementing gender sensitive criteria into the standard. Additionally, in case standards incorporate gender aspects, farmers need to be able to live up to these types of requirements.

The importance of including gender aspects into any value chain development intervention is indisputable. Therefore, this paper should raise awareness to practitioners to become active in practicing gender inclusive interventions but also to provide proper guidelines in doing so.

1. Introduction

1.1 Agri-ProFocus and Fair and Sustainable Advisory Services

Agri-ProFocus together with Fair and Sustainable Advisory Services became the commissioner for this research project since they pay special attention to gender in value chains and since they showed great interest in offering support in their professional field. Agri-ProFocus is a dynamic network consisting of about 700 professionals from organizations and companies. This network was mainly established to link experts who share a common goal of establishing and strengthening farmer entrepreneurs (Agri-ProFocus, 2013). Part of Agri-ProFocus is also the Agri-Hub which is a local network based in eleven African countries. In all of these countries, there is an Agri-Hub coordinator which is responsible to facilitate a constant flow of information as well as to connect stakeholders successfully. Since 2008, the gender topic was emphasized within the network and since then, Agri-ProFocus presents a frontrunner for this theme. Fair and Sustainable Advisory Services is however a consultancy company based in Utrecht, the Netherlands, offering services in the areas of responsible business, capacity development and management support (Fair and Sustainable, 2013). They mainly approach organizations and companies which are willing to set up sustainable businesses and to build partnerships which can support them in realizing their goals. Within their area of "responsible business", the company focuses on gender in value chains where special attention is paid to promoting gender inclusiveness in value chains. In regards to Fair and Sustainable Advisory Services, value chains can only be developed efficiently when women are equally involved in activities but also profit equally from value chain development. So far, many tools were established by Fair and Sustainable Advisory Services to conduct proper value chain analyses including a gender lens as well as guidelines for gender inclusive approaches. Fair and Sustainable Advisory Services supports ongoing Agri-ProFocus activities since they are part of the Agri-Hub network.

Gender and inclusion in value chain development represents one topic of the Agri-ProFocus Cross Country Knowledge Agenda Plan (KAAP). The objective of this plan is to both mainstream gender within all Agri-ProFocus themes at the Agri-Hub level, as well as to strengthen capacity within the Agri-Hubs for addressing gender equality in value chains. In response to addressing the objective of this plan, this research project should facilitate the process of establishing guidelines for gender sensitive value chain development so that it can be furthermore implemented by Agri-ProFocus practitioners.

1.2 Background information and problem definition

It is indisputable that women who are holding positions in coffee production and processing activities play a key role in developing countries for value chain development. When exploring the percentage of women working in the coffee chain, Baluku et al. (2009) argue that "in most coffee producing countries women typically contribute 60-80% of work in the fields and about 60% in harvesting and processing". However women are all of a sudden not well represented in trading activities neither in inclusive cooperatives which even focus on women participation. The reason for this matter is seen in gender inequalities and differences where women are inferior. For instance, women's rights are often violated and their contribution to economy often remains invisible (Apotheker et al., 2012). Also, women lack access to education and training which furthermore hampers to strengthen their positions in value chains and enforce them to actively participate in economic activities.

Several studies concluded that addressing gender equality in value chains can have positive impact on economic growth and that "gender equality matters as an instrument for development" (World Bank, 2012). When enabling women to have access to training, education, income etc., they can implement their knowledge better into practice and produce higher quality products. Production gains can therefore increase and economic activities become more efficient. Additionally, improving the status of women can enforce them to become socially and politically active, meaning that they are able to make own decisions.

Practitioners who are active and interested in coffee value chain development can contribute to economic and social benefits while addressing gender inequality within the value chain. Businesses for instance are interested in making their operations more efficient (Verhart et al., 2011). Efficiency and sustainability are two crucial arguments for becoming and acting more gender sensitive within value chains. It is obvious that gender equality is a key issue to approach when practicing value chain development. It is not only the economic point of view which should be considered here but also the point of poverty reduction which can be addressed when women and men have equal rights to make their choices (Apotheker et al., 2012). Kabeer (2005) stresses that a lack of making own choices can endanger women to become poor. For instance, women often do not benefit from their own income since men are keeping and spending it for themselves. Additionally, women do not take economic decisions, meaning that they cannot decide on how the proceeds are spent.

In the article of "Behavior change perspectives on gender and value chain development", the importance that practitioners understand the factors affecting women's contributions to value chain participation is pointed out. These factors could be for instance behavior, practices and relationships which could affect the dynamics of a value chain (Sebstad et al., 2011).

At this moment, some gender inclusive interventions have been executed in the coffee sector by development organizations, sustainability standard organizations and companies to support value chain development. Still, the importance to look at gender aspects as well as the knowledge on how to implement gender inclusive interventions successfully among practitioners and policy makers is still limited. Agri-ProFocus and Fair and Sustainable Advisory Services are strongly willing to fill this void and therefore it is crucial to recommend gender inclusive interventions which have been proven to be successful in approaching gender inequality in order support value chain development.

The purpose of this study is therefore to identify key success factors of gender inclusive interventions and to recommend these further to the commissioners so that they can advise practitioners on how to execute successful coffee value chain development, taking gender equality on producer's level as a starting point. This research focuses mainly on the coffee sector in East Africa since much attention is paid to this commodity and since many practitioners work within this particular chain.

1.3 Research objective

The objective of this research is to identify key success factors of gender inclusive interventions to support coffee value chain development.

1.4 Research questions

1.4.1 Main research question

What are the key success factors of gender inclusive interventions to support value chain development within the East African coffee sector?

1.4.2 Sub- research questions

1.4.2.1 What are the main bottlenecks of gender equality within the coffee sector in East Africa?

1.4.2.2 Which gender inclusive interventions were chosen and implemented by development organizations and sustainability standard organizations in order to support coffee value chain development?

1.4.2.3 What was the impact of gender inclusive interventions on gender equality and value chains?

1.4.2.4 What were encountered success factors and challenges while implementing gender inclusive interventions?

1.5 Report structure

This report starts with the introduction including a description of the commissioners Agri-ProFocus and Fair and Sustainable Advisory Services, the background information inclusive the problem definition, the research objective and the research questions. The introduction is mainly meant to communicate the relevance of conducting such a research but also to briefly state the content of the research project.

The second chapter consists of the conceptual framework which introduces the key dimensions of this research project which are partly presented in form of a literature review. Additionally, the chapter informs about the most common gender inequality issues and the role development - and sustainability standard organizations play in order to address them.

The following methodology chapter informs about the research design with a clear connection to the research questions as well as the data collection and the data processing. It states how the research is undertaken, how relevant data is collected and furthermore processed. Chapter four presents the results which were identified during the data processing. In this case, the outcome is presented by a summary of each interview.

At the end of this report, discussion and conclusions are stated by providing an analysis of the interviews and answers to the research questions.

The recommendation chapter consists of a set of recommendations for development-, sustainability standard organizations and businesses which will be furthermore used by Agri-ProFocus and Fair and Sustainable Advisory Services. The Annexes of this report present the interview questions, a description of each organization, a list of interviewees and a table of the summarized interviews.

2. Conceptual framework

The conceptual framework chapter is based on a literature review and presenting thereby the key dimensions of this research project. In a broader sense, it conceptualizes the dimensions of value chain, gender, development - and sustainability standard organizations and explains how these are interrelated and framed. Also, the "Gender and Value chain Empowerment Diamond" is introduced which is used as the conceptual framework for this research.

2.1 Value chain

"Value Chain" as a concept describes a range of many activities that are performed by actors in a specific industry in order to deliver a valuable product or either a service to the market (Riisgaard et al., 2010). The term derives from business management and was first introduced in the book *"Competitive Advantage: Creating and Sustaining Superior Performance"*, written by Michael Porter and published in 1985 (Porter et al., 1996). In the article of "Fairtrade and organic certification in value chains", Kasente (2012) distinguishes between a value - and a supply chain in which the value chain can be described as a specific type of supply chain in which chain actors support each other in order to reach a common goal to satisfy consumer needs. The aspect of supporting each other in an active way is crucial to become more efficient and competitive. However within a supply chain, there are not necessarily binding or sought-after formal or informal relationships between chain actors. The intension is simply to transfer a product or a service to the consumer. Referring again to the value chain, Riisgaard et al. (2010) states that "the activities that comprise a value chain such as design, production, marketing and distribution to the final consumer can be contained within a single firm or divided among different firms". Also, the activities executed within a value chain are not just limited to producing goods; it can also be targeted to producing services which take place in a certain geographical location or either spread to wider places.

2.1.1 Coffee value chain

In the articles of Gilbert (2007) and Tropical Commodity Coalition (2013), the coffee value chain is described with special attention to coffee processing and trading.

Coffee is usually grown in the tropics and subtropics. The two most famous coffee varieties comprise Robusta and Arabica which are differently produced and processed (Tropical Commodity Coalition, 2013).

In regards to the primary processing which is executed mainly in producing countries, it is stressed by the Tropical Commodity Coalition (2013) that cherries undergo different activities until it is exported to high-income countries. Primary processing implies the activities of "separating the coffee bean from the skin and pulp of the cherry". There are two different techniques (wet and dry technique) of doing so. In regards to the wet technique, ripe cherries are pulped, fermented, washed, dried, peeled and polished. Basically, the beans are removed before they are intensively dried. Compared to the drying process, cherries are cleaned and placed under the sun, frequently turned to allow even drying and hulled afterwards. After these two processes, the coffee is called "Green" coffee.

Both techniques reward the coffee with a certain flavor. Gilbert (2007) states that Arabica is for instance rather grown on higher altitudes and wet and dry processed in East Africa. When the wet processing is applied, the Arabica gets rather a mild taste compared to the dry processing where a hard taste is obtained. Robusta is cultivated on low altitudes and mainly dry processed resulting in a bitter taste with fewer flavor compared to the Arabica. Coffee is often cultivated on small scale farms, larger farms or estates which are particularly important in Kenya. Small scale farmers often

sell their coffee via cooperatives "to independent exporters owned or controlled by multinational exporters" (Gilbert, 2007).

The Tropical Commodity Coalition (2013) reports that the coffee is to 80% traded internationally since mainly high income countries are consuming coffee. The coffee must fulfill certain criteria. For instance, the country of origin and the type of primary processing must be clearly indicated. Coffee is therefore often certified to ensure the consumer that the coffee is sustainably¹ produced. Common certification bodies for coffee production include Fairtrade, Organic, Rainforest Alliance and UTZ Certified.

When the "Green" coffee is exported, it first of all goes through a coffee auction which is especially common in East Africa before it is processed by roasters internationally and sold as beans, grounded coffee or soluble coffee to supermarkets (Gilbert, 2007).

2.1.2 Value chain development

Value chain development has been differently defined and described so far. The definitions vary enormously. First of all, a few definitions will be introduced and later on the most suitable for this research will be stated.

In the article "Local value chain development ", Herr (2007) argues that "value chain development is all about making the consumer/customer at the end of the chain happy". Basically, it means that all the activities within a value chain are aiming on satisfying consumer needs. It can be also described as a truly market oriented approach.

Cordaid et al. (2012) argues that "value chain development is a key approach worldwide to increasing the incomes of small and medium producers and the economically active poor as well as building more robust and efficient chains". This definition combines a pro poor argument with a market oriented approach. It states that value chain development is rather undertaken to first of all improve the economic situation of poor people as well as increasing the efficiency of the chain. Although both are stated as two different arguments, they are somehow interrelated.

For this research project, it is keen to choose a definition which combines social-, justice-, and business arguments. Only when incorporating these three aspects, value chain development can be positively delivered. The following definition will be chosen for this particular research project:

"A positive or desirable change in a value chain to extend or improve productive operations and generate social benefits: poverty reduction, income and employment generation, economic growth, environmental performance, gender equity and other development goals" (Ponte et al., 2007).

2.1.3 Value chain interventions

According to Riisgard et al. (2010), value chain interventions can be basically described as 'private sector development projects' or 'value chain projects' which are "aimed merely at providing extension services, generic skills development, improving organizational capacities etc.". Also they focus on improving vertical linkages along the entire value chain so that selected target groups can participate.

Value chain interventions support value chain development and can be for instance group strengthening, value chain financing, strengthening value chain service providers and market

¹ "The concept of sustainability in this realm includes such aspects as economic viability for farmers, environmental conservation and social responsibility" (TCC, 2013)

intelligence and building effective dialogues. The aim is to strengthen links in value chains in order to create sustainable systems and that value chain participants profit from these linkages (SNV, 2013).

2.2 Gender

However sex defines the biological difference between men and women, gender is a term which is used to describe "the socially constructed difference between men and women" (Senders et al., 2012). Women and men take in different positions all over the world which can change over time. These positions are mainly constructed by social, cultural, legal, political and economic environment (Prieto-Carrón, 2008). In our society, certain activities are associated with being more masculine or feminine which results in allocating certain roles to men and women. According to that, "gender roles are allocated based on what is considered to be 'appropriate' (for example, man as the breadwinner and women as the caretaker)" (Prieto-Carrón, 2008).

2.2.1 Gender equality and Gender equity

Gender equality describes a concept in which men and women experience equal rights and opportunities as well as being "free to develop their personal abilities and make choices without limitations set by stereotypes, rigid gender roles or prejudices" (Laven et al., 2012).

Gender equality is also recognized as a triggering factor contributing to economic growth and poverty reduction. The United Nations Millennium project with its goal to achieve "Gender equality" stresses that "every single goal is directly related to women's rights, and societies where women are not afforded equal rights as men can never achieve development in a sustainable manner" (United Nations, 2013). Gender equality does not just encounter fairness; it also brings additional benefits to economy and the wellbeing of society.

Gender equity moves beyond gender equality in such a way that it implies that men and women do not necessarily need to receive equal treatment in order to experience equal benefits. Since women are often more disadvantaged than men, equal treatments would not necessarily translate into equal benefits. Laven et al. (2012) stress in the "Challenging chains to change" book that gender equality often requires integrated measurements which can compensate these disadvantages of women. An example of disadvantages which women encounter is for instance that women are restricted in terms of mobility or access to education.

2.2.2 Gender roles within the East African coffee sector

While describing the gender relations in the coffee sector in East Africa, it will become obvious that women are suffering under immense gender inequalities which are constructed in the mindsets of "inequitable power relations and hierarchies" (Verma, 2001). Power is key for conceptualizing culture and these aspects are inseparable in regards to designing gender relations.

Land ownership can be regarded as a perfect example where power relations translate into certain gender relations and gender inequalities. Coles et al. (2011) stress that women in developing countries face serious constraints in getting access to resources such as land ownership and that land ownership is crucial for acquiring physical assets for chain activities as well as chain services. The degree to which extend women face serious constraints in getting access to resources such as land ownership might differ from country to country but represents an overall common issue. An example

is for instance that land ownership features the ability to receive public funding as well as to become a member within a cooperative. In regards to most East African societies, Walker (2002) points out that "although there are no formal restrictions on women acquiring rights to private, freehold land in their own name, only a small minority of women have either the financial resources or the social independence to do so". Additionally, he argues that the minority of women who own private land are rather found in urban areas.

In many developing countries, cultural norms normally appoint man to fully control the land which is attended by land inheritance (Farnworth et al., 2011). Men are allocated land so that their wives are able to work on it. Women are not considered in this particular process because it is believed that through their marriage, women are receiving land from their husbands anyway. Another distressing fact is that if husbands die, the relatives normally claim the land instead of the wives themselves. Verma (2001) points out the issue of men owning property and that this can automatically pass into a serious battle and struggle over resources especially for women. Additionally, women are constrained to realize certain types of opportunities which would be coming across when being the land owners such as participating in and gaining from functions across the value chain (Coles et al., 2011). Another example is that land ownership is often correlated with the provision of credit which is usually given when farmers are able to produce a marketable surplus on their land (Hill and Vigneri, 2009). Since women mostly do not represent the head of the household and do not earn land, they are furthermore restricted in realizing certain benefits such as the ability of obtaining credits.

In the article of "Gender and agricultural value chains" (Coles et. al., 2011), the role division of men and women in regards to coffee activities is presented. It is stressed that women usually take over the value addition activities such as harvesting, picking, drying, hulling and sorting the beans however men take over the management roles including the trading and selling of the coffee which also brings them the benefits of collecting the proceeds. Also, it is stated by Baluku (2012) that men plant the coffee trees on their owned land resulting in the fact that coffee is considered as a "men's crop". In regards to the role division, it should be considered that only the productive work has been considered so far, meaning the work which is executed for money (Laven et al., 2012). Women additionally have to execute reproductive work within the household such as cooking, collecting fire wood etc. which is often simply forgotten. In the book of "Gender, Land and Livelihoods in East Africa", Verma (2001) emphasizes that this particular role division arises partly from the extensive outmigration of men which created an impact on gender relations in the households. Out migration contributed to the fact that women face higher labor burdens on agricultural land but also within households. Still, men return to their lands when marketing their cash crops and "therefore the increase in women's labor did not necessarily result in women's control over the products of that labor" (Verma, 2001). Additionally, men tend to collect the proceeds themselves and do not share it properly with their wives resulting in an immense pressure to earn cash as well as realizing business development opportunities (Farnworth et al., 2011). As stated by Nginya(2012), women start to get demotivated in regards to working hard and not benefitting. As a result, women tend to sell unripe low quality coffee for a low price just to satisfy their immediate needs. It can be also described as a "competition for resources within the families creating lose-lose situations" (Baluku, 2012). Alongside, others stop to work directly on the coffee plantation as a statement of protest resulting in a lower coffee harvest and thereby lower incomes. Baluku (2012) also stresses that these combined aspects such as unequal property rights etc. translate into family conflicts and domestic violence.

2.2.3 Gender inclusive interventions, development organizations and sustainability standard organizations

Gender inclusive interventions are interventions which are not gender blind and address gender inequality by either increasing "the gains of female actors in the chain or at least that no harm is produced or by helping women to achieve a better functional position along the value chain as well as in their communities and households" (Riisgaard et al., 2010).

Since the situation of women being involved in the coffee production was described previously, it awakes to the meaning and importance of gender in value chains. For a long time although, gender issues have been often overlooked in many development interventions however there is the evidence that addressing gender issues can positively translate into coping with challenges, obtaining higher incomes and receiving market access (Kasente, 2012).

Doss (2011) strongly supports the latter statement of the argument by stressing that if women would have realized the same access to resources as men, they could have contributed to increasing the yields by 20-30 per cent for instance and thereby boosting the agricultural output in developing countries. Also, it is stressed that "women comprise on an average of 43 percent of the agricultural workforce in developing countries" and that they cannot be neglected when fighting against poverty.

Although gender issues have been overlooked in many development interventions, Gammage et al. (2005) notes that "there is also a paucity of robust empirical evidence for the efficacy of interventions designed to improve gender related outcomes in value chains".

Still, Coles et al. (2011) points out that if gender is addressed in development interventions, it is crucial that the real issues behind are well understood and that a careful and thought-out gender analysis is executed beforehand. In case this is not considered, it can produce ineffective or even damaging interventions. Also, Coles et al. (2011) emphasize on the importance of including gender issues in value chain analysis in order to execute pro-poor economic development. The arguments for supporting this statement are that it leads to economic viability as well as sustainability and that it creates win-win situations for all stakeholders along the value chain. Additionally, realizing and addressing gender issues (if executed skillfully) can translate into the identification of critical issues and generation of suitable development strategies. Laven et al. (2012) stress that there are different arguments for focusing on gender in agricultural value chains such as the business-, social justice- and the poverty argument. Businesses for instance might support the idea that women take in key roles in upgrading strategies and therefore they cannot be neglected. Additionally, not addressing gender inequalities can present a missed business opportunity (Senders et al., 2012). Chan (2010) also supports this argument by stating that women are being underrepresented in smallholder companies and that this is not only a social problem but also a lost commercial opportunity. From an economic point of view, it is also stressed by Senders et al. (2012) that gender inequality has high economic costs and that this can lead to missed opportunities in regards to innovation and wasted human resources. This argument is mainly supported by international economic institutions just like the World Bank. However a poverty argument would state the importance of the difficulty to combat poverty while being gender blind. The social justice argument emphasizes on the right that women and men should be just addressed equally. All different players² within a value chain can use their own arguments for addressing gender and become active in a certain way of doing so. Sustainability standard organizations such as Fairtrade, Rainforest Alliance and UTZ Certified can play a significant role in addressing social issues. All of these organizations offer "a way to measure efforts, control or

² For instance development organizations, sustainability standard organizations, companies, donor agencies etc.

punish unsustainable actions and reward compliance" (Pyburn et al., 2012). Sustainability standard organizations work in two ways which are considered as "carrots" which basically represents the incentives of complying with a standard such as a premium and the rules and regulations which are defined by the standard, also considered as "sticks". Apart from these two aspects, sustainability standard organizations also offer technical and organizational assistance in fulfilling the criteria which is set by their standard. Since sustainability standards organizations act along the whole value chain in addressing social issues, companies do like to rely on them for meeting their social goals (Verhart et al., 2011). Although social issues are addressed by standards; the gender issue is mostly underrepresented and only covered in the 'no discrimination' criteria. However, Riisgaard et al. (2009) argue that the Fairtrade standard pays certain attention to active participation of female members within the producer groups.

In the article of "Gender Equality and Business", Verhart et al. (2011) emphasizes on the challenges of certification bodies to address gender inequality with their standards. Standards are seen as a tool to measure changes and impact of particular aspects. They are simply setting the bar but that doesn't immediately translate into triggering social changes. In order to trigger social changes, fixing the content within standards is just simply not enough. Additional implications such as the implementation of the standard as well as the verification must be highly considered.

On the 14th of November 2012, a seminar on "women's empowerment through value addition in agri-food chains" was executed in Wageningen where Groot et al. (2012) stated the issue of "certifications failing to incorporate gender relations- leaving the household as a 'black box.'" Discussions on how certifications can contribute to gender equality were conducted resulting in the arguments that female smallholder farmers must be included in certification processes and that access to inclusion must be properly provided, taking barriers such as illiteracy into consideration. Additionally, in order to ensure that certification contributes to gender equality, monitoring and evaluation processes must be equally incorporated.

Although there are existing challenges for certification to address gender issues, certification bodies can use other means for doing so. It could be concluded in the article of "The performance of voluntary standard schemes from the perspective of small producers in East Africa"³ that standard organizations⁴ can have positive impact on women (Riisgaard et al., 2009). For instance, it was reported that women from UTZ Certified received training on gender equality and that active participation was promoted resulting in women being more encouraged to join committees, attending meetings and selling coffee. Additionally, women from Fairtrade emphasized that they got trained in participating more in activities within the cooperative and that men realized the importance of women being trained as well. In regards to the impact of Rainforest Alliance on women, it was stated that women did not necessarily participate more in committees and councils however an increase of collaboration and sharing ideas between women could be attained. Additionally, women could realize an increase of decision making power within the households in regards to all three standards.

Generally, it can be concluded that standard organizations can have positive impacts on women but not just by enforcing gender aspects into the standards but rather by promoting women

³ The study compared small scale producers' perceptions of the impacts of certification to Fairtrade, UTZ Certified and Rainforest Alliance standards. The research method consisted of 18 semi-structured focus group discussions with participants involving small scale producers of coffee and tea in Uganda, Kenya and Ethiopia (Riisgaard et al., 2009).

⁴ In this case only the Fairtrade -, UTZ Certified - and Rainforest Alliance Standard organizations are considered.

inclusiveness in trainings. Nevertheless, the report on "Gender and Value chain development" written by Riisgaard et al. (2010) represents the case of "organic certified pineapple and coffee producers in Uganda" where the impacts on women were not as promising as in the previous study. The findings indicated that women's labor has significantly increased in the coffee production however men's labor decreased as a result of organic conversion. In order to comply with organic standards, women had to suffer the most due to additional farming and processing practices. Riisgaard et al. (2010) argue that "while men over the last five years have enjoyed an increase in the income they control (from coffee), women appear to have experienced the opposite". Unfortunately, women did not benefit at all from organic certification; their life became even impeded in numerous ways. It is interesting to realize that women in organic pineapple production didn't experience similar issues since higher yields, larger farm size and favorable market conditions resulted into the possibility to hire labor and therefore lowering the labor hours of women. Generally, the effects on gender inequality were depending on local circumstances and commodity characteristics (Bolwig and Odeke 2007). Surprisingly, Bolwig and Odeke (2007) emphasize that female coffee farmers stated that organic farming is still worthwhile due to the "income benefits for the household as a whole, even if they had little or no control over the use of this income".

It needs to be mentioned that organic certification bodies did not include any gender sensitive interventions as compared to the Fairtrade and UTZ Certified ones and therefore the outcome might be also less positive in regards to changes in gender inclusiveness.

2.2.4 Gender and Value Chain Empowerment Diamond

After presenting the different dimensions of this thesis research, the "Gender and Value Chain Empowerment Diamond" will be introduced in order to explain how these dimensions are interrelated and supporting each other in a certain manner.

The tool combines a value chain perspective with a gender lens by representing two extreme axes of **value chain integration** and **value chain governance** as well as two gender axes of **agency** and **structure**.

Value chain integration and value chain governance relate to value chain development however Agency and Structure give indications on women empowerment and institutional change. The term "women" instead of "gender" is especially used in this context since they are lacking behind in regards to making own individual choices in life.

In order to understand the meaning of the relevant terms being used in the "Gender and Value chain Empowerment Diamond", the definitions are stated as followed: (Senders et al., 2012).

1. "**Value chain integration** is the extent to which the activities of women add value through increased productivity etc. and/or higher quality of the product".
2. "**Value chain governance** is the extent to which female farmers are involved in the management of the value chain".
3. "**Agency** is the extent to which female farmers are empowered, become skilled, are self-conscious".
4. "**Structure** is the extent to which structures at family, community, and societal level become more favorable for gender equality. It also includes more immaterial matters as laws and norms and values, also: institutional change".

This tool was chosen since it is perfectly applicable within this particular research project especially by interrelating value chain development and gender aspects. Therefore it was also chosen to be used as the conceptual framework which is set up as followed:

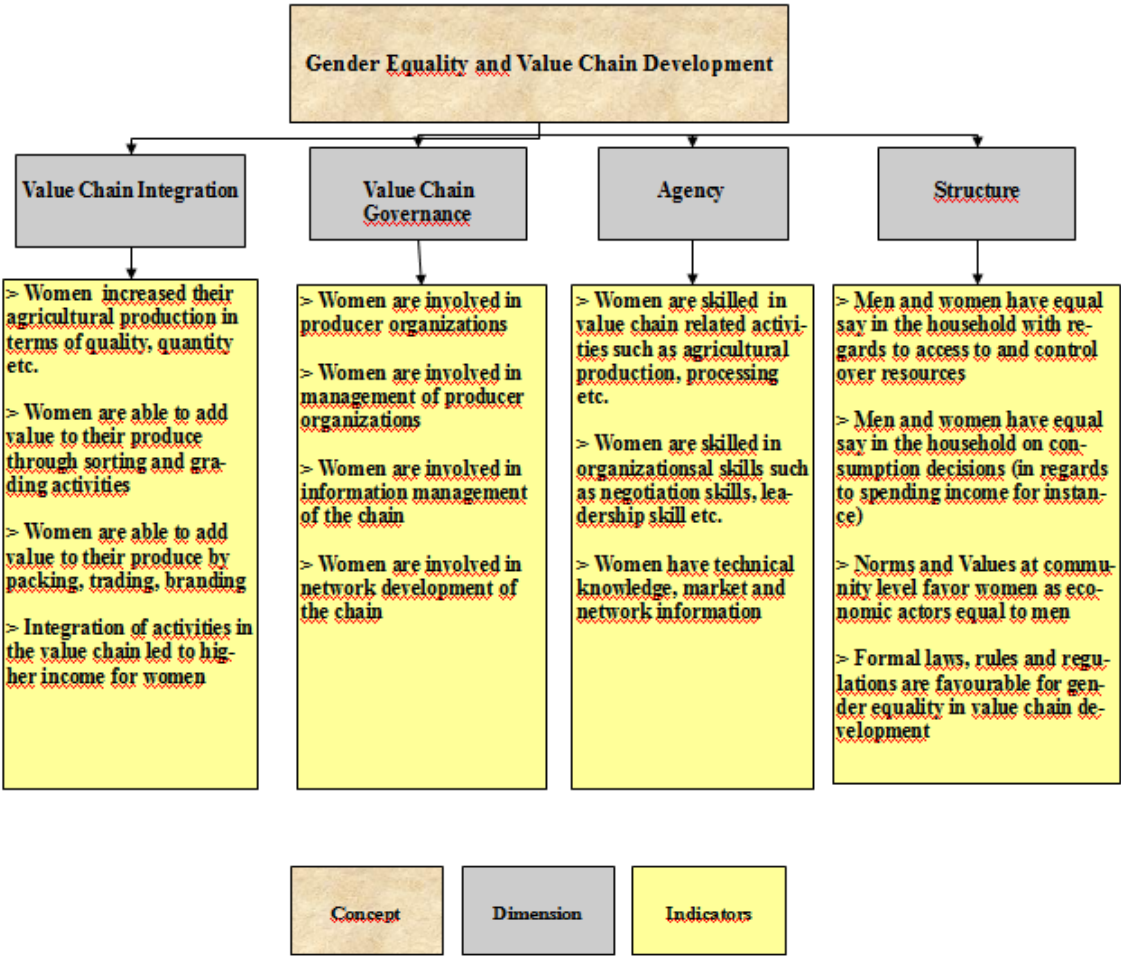


Figure 1: Conceptual Framework

The concept is gender equality and value chain development with the following dimensions of value chain integration, value chain governance, agency and structure. In order to see which aspects are considered within the dimensions, indicators had been fixed.

All sub questions and outcome of the interviews as well as the literature⁵ can be related to this conceptual framework which is setting the boundaries of this research project. It gives clear indications on what is included and excluded from the research.

⁵ In this case, the literature from the interviewees which provides additional inputs to answering the questions are only considered.

3. Methodology

This chapter describes the methodology applied for this research project including the research design, the type and procedure of data collection and the data processing.

3.1 Research design

In order to "Identify success factors of gender inclusive interventions to support value chain development", desk research was first of all conducted to get an overview of researches done so far in regards to this particular topic⁶. Articles, books and magazines were examined in order to extract the most appropriate information which can be found in the conceptual framework chapter.

For this research project, a qualitative research design was applied including the conduction of semi-structured interviews with development- and sustainability standard organizations. Businesses occupy a prominent position in value chain development and represent thereby also a potential actor in addressing gender inequality. Although it was planned to integrate them into this research project, there were no contacts available which could have enlighten on gender inclusive interventions. Therefore, the interviews were executed with just two target groups. Since this research project wants to gain a detailed insight and understanding into gender inclusive interventions and their success factors, a rich set of data had to be collected where the qualitative method seemed to be the most appropriate one. In order to get a clear structure on how the research questions will be answered, a table indicating with whom, where and how data will be collected was created and is presented in **Annex 1**.

3.2 Data collection

Regarding the qualitative data collection, six interviews with development organizations and three interviews with sustainability standard organizations were conducted, using two different sets of semi-structured interviews. The reason for addressing two different target groups was because they both dispose over a certain degree of power to influence gender relations on producer's level. Both have applied gender inclusive interventions but being in different positions of addressing gender issues. These two target groups might have different objectives and aims of their interventions and therefore it was crucial to design different questions however the main issues to address stayed the same. The addressed issues were in such a way chosen that they could lead to the answers of the research questions. They included the main problems of gender inequality in the East African coffee sector, the target group and objectives of the gender inclusive interventions, the type and procedure of gender inclusive interventions, the impact and outcome of the gender inclusive interventions, success factors and encountered challenges while implementing the gender inclusive interventions. Generally, 10-15 questions were covered, depending on the set of questionnaire where also new questions were added in the context of the research situation.

The two sets of questionnaires can be regarded in **Annex 2**.

⁶ Literature on this particular topic includes for instance: coffee value chain, value chain development, gender roles within the East African coffee sector, gender inclusive interventions of development organizations and standard sustainability organizations etc.

The interviews were carried out either via Skype or by visiting the headquarter of the organization. This was depending on the convenience of the interviewee but also on the distance to the headquarters. The interviews took approximately 1-1,5 hours in which each development organizations emphasized on their gender inclusive interventions of one particular project. Sustainability standard organizations clarified in general how they are addressing gender issues. The interviewees were selected by Fair and Sustainable Advisory Services with support of Agri-ProFocus, Hivos and Oxfam Novib while paying special attention to contact persons who can give most appropriate information on the gender inclusive interventions being the program designer or the project leader for instance.

The following list indicates the name of the organizations as well as the number of interviewees:

Name of development organization	Number of Interviewees
Hivos	2
Oxfam Novib	1
Hanns R. Neumann Stiftung	2
Agro Eco	1
Twin	1
Java Ventures	1
Total Number of Interviewees	8

Name of sustainability standard organization	Number of Interviewees
Fairtrade (FLO)	1
UTZ Certified	1
4C Association	1
Total number of Interviewees	3

Total Number of Interviewees	11
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A description of the organizations can be found in **Annex 3**. **Annex 4** presents a list of the interviewees.

The reason for having two interviewees for Hivos and Hanns R. Neumann Sifting was because other contact persons⁷ could be identified and provide additional inputs from a different standpoint. While interviewing the additional contact persons, the same interview questions were used.

In addition to the interviews; reports, articles, manuals and links to web pages, providing additional information to the projects and interventions were passed on by interviewees and referred to in the results chapter.

⁷ These contact persons were for instance from Kenya, working directly with small scale coffee producers, being part of the implementation process of the gender inclusive Interventions.

3.3 Data processing

During the interviews, the data was collected by taking notes. Afterwards, the data was structured by categorizing them into different groups such as the main problems of gender inequality, target group and objective of gender inclusive interventions etc. Additionally, key themes and regularities of the interview outcomes were identified, carved out and grouped together⁸. In regards to grouping the outcomes of the gender inclusive interventions, the "Gender and Value Chain Empowerment Diamond"⁹ was applied since it can clearly notify the outcomes of certain interventions. This tool is furthermore described in the conceptual framework chapter.

A table which reflects a summary of the interview outcomes can be regarded in **Annex 5**.

⁸ This counts especially for interview questions relating to gender inequality and arguments for implementing gender inclusive interventions.

⁹ "The "Gender and Value Chain Empowerment Diamond" was developed by ICCO, based on the conceptual framework developed during the write shop on gender and value chains, which took place in Nairobi 2010." (Senders et al., 2012)

4. Results

This chapter presents the results of interviews with development organizations and sustainability standard organizations. Each interview is introduced separately. The first section (4.1 and 4.2) of the results chapter states a summary of the issues of gender inequality within the coffee sector in East Africa and the arguments for addressing gender inequality. This paragraph summarizes the outcome of two particular questions stated in the interviews. It was summarized since most interviewees stated similar or equal answers to this particular issue. The second part (4.3) presents a summary of each interview with the results in regards to the gender inclusive interventions, the outcomes, success factors and encountered challenges.

4.1 Gender inequality issues in the East African coffee sector

Land ownership

One of the key issues is land ownership which directly relates to power relations. Men have the power to own and thereby control land. Women do not have such property rights and work therefore on their husbands land. Even when the husband dies, it is the brother for instance who claims the land since women do not have rights under inheritance laws. Land ownership brings advantages in such a way that decisions on crop cultivation and marketing can be made. Coffee is also considered as a "men's crop" since the crop is grown on the land they own and since they can make all decisions in regards to the crop¹⁰. Often, it is believed by farmers that land ownership is a requirement for registering at a cooperative although this is not the case. Therefore, many men register at cooperatives and get thereby easier access to training and market information.

Access to education

Women are the key source of labor in the East African coffee sector. They execute most of the coffee farming activities but they are not always part of the training, meaning that the access to education and knowledge is limited. In regards to one interview, it was even stated that although women are part of a cooperative, they do not always attend the training and participate in meetings. This shows that there must be more reasons for women not participating at meetings. It was stated several times that women often feel shy in such a way that they cannot speak up and stay rather silent. Since men attend the training and get access to knowledge and market information, it is also easier for them to be involved in trading or/ and marketing activities.

Domestic violence

Usually, men collect the revenues from the coffee and often decide on their spending. Women are not considered in this decision making process which leads to the fact that money is often spent on alcohol rather than on nutritious food for children or school fees for instance. Alcoholism is considered as a serious problem partly contributing to an increase in domestic violence and thereby unfavorably affecting the atmosphere at community and household level.

¹⁰ This includes for instance the applied agricultural practices, marketing etc.

Effects of gender inequalities

Women suffer under these previously mentioned gender inequalities and are often frustrated and unmotivated to continue working since they do not realize any benefits from the hard work they are executing. As stated in two interviews, women even started to collect the compost of their husband's coffee crops in order to apply it on their beans and banana plantations. This happened in Tanzania and Kenya and the situation perfectly clarifies that men and women rather compete against each other instead of working collectively. Others start to pick the coffee at a too early stage in order to sell the coffee themselves and to thereby satisfy their immediate needs. They face serious constraints to business development and therefore they sell unripe coffee rather for a low price to still get out small benefits. Due to this situation, coffee quality and quantity starts to decrease. Men start to become angry when realizing that their coffee has been already harvested and sold for a low price. It can be identified that gender inequality causes unfair treatments of women and that it can seriously affect the livelihoods of the families as well as the entire performance of the coffee value chain.

4.2 Key arguments for addressing gender inequality

Social- as well as business arguments were mentioned for addressing gender inequality. Interviewees often referred to that both arguments are very much interrelated and strengthening each other and that gender is important to address in order to build sustainable value chains. For instance, including women into value chain interventions can improve the quality and increase the quantity of coffee. If women receive training in Good Agricultural Practices, they can also apply these on the field and thereby make a strong contribution. But also, gender equality can help to establish sustainable farming communities. If women could apply sustainable farming practices and improve their income, they would be able to spend it on household needs. They rather send their children to school and thereby establish more sustainable farming communities. At the same time, the coffee value chain performance would improve.

The following arguments were stated within documents and interviews and give general ideas why gender inequality should be addressed:

Argument 1: "Contribute to improved gender relations in the household for equitable and sustainable development so that both women and men actively participate in and benefit from coffee production and program interventions." (Document of Hanns R. Neumann Stiftung)

Argument 2: "If women in the coffee sector are not addressed, real sustainability cannot be addressed." (Interview with 4C Association)

Argument 3: "To achieve sustainable production and supply chains, it is important to understand social structures and gender roles since they strongly influence the success of sustainability interventions." (Document of UTZ Certified)

4.3 Gender inclusive interventions, outcomes, success factors and challenges

This section represents the results of the interviews in regards to the gender inclusive interventions which were applied, their outcomes on gender equality and value chains, success factors and challenges. Each interview is summarized and presented one by one. There are six cases represented by development organizations and three by sustainability standard organizations.

4.3.1 Interview with Hivos

In 2007, ECOM, a big international coffee trader and part of Sangana Commodities Ltd, in collaboration with Hivos established in Kenya a consulting firm named Sustainable Management Services (SMS)¹¹. Together, they aim at improving the conditions of Kenyan coffee farmers, increasing production of premium beans and yield of coffee cherries from 1 to 5kg per tree as well as improving the management of cooperatives to address a decline in coffee quality and quantity a serious issue over the past ten years. In total, Hivos and Sustainable Management Services assisted four cooperatives including 11.000 members in total and eleven wet mills¹² in Central Kenya. In order to meet the objectives of improving coffee quality and quantity, and based on priorities, training was delivered in different fields such as Good Agricultural Practices¹³, internal auditing, adhering to standards, quality management, processing, environmental protection, health etc. A training model was developed consisting of training promoter farmers who in their turn would train farmers. SMS assisted members within the cooperatives to identify and prioritize their problems and missed opportunities. Additionally, SMS provided market information and market access to the cooperatives.

While identifying problems, it was realized within the program that women were not equally addressed as men and therefore did not benefit from the interventions. Women hardly participated in the training although they play a key role in coffee production by executing most important activities.

Gender inclusive interventions

In response to this issue, a **value chain analysis with a gender perspective** was executed by a consultant from Nairobi in order to identify gender division of labor, farm household dynamics as well as traditional roles and responsibilities of women and men within the coffee chain. The outcome of this study concluded that several initiatives must be taken towards promoting women's active participation in the coffee production. A gender inclusive intervention was taken in 2010 by **registering female farmers under their own names, implementing gender sensitive policies in processing and marketing, promoting women's participation at all levels and setting gender specific indicators in project monitoring**. All men and women of the four cooperatives were approached with additional three neighboring cooperatives with 15.000 members and 19 wet mills. **Gender promoter farmers** who had been elected by the farmers (of which 30% had to be women) were **trained in Good Agricultural Practices, gender issues and adhering to standards**. They again trained farmers in the previous mentioned topics. It must be noted that men and women were

¹¹ Sustainable Management Services aims to improve coffee supply chains by offering services in executing Good Agricultural Practices, marketing etc. to producers

¹² At the wet mill, coffee undergoes different processing steps such pulping, fermenting, washing, drying and selecting.

¹³ This training focused on composting, safe use of agrochemicals, soil conservation etc.

trained separately and by a female gender promoter in order to make women feel more comfortable in speaking up, interacting and attending trainings. In Kenyan culture, women are not supposed to speak before men. Therefore it was crucial to have separate training sessions. Also, training times and periods were adapted to the daily schedule of women in order to increase their participation. SMS worked intensively with women in **providing training on weeding, water spraying and spreading manure** as well as **picking and transporting coffee** to wet mills. Next to the theoretical training sessions, **demonstrations** for instance **on pruning and composting** were executed. Three of the cooperatives became Rainforest Alliance or CAFÉ Practice (a standard supported by Starbucks) certified and one became Fairtrade certified. An auditor from Fairtrade encouraged one cooperative to include a woman on its management board as well as increasing women’s staff at the head office. In that way, certification also contributed to **promoting women’s participation** in value chains irrespective of implementing it into the standards.

The implementation of the gender inclusive interventions was financially supported by ECOM and Hivos, which is receiving their major funds through the Dutch foreign ministry, EU and other donors. In order to draw conclusions on the outcomes of the gender inclusive interventions, guidelines on evaluations and monitoring were established. Checkups were undertaken on annual basis.

Outcomes

Value Chain Integration	Agency
Men and women contribute to and benefit from: > Increased coffee production from 1 to 3.5kg/tree > Increased coffee processing from 2.6 to 4 million kg > Increased premium grades from 25% to 85% > Increased incomes for coffee farmers due to increased productivity	> Knowledge and skill development of women on Good Agricultural Practices, adhering to standards and certification, coffee transporting and gender issues > Increased ability to make own choices
Value Chain Governance	Structure
> Women’s membership within the cooperative increased to 40% > 20 gender promoters got elected of which 30% are female > Five women became board members > Women are now valued as potential actors within the coffee value chain	> Men are realizing and accepting the importance of women being equally addressed by value chain interventions > Women have more decision making power in households > Men involve women in decision making processes (e.g.: decisions on income spending are drawn together) > The perception of coffee being a "men’s crop" is changing > Women are getting authority, they started to open up their own or joint bank accounts > Harmony in the community and family

The gender inclusive interventions focused on **agency** and **value chain governance** which contributed to positive outcomes on structure and value chain integration. The outcome in respect of the value chain integration is mainly reinforced through the participation of women in training units such as Good Agricultural Practices, certification, gender issues, coffee transporting etc. The changes within the household could be noticed since men realized how important it is that women are involved in

decision making processes. Men became sensitized (partly through the gender training) in seeing coffee finally as a men's and women's crop.

Success Factors

- ✓ Both, men and women need to be equally approached by interventions
- ✓ Women should preferably be trained by female trainers and separately from men in order to let them feel comfortable and to avoid men getting jealous
- ✓ Men should be trained on gender issues in order to sensitize them
- ✓ Well experienced and high motivated experts must implement the gender inclusive interventions, they must be enthusiastic and motivated to encourage farmers to adapt certain changes
- ✓ Gender promoters acting as role models in communities are important to demonstrate recommendable changes (for instance: Coffee quality and quantity can increase when women are included in training sessions) but also to overcome resistance from the household and against cultural pressures
- ✓ The combination of theoretical and practical training (e.g.: by using demonstration plots) is crucial to facilitate the implementation process of certain practices
- ✓ Follow up visits to check if women implemented what they have learned are crucial to drive the intervention process
- ✓ Service providers and donor agencies must place the "Gender topic" always on their Agenda

Challenges and points of action

Challenges	Points of action
<ul style="list-style-type: none"> ➤ Time constraints by women to participate at training sessions 	<ul style="list-style-type: none"> ➤ Training must be executed in accordance with women's availability. The productive- and reproductive activities of women must be taken into consideration.
<ul style="list-style-type: none"> ➤ Resistance against gender inclusive interventions was mainly encountered by men (especially in the beginning of the project) 	<ul style="list-style-type: none"> ➤ Let men experience the positive effects on coffee production since women are equally addressed by gender inclusive interventions.
<ul style="list-style-type: none"> ➤ Higher costs for trainings (this challenge mainly came across since men and women were trained separately) 	<ul style="list-style-type: none"> ➤ Consider the additional costs of separate training units before implementing gender inclusive interventions.
<ul style="list-style-type: none"> ➤ Illiteracy (especially by women since they are in most cases less educated in comparison to men) 	<ul style="list-style-type: none"> ➤ Apply the local language and adapt training material to easy understanding (for example through illustrations and drawings).
<ul style="list-style-type: none"> ➤ Certain norms within a culture (e.g.: an old man for instance protested against the inclusion of women. He stressed that including women as such is going against the culture. He was also wondering about the incentives for changing habits as such.) 	<ul style="list-style-type: none"> ➤ Let men experience the positive effects on coffee production since women are equally addressed by gender inclusive interventions.
<ul style="list-style-type: none"> ➤ Lack of knowledge on how gender issues can be properly addressed. The number of gender experts is very limited. 	<ul style="list-style-type: none"> ➤ Offer consultancy training in terms of workshops to prospective gender experts. Prospective gender experts can be trained on the "Challenging chains to change" book.
<ul style="list-style-type: none"> ➤ Shyness of women to take decisions in the board 	<ul style="list-style-type: none"> ➤ Empower women as such that they are not just elected as board members but also are the ones taking decisions in cooperatives. For instance offer leadership trainings to women before appointing them to board members.

4.3.2 Interview with Oxfam Novib

In 1999, the Bukonzo Joint Cooperative Micro Finance Society Ltd (also known as Bukonzo Joint) was founded in order to increase coffee production as well as coffee quality by offering support in regards to financial, marketing, capacity building and production aspects. Bukonzo Joint counts 3.500 members of which approximately 2.800 are women either being part of a cooperative or a self help group¹⁴. In total, Bukonzo Joint consists of seven cooperatives and 79 self help groups which are located in Kasese district, Western Uganda. Bukonzo Joint is owned by its members meaning that they purchase shares, have a stake in its profits as well as facing certain risks. They produce mainly Arabica coffee which is to 5% wet processed, resulting in a higher quality compared to the dry processed coffee which counts for 95%. Bukonzo Joint cooperative is part of a well established value chain. The cooperative buys and sells the coffee on behalf of its members which is furthermore delivered to Green Holding and export partners such as Twin (UK), Atlas Trading (USA) traders from China and South Africa. In regards to the certification, it can be noted that the cooperative is in the process of becoming organic and Fairtrade certified. Solidaridad is supporting the cooperative in obtaining the organic certification and Twin Trading¹⁵ is assisting Bukonzo Joint with the Fairtrade certification.

Several years ago, progress was slowing down and it was realized that quality and production volumes could not be increased that easily. Additionally other issues such as domestic violence, unequal property rights and unequal workload were identified but not correlated with the coffee business.

Gender inclusive interventions

In 2007, Oxfam Novib introduced a **gender sensitive value chain analysis** to the cooperative. Afterwards, it was realized that quality and quantity could not be improved since women faced issues in accessing markets, controlling resources such as land and coffee trees as well as receiving fair shares. Bukonzo Joint together with Oxfam Novib set up a **capacity building program** which addressed both men and women in the cooperatives. It included **workshops¹⁶ in organization, farm management, record keeping and leadership skills**, all executed by the Uganda Change Agent Association. Next to the workshops, **courses in analyzing value chains from a gender perspective** approach were arranged. Additionally, **technical trainings on coffee farming including soil and water management, pruning of trees and harvesting practices** was delivered by extension officers from the government.

Between 2009 and 2011, The **Gender Action Learning System¹⁷ (GALS)** got especially introduced to address individuals in developing their own life planning within households which should as well have an effect on communities in adapting to new norms. It focuses especially on the empowerment of women and on improvements in livelihoods. In this case; producers, barter traders¹⁸, village traders¹⁹

¹⁴ Self help groups normally consist of fewer members (15-35) compared to the cooperatives which count 30-100 members

¹⁵ Twin Trading is furthermore described in Annex 3.

¹⁶ These workshops consisted of two week sessions over a period of four months.

¹⁷ GALS is a very recent and innovative community led methodology developed by Linda Mayoux and implemented in the WEMAN (Women's Empowerment Mainstreaming and Network) program from Oxfam Novib. GALS is still in evolution and mainly implemented as a pilot project where its development depends on the outcomes of the progress.

¹⁸ Barter traders receive coffee from producers in exchange for oil, fish or beans. They accept unprocessed coffee and sell it afterwards to Bukonzo Joint or local traders.

as well as small and large traders²⁰ got introduced to the GALS methodology where they had the possibility to draw their visions for the future, identify their current situation as well as their background and origin, realize their opportunities and constraints as well as creating objectives in life and how they can be achieved. All participants act as change agents and go through four different participatory stages including:

Stage 1: Mapping of activities and stakeholders: At this stage, the main activities of men and women are identified as well as their functions within the value chain. Their value and power is represented in schematic representation by shapes of different colours and lines of different thickness indicating the extent to which women are involved in the activities and the relations.

Stage 2: Action research with stakeholder groups: This stage includes four different activities focusing on household planning, market opportunities and threats, gender challenges and potential solutions, general future plans and ideas. These activities resulted in a variety of drawings with inspiring names like: Road Journey, Market Empowerment Map, Business Road Journey etc.

Stage 3: Identifying win-win action strategies: This stage focuses on how win-win situations between stakeholders can be most successfully created as well as what kind of priorities each of them faces.

Stage 4: Implementation and monitoring on sustainable long term basis: At this stage, it is discussed how the future can be most sustainably planned and be organized including private sector and governments etc.

GALS is in such a way special, that it allows individuals to express their own life situation and future visions which can be shared within the household. It is about personal visions and working towards them in the future. In order to keep track on the achievements in life, **diaries and impact trees** are used by participants. This tool also gives incentives to work harder towards their goals. GALS can be even implemented by illiterate persons since it is based on drawings. But even the drawings seemed to be an obstacle for some in the beginning. A **consultant trained 40 people** (of which 32 were women) **on GALS. These 40 people** (also considered as peer trainers) **trained in addition more than 1.000 farmers (including 729 women)**. In the beginning, the training was delivered in **separate men and female groups** (when forming their individual visions) but later on, they came together to discuss their joint visions.

Bukonzo Joint also offered **training in marketing and negotiating to 28 female and seven male farmers**. Some of them also went to visit big markets in Kampala in order to share their experiences with the cooperative. Bukonzo Joint also incorporated **quota on women's leadership** into the cooperative law, saying that three out of five committee members and six out of nine executive board members should be women.

In order to provide additional support to women in the cooperative, **Bukonzo Joint allocates 60% of the profits to female members and only 40% to male members**. Fairtrade did not accept the fact that profits are not distributed equally. Also, it was stated that support services from certification

¹⁹ Village traders buy directly from producers but pay in cash. They sell the coffee to local traders' and to Bukonzo Joint. Village traders and barter traders are often married to each other.

²⁰ Bukonzo Joint delivers the coffee to small traders who deliver the coffee to large traders which have collecting centers in Kasese district.

bodies did not pay certain attention to gender issues. Out of this agreement, it became very obvious that men tried to enforce their wives to invest their shares into the household so that they could profit as well. Instead of a "women dividend" it turned into a "married dividend"

Bukonzo Joint also **supports its members in receiving joint (husband and wife) land ownership titles** although this is considered as a long and costly process which needs to be endorsed by the village head. Next to that, Bukonzo Joint offers a **group savings facility**, these savings act as a buffer and can be loaned by the groups or individuals. This microfinance project supports the GALS in such a way that members do not only plan how benefits are spent; they also transform their future ideas into practice.

Outcomes

Value Chain Integration	Agency
Men and women contribute to and benefit from: > Increased Coffee quality and quantity	> Knowledge and skill development by women on capacity building workshops, Gender Action Learning System, leadership, GAP, marketing and negotiation.
Value Chain Governance	Structure
>Vertical linkages along the value chain improved ²¹ > Number of female traders within large trader organizations increased > Women took over leadership roles > Horizontal linkages along the value chain improved	> Gender relations have improved at home > Men participate at reproductive tasks such as cooking, childcare etc. as well as in farm activities ²² > Women became involved in decision making processes on expenditure > Collaboration between men and women increased > Gender-based violence decreased > Investments in land purchase have been initiated > Men started to consume less alcohol > Village and barter traders who are married to each other have been encouraged to support each other's business > Men got encouraged to see female traders as viable partners > Registration of joint land agreements is in progress. Daughters are also considered in regards to inheritance.

The gender inclusive interventions focused either on **agency, value chain governance** or **structure**. All kinds of trainings (e.g.: GALS, GAP, leadership etc.) relate to agency however value chain governance interventions were for instance the implementation of quota on women's leadership. A structure based intervention was for instance the support of receiving joint land agreements. Outcomes on value chain integration were realized through agency and structure based interventions which triggered equal decision making power on income and expenditure resulting in money savings and furthermore contributing to fewer emergency sales of unripe and poorly dried coffee. Also, women became motivated in producing better quality coffee since secured access to land increased

²¹ Large traders ensure that both women and men producers are present when coffee is paid.
²² Particularly in digging

as well as equal division of labor at the farm and in the households. Village traders were able to solve family issues resulting in less dependency on loans of larger traders as well as acting more flexible towards the farmers. In regards to value chain governance, vertical and horizontal linkages improved through the GALS methodology which triggered better collaboration between married barter traders (they finally supported each other and benefitted from cross subsidies). Also, village- and local traders joined trainings at Bukonzo Joint which contributed to the fact that they opened up their association to female traders and see them as viable partners. The outcome on joint land agreement registrations was partly supported by organic certification since organic farming requests more farmland and thereby members started to go for joint land agreements.

Success Factors

- ✓ Addressing both men and women
- ✓ Applying a participatory approach where individuals are involved themselves in identifying their visions, constraints and opportunities
- ✓ Importance of peer trainers giving training since they have applied the GALS methodology themselves
- ✓ Strong cooperative which consists of a high management level from the beginning
- ✓ Microfinance project including saving group meetings on agreeing how money is properly spend and saved
- ✓ Committed and motivated Senior Management team of Bukonzo Joint
- ✓ Experts on GALS for delivering training units
- ✓ Implementing a complementary support program (including access to training, land, tools, credit etc.) so that it can be successfully translated into practice

Challenges and points of action

Challenges	Points of action
➤ Adapting the GALS in such a way that women from polygamous families , widows and divorced women are addressed equally as women from monogamous families	➤ Develop innovative and targeted solutions so that these neglected women can also profit equally from the GALS.
➤ Insurance of land titling for divorced and single women and widows	➤ Land titling for single and divorced women needs support and examination.
➤ Illiteracy and the lack of language skills which hamper the effective collaboration with value chain actors	➤ Accompany the GALS with literacy-, numeracy - and language programs so that value chain actors can build easier linkages with each other.
➤ Addressing chain actors equally in the intervention process (e.g.: Coffee sorters which have been almost forgotten as a stakeholder group)	➤ Conduct a participatory gender value chain baseline study of and with the target group. Make sure that no chain actors might be left out in the analysis.
➤ Process of creating and explaining diagrams (in regards to the GALS) in larger groups can be time consuming and labor intensive and does not contribute to the active engagement of participants.	➤ Group dynamics (especially in larger groups) must be improved in such a way that everybody is actively involved.

4.3.3 Interview with AgroEco

From 1998 until 2008, Agro Eco and Grolink²³ implemented the "Export Promotion of Organic Products from Africa Program"²⁴ (EPOPA) in Tanzania and Uganda. The objective of the program was to develop organic smallholder farming as well as linking farmers to export markets. Both organizations trained field officers in obtaining organic certification as well as finding and accessing export markets. These field officers trained in addition other farmers and facilitated market access support. Although the organic produce could be sold very well and farmers benefitted from the premiums and higher incomes, it could be realized that women did not benefit equally as men did and even faced heavy workloads in the field. In some cases women did not participate in the training which was delivered by the field officers because they felt uncomfortable in joining. Many field officers were men and in some projects women would not receive a male field officer for a field visit when their husbands were not at home. Men prohibited their wives to stay alone with male field officers which made it difficult for them to get access to education. The issue was also that field officers mainly worked with men since they were registered in the cooperative and seen as the household head.

Gender inclusive interventions

In response to this situation, the EPOPA team decided to address gender issues in March 2006. First of all, a **gender analysis was executed** to find out how organic production might affect women and men differently and how gender inclusion can be improved. This analysis was carried out by executing **separate focus group discussions by men and women**. These group discussions should help to promote joined working as well as reducing resistance. Additionally, other monitoring tools such as the baseline study and impact assessment was used to obtain data on gender. One outcome of the baseline study revealed that men counted for 89% of the registered farmers and 77% of the participants in training. Men believed that land ownership is prerequisite for registering at the cooperative which is in fact not the case.

As part of the gender inclusive interventions, **they incorporated gender aspects into the internal control system documents**. Gender aspects were incorporated and checked on compliance on annual basis. It needs to be noted that this was an initiative of the development organizations and that the organic certification body did not participate in the implementation process. The development organizations addressed gender issues and not the organic certification body.

Also, **field officers underwent training on gender issues and how they can be addressed**. A brochure was set up especially for field officers to support them in executing their training units with a gender lens. For instance, field officers were advised on how gender issues can be properly discussed. It was also the field officers task to promote women's participation in trainings. In response to men being jealous when their wives are thought by male field officers, **female field officers got appointed to deliver the training units**. They also started to act as role models within the communities.

EPOPA also started to promote female registration as well as joint registrations of wives and husbands.

In the EPOPA program, the exporting companies which contracted the farmers also showed a great interest in addressing gender issues since that can positively contribute to increasing yields and improving quality. **The exporting companies were also involved in the gender inclusive**

²³ Grolink is an international consultancy offering advisory services and training support in regards to organic production and processing, organic certification and marketing.

²⁴ The EPOPA program got sponsored by SIDA, a Swedish government agency.

interventions as such that gender issues were incorporated in the exporter seminars which were organized by EPOPA.

Outcomes

Unfortunately, there are only a few outcomes which can be concluded so far since there was limited time in evaluating it. When the gender inclusive interventions were implemented, the EPOPA project was almost about to end in 2008.

Value Chain Integration	Agency
Men and women contribute to and benefit from: > Value addition due to organic certification	> Female field officers acquired knowledge and skills on gender issues and organic certification
Value Chain Governance	Structure
> Women became field officers > Registration of female farmers	> Female field officers acting as role models within communities

The gender inclusive interventions of Agro Eco focused on **agency** and **value chain governance**. Although not so many outcomes can be finalized, the EPOPA team saw the implementation of gender inclusive interventions as a learning experience to first of all create awareness among farmers that gender is important to address.

Success Factors

- ✓ Gender inclusiveness should be addressed from the beginning of the project (for instance a gender baseline study should be executed before the start of a project)
- ✓ Role models within communities to demonstrate positive examples of women representation
- ✓ Gender aspects should be included all the time and everywhere. Gender should not be added as a separate issue
- ✓ Both men and women have to be addressed
- ✓ Gender needs to be addressed at all levels (household level, community level etc.)

Challenges and points of action

Challenges	Points of action
➤ Illiteracy (especially by women since they are in most cases less educated in comparison to men)	➤ Apply the local language during training sessions and use illustrations and images
➤ Encouraging women	➤ Appoint female trainers to train female farmers since they feel more comfortable in their presence. For instance, female farmers tend to speak up more easily when being with female trainers.
➤ Resistance by men (especially by those who work in higher positions) to women who take in higher positions in the cooperative and thereby become more powerful. They are afraid of losing privileges.	➤ Ensure that men realize the benefits of women being equally addressed by gender inclusive interventions and that it is more efficient to work in collaboration.
➤ Jealousy of men in case women receive training from male field officers	➤ Appoint female field officers to train female farmers

4.3.4 Interview with Hanns R. Neumann Stiftung

In 2009, the "Hanns R. Neumann Stiftung" (HRNS) introduced the "Building Coffee Farmers Alliances in Uganda" (CFAU) project in order to increase coffee production as well as the income of small scale farmers. However, it was realized after a short time that the objective of improving income did not necessarily translate into improved livelihoods. Gender inequality was considered as a triggering factor for this issue.

At this moment, some farmers of the producer organization are partly UTZ Certified (about 3364 farmers). Farmers selling green coffee through DC Coffee Farmers Company that provides value chain services on quality control, bulking, processing, logistics and marketing to export companies.

Gender inclusive interventions

HRNS conducted a **gender analysis** in 2010 where certain aspects such as labor division and decision making power were considered. The gender analysis showed that women were hardly involved in coffee marketing activities and that they were facing serious constraints in developing their own businesses. Additionally, domestic violence resulting from women's frustration and discouragement was discovered.

HRNS started to implement an **internal and external gender mainstreaming intervention**. The first one relates to the organization itself in which **staff received training in gender issues** and how they can be approached. In regards to the internal gender mainstreaming intervention, **HRNS staff was recruited as gender officers**. Additionally, the **organization implemented policies and practices which were promoting gender equality**. The external gender mainstreaming intervention focused on tackling gender issues within the project that was executed by HRNS in Luweero, Mityana and Masaka districts, central Uganda. The objective of the external mainstreaming intervention was to contribute to improved gender relations in the household for equitable and sustainable development so that both men and women actively participate in and profit from coffee production and program interventions.

In the following section, the external gender mainstreaming intervention will be furthermore described which is mainly addressing couples and youths within households.

The external gender inclusive intervention is particular in this way that it rather starts to address culture, norms and beliefs as well as the relationship of men and women within a household. It is believed that if a healthy household can be created, it positively affects the value chain. For instance, if women are more included into decision making processes and profit from the income, they might feel motivated to work harder on the coffee production. Approaching the household at first should focus on changing mindsets and the mentality of men and women as well as fostering collaboration between them.

First of all, "**change agents**"²⁵ representing couples within the community **were identified**. These "change agents" followed '**couple**' **seminars**²⁶ in which they became familiar with joint planning and organizing activities, fairness and justice distribution of benefits, group discussions and control of resources within the household. **They strongly committed themselves to enforce certain activities within their households** such as budgeting, planning and making decisions together as well as

²⁵ "Change agents" are normally registered together in producer organizations as households. Land ownership is not needed in order to register as a member.

²⁶ Older children of the "change agents" were allowed to attend the couple seminars which were executed on producer organization level. 'Couple' seminars were also open to couples who were not becoming necessarily "change agents".

sharing household activities. Also **discussions had to be regularly held by couples**. During the 'couple' seminars, **"change agents" learned about the application of certain tools such as the men's and women's calendar in which both had to indicate their personal activities as well as their working hours**. Especially the **female "change agents" received additional training on active participation, decision making and entrepreneurship**. This was mainly linked to foster women's empowerment and to give them the opportunity in acting more independently apart from their husbands. Additionally, female **"change agents" were encouraged to participate in farmer field school trainings**.

Together with farmer field school facilitators and extensionists, "change agents" started to undertake **community sensitization** where they especially acted as role models. The objective of sensitizing communities was to demonstrate advantages of living up to the household approach and to stress on the importance of creating a unity in the household. Community sensitization addressed everybody from the communities, including elderly people, young people etc.

Female leaders of producer organizations received training on capacity building²⁷ and on active participation, decision making, leadership and entrepreneurship. Female leaders were also appointed to promote gender equality and to support "change agents" in such a way that they could share their testimonies in meetings and farmer field schools.

Another activity to promote gender equality was to present **drama shows** in communities which focused on raising awareness on gender inequalities within households.

Monitoring of these gender inclusive interventions was executed by gender officers and producer organization leaders. Gender officers conducted an **assessment of households in terms of their social and economic characteristics** before the intervention got implemented. Afterwards, they **checked again on the social and economic dynamics within the households** by paying regular household visits. **Producer organization leaders checked if "change agents" participated in meetings** which were executed within the producer organization.

²⁷ This training included how to deal with gender issues for instance.

Outcome

Value Chain Integration	Agency
<ul style="list-style-type: none"> > 536 women started their own business²⁸ next to coffee farming activities > Coffee quality has improved > Coffee production has increased > Incomes for coffee farmers increased > 60% of married women know the proceeds received from coffee (10% rise compared to 2011) > Women started to participate in coffee marketing activities 	<ul style="list-style-type: none"> > 7850 households participated at 'couple' seminars learning about joint decision making processes, working together for increased production and incomes, fair distribution of benefits etc. > In total, 343 (280 male and 63 female) lead farmers, farmer field school facilitators and extensionists have been equipped with skills and knowledge to conduct community sensitization on gender issues > 590 female leaders and female change agents have acquired knowledge and skills in leadership and entrepreneurship > Women acquired knowledge and skills on Good Agricultural Practices
Value Chain Governance	Structure
<ul style="list-style-type: none"> > 30% of producer organization leaders are women 	<ul style="list-style-type: none"> > 4943 couples have been registered as change agents > Community got sensitized on gender inequality issues > 25% of the households (including women and men) make joint decisions together on how the income is spend > Joint planning²⁹ between couples was enforced > Information sharing on coffee price, quality and quantity has increased between the couples > Decision making power of women increased > Sharing of tasks and household collaboration improved > Quality of life improved³⁰ > School fees are paid for children > Enhanced harmony in the households and reduced domestic violence

The gender inclusive interventions by HRNS focused on **agency** and **structure and value chain governance**. Interventions which focused on agency mainly triggered changes on structure, value chain governance and value chain integration. The couple seminars enhanced joint planning between couples, decision making power of women and sharing of information related to price, quality and quantity. Sharing of roles and responsibilities was mainly enforced through activity profiles which were applied in households. Women set up their own businesses further contributing to household incomes. This outcome could be achieved through the training in entrepreneurship. Harmony within families increased due to reduced incidence of coffee stealing by women but also due to the

²⁸ These businesses were related to setting up vegetable gardens, saloons, small restaurants and retail shops.

²⁹ Joint planning comprise decisions at household level on production, harvesting and post-harvest handling practices, commercialization and utilization of benefits and household expenditures.

³⁰ Quality of life improved in regards to food security through protein intake, consumption expenditures, housing facilities etc.

enforcement of joint planning and sharing of roles and responsibilities. Coffee quality could be improved through multiple factors. First of all, women had easier access to training and information. Secondly, the enhanced status of women boosted their sense of ownership and involvement which resulted in a higher degree of motivation to produce higher quality coffee. And thirdly, farmer field school trainings contributed to improved agronomic practices and thereby to better quality outcomes.

Success Factors

- ✓ Gender inequality issues have to be realized and addressed by both men and women
- ✓ Role models to let the community realize the benefits and possibilities of such interventions (especially men role models are important)
- ✓ Household visits must be put in place to keep up the motivation of the target group and progress of the gender inclusive interventions
- ✓ Highly motivated "change agents" and practitioners
- ✓ Setting clear learning objectives from the of the project
- ✓ Addressing open minded people (such as younger and higher educated ones) in order to facilitate the changing process

Challenges and points of action

Challenges	Points of action
➤ Resistance to change habits (mainly realized in the beginning of the project)	➤ Identify role models which can convince many people in the community that a household approach makes sense since many benefits can be generated while changing certain habits.
➤ Addressing polygamous families equally to monogamous families	➤ Encourage husbands from polygamous families to apply the household approach with at least one wife. Consider the fact that jealousy between polygamy wives could possibly occur.
➤ Time constraints by women in order to participate in training sessions and meetings	➤ Training has to be organized at suitable times where women are less busy and available.
➤ Women feel overloaded with leadership positions, they are mostly less educated than men and therefore face more constraints in being a leader.	➤ Offer leadership trainings to women before they occupy a higher position within the cooperative.
➤ Change takes time and therefore transformations cannot be realized immediately.	➤ Invest in change agents in order to keep up momentum and carry on the approach. Make sure that they keep up their motivation and do not lose sight of their common goals.

4.3.5 Interview with Twin

Gender inclusive interventions

Twin initiated the "Twin's Great Lakes Gender Program" in which they are working with a number of producer organizations in the great lakes region of Africa, focusing on gender inclusion. Gumutindo Coffee Cooperative Ltd., located in south-Eastern Uganda, is one of these producer organizations and comprising of 16 societies and 9000 members who are all producing high quality washed Arabica coffee. Since 2002, the cooperative is to 90% organic certified and since 2004 to 100% Fairtrade certified. The coffee is mainly exported to buyers from the UK and USA and sold at supermarkets such as Tesco, Sainsbury, Waitrose, ASDA and Morrison.

With regards to the gender inclusive interventions, Twin already started 15 years ago to **promote leadership roles of women** in order to foster their decision making power within Gumutindo Coffee Cooperative. One year ago, a **gender analysis** was executed within the cooperative, paying attention to the divisions of roles by men and women within the value chain. It was concluded that farm work was delivered to 70% by women but that they did not profit from the income of coffee production. It was noted that having female leaders within the cooperative is important but not enough in addressing gender inequality properly. Therefore, Twin introduced the **Gender Action Learning System** as a pilot project in the cooperative, where first of all 250 members (including men and women) got addressed. At this moment, Linda Mayoux³¹ is guiding the implementation process of GALS which is a methodology for individual life and livelihood planning. The Gender Action Learning System should help farmers to identify gender related issues and to implement strategies of addressing them successfully. Bukonzo Joint³² assisted the cooperative in the implementation process of GALS since they have long term experience with applying it. The progress of the GALS pilot project is monitored and evaluated during community meetings.

Another aspect is that **women's coffee is delivered and marketed separately from the men's coffee**. This is mainly done in order to support women in receiving their own proceeds. Since men have been collecting the coffee proceeds before, women have now the opportunity to generate own income and spend it rather on their family needs. Still, the amount of women selling their coffee separately is rather low and only counts for 2.5 %. However the premium which is paid to them is shared under all female producer members within the cooperative. The cooperative also **promotes women's involvement at all levels and provides seminars on improving coffee quality including good pruning-, picking- and drying techniques, the use of organic fertilizer and terracing** for instance. Additionally, male and female producers get the opportunity to attend **cupping training** to let them experience and learn about distinctions between high and low quality coffee.

Comic Relief³³ which is a charity based in UK, Gumutindo cooperative as well as the Fairtrade organization were supportive partners in implementing the gender inclusive interventions.

Although Fairtrade is a rather a social standard, its impact in promoting gender empowerment has been limited. In 2011, FLO developed a gender policy which was approved by its board but has not been implemented due to budget restrictions.

³¹ Linda Mayoux has developed the GALS and is an expert on implementing it.

³² Bukonzo Joint is a farmers cooperative in western Uganda. For further description see 4.3.2.

³³ Comic Relief financially supported the gender inclusive interventions.

Outcomes

Value Chain Integration	Agency
> Women got involved in marketing their own coffee ³⁴	> Knowledge and skill development of women on applying the GALS
Value Chain Governance	Structure
> 10 out of 250 male and female farmers have changed to joint land agreements > 50% of the board members are women ³⁵	> Men and women started joint planning within households > Men and women started to take joint decisions in regards to income spending within households

Twin's gender inclusive interventions focused on **value chain integration**, **value chain governance**, **agency** and **structure**. Through the GALS training, joint planning and joint decision making was enforced within households. The promotion of leadership roles within the last 15 years contributed to an increase in female board members.

So far, not so many outcomes can be reported. It is assumed that reasons for that might be related to the enabling environment. For instance, in this case there was no saving based micro financing system put in place within the cooperative. It was stated that it could be useful to have other practical income generating activities ensured which can complement the GALS process. The micro finance system could be for instance one option but not the only one. Oxfam Novib (for case description see 4.3.2) has realized bigger changes after one year presuming that the farmers have been able to translate their knowledge better into practice. If farmers for instance want to make joint decisions on how the income is spend, financial means must be ensured in order to practice the joint planning activity. Another example is that if women are trained in entrepreneurship, there should be also financial means ensured for setting up their own business. Another assumption for not having realized bigger changes after one year (compared to the Oxfam Novib case) is that the educational level of Eastern Ugandans is higher compared to Western Ugandans. GALS is a tool which can be especially utilized by illiterate people and therefore high educated people might feel underestimated.

Success Factors

- ✓ Pay attention to the household situation since the performance of a household has an influence on value chain performance
- ✓ Interventions should be participatory and of the target group's interest
- ✓ Good consultation from practitioners is needed
- ✓ Training should come in combination with access to land, financial means, tools and markets so that knowledge can be positively translated into practice

Challenges and points of action

Challenges	Points of action
➤ To choose and implement other practical income generating activities which could complement the GALS process.	➤ Support practical income generating activities which could complement the GALS by helping women to set up their own businesses.

³⁴ Women are selling 10% of the coffee every year of which only 2.5% is sold as "Women's coffee". Men are selling 90% of the Gumutindo coffee.

³⁵ This outcome mainly turned out of the promotion of leadership roles within the last 15 years.

4.3.6 Interview with Java Ventures

Java Ventures is an organization which is working along the entire coffee value chain, trying to connect value chain actors. The organization is mainly offering services to companies in order to market, supply and trade coffee more sustainably. Kimberly Easson is the founder of the organization and has been the director of Producer Services and Relations Unit at Fairtrade International before. She works with all kinds of stakeholders, tries to link them up in order to create mutual benefits and sustainable coffee chains.

Gender inclusive interventions

Kimberly Easson takes mainly a gender inclusive intervention by **advocating gender inclusiveness in communities**. Her approach is very community driven and direct in such a way that she addresses the farmers herself. Although she is rather an expert on the coffee value chain rather than on gender, **she promotes the inclusiveness of women** in order to empower them in taking a seat at the table and raising their voices. For instance, she visits communities in Ethiopia where she meets up with women who are organizing a coffee cooperative in order to **promote women's participation and leadership positions**. **Her work is very much awareness based** and that's how she tries to make them think about their own positions.

Also, she has recently visited a cooperative in Limu, Ethiopia which comprises of 30% female farmers. Women seemed to be very enthusiastic about becoming active and they had a clear vision for their community in mind. Kimberly Easson gave **basic training on why gender is important and how everybody can benefit**. **Liaison trainers from Technoserve are additionally supporting this cooperative in promoting gender inclusiveness**.

When Kimberly Easson worked for Fairtrade, she experienced that although they are not prioritizing gender and not concretely addressing it, there was activity on addressing gender and that a certain degree of impact could be realized. **Individuals of Fairtrade do promote gender inclusiveness** although it is not stated in any requirement of Fairtrade. While working for Fairtrade, gender was also addressed when the community requested for it. Fairtrade supported the communities in fulfilling their wishes and **linking them to gender specialists**.

Outcomes

The only outcome which can be concluded here is that awareness on gender equality could be created within communities. The gender approach was not monitored neither evaluated and therefore no other outcomes can be concluded.

Success Factors

- ✓ Gender inclusive interventions should be community driven and not Western driven
- ✓ Both men and women should look at their own experiences, reflect and build up their own plans on addressing gender issues

Challenges and points of action

Challenges	Points of action
➤ Cultural perceptions and disparities was mentioned as the only challenge	➤ No points of action could be mentioned.

4.3.7 Interview with UTZ Certified

Gender inclusive interventions

Basically, there are three components consisting of the code of conduct, training and monitoring and evaluation in which UTZ Certified is addressing gender inequality.

In 2009, UTZ Certified released new **codes of conduct** (for coffee, cocoa and tea) **including gender criteria** such as non-discrimination, working hours equal wages, equal opportunities, sexual harassment, gender awareness raising, access to training (for men and women), access to child care, maternity and child care provision and health and safety (additional breaks after child birth, breastfeeding women are not allowed to apply agrochemicals for instance) as well as HIV/Aids. This new code was created based on recommendations from Hivos which made an assessment on the previous code on coffee. Hivos and UTZ Certified had **discussions on how gender can be more precisely addressed within a standard**. Requirements on the structure (quotas on the amount of female and male members) of a group have not been implemented in this code. The code of conduct is renewed every five years and developed in a multistakeholder process. At this moment, UTZ Certified is working on an improved code version including additional or improved gender aspects. The new code of conduct is going to be released in early 2014.

The code of conduct is available to both single farms (estates, haciendas, etc.) as well as farmer groups who want to comply with UTZ Certified standards.

UTZ Certified believes that certification alone is not sufficient in contributing sustainably to gender equality. Therefore, it is important to address gender inequality not just through the standard but also through **additional training³⁶ and awareness raising sessions**. In order to promote the active inclusion of women in training and awareness rising sessions, they collaborate with partner organizations³⁷. Also UTZ Certified is **assessing other tools such as the possibility to set up platforms where women can raise personal issues and express their needs**.

In regards to the **monitoring and evaluation** component, UTZ Certified is establishing an efficient monitoring system which is also **checking on gender indicators**. This is an ongoing process and the system has not been finalized yet. Auditors should be well experienced and qualified in auditing social standards successfully. Therefore UTZ Certified is trying to include gender also in auditor trainings.

In order to address gender issues appropriately, UTZ Certified conducts **research and participant workshops**. For instance, UTZ Certified together with Solidaridad and Ofam Novib conducted research studies on gender issues in West Africa.

Outcomes

Unfortunately, the outcomes of the gender inclusive interventions have not been finalized yet. Monitoring and evaluation studies are ongoing and can therefore not be indicated.

³⁶ The training will be mainly delivered by UTZ Certified staff or by staff from development organizations such as Solidaridad for instance. UTZ Certified also offers training material to those who are willing to train farmers in complying with the standard.

³⁷ The partner organizations can be development organizations or organizations in the origin country. Sometimes, NGO's have their own gender policies so that gender inequality is addressed in multiple ways. Companies (such as Mars, IKEA, Tchibo etc.) show interest in gender aspects, they see the use of standard systems as one way to approach gender aspects.

Success Factors

- ✓ Participatory and interactive training which is raising awareness on gender issues
- ✓ To hear the voice of producers
- ✓ No top down intervention. Every intervention must be accepted by the target group first and never exposed to them
- ✓ Ensure market development³⁸

Challenges

- Changes in regards to social movements cannot be monitored that quickly. It is a long term process which requires patience
- Not to impose anything to communities and to consider cultural sensitivity
- To ensure that codes are properly implemented and monitored

³⁸ Market development was mentioned especially in regards to keeping up farmer's motivation. Men as women must see benefits of their work and eagerness. If not, they might feel demotivated to participate in any other activities also in gender awareness programs for instance.

4.3.8 Interview with 4C Association

4C Association is a membership organization comprising of business-, private sector-(including individual farmers, estates, cooperatives, small-large farmers, traders, supermarkets etc.) and civil society organizations (NGO's, Sustainability standards etc.). All members are part in the development of the 4C Code of Conduct³⁹ which is designed to trigger a process of continuous improvement towards sustainability in the coffee sector. 4C Association is membership driven, meaning that the members decide themselves on what needs to be included in the Code of Conduct. The Council of 4C Association consists of a total of 10 elected members (4 from the producer-, 3 from the Trade & Industry- and 3 from the civil society chamber). Within the council, important strategic decisions are made in regards to the workings of the 4C Association with each representative representing the needs of their respective chamber. Basically, there are three functions of 4C Association. The first one relates to the 4C Code of Conduct and the verification system as a first step towards sustainability. 4C Verifications are conducted by professional, third party companies⁴⁰ which check if farmers and other business partners who are involved in the organization and implement the 4C Code of Conduct actually comply with it. The 4C Verification does neither relate to a label nor does it come along with a fixed premium. Secondly, 4C Association is actively promoting and partnering with other sustainability initiatives and standards in the coffee sector. For instance, producers can start their sustainability journey with complying with the 4C Code of Conduct. The compliance with the Code of Conduct facilitates an easier step up to compliance with any other coffee standard & certification which is mostly product and label related and more difficult to accomplish, but may come along with a higher premium and different marketing possibilities. 4C Association is currently developing stepping up and benchmarking projects which focus on helping farmers to step up to certifications (like Rainforest Alliance, UTZ Certified or Fairtrade). The third function of 4C Association comprises of addressing critical, systemic issues which endanger sustainability of the coffee sector such as aging farming communities, productivity, water, youth & gender, climate change etc. Through collaboration with members and public & private partners, 4C Association is working on including gender as a critical issue to be addressed since they believe that if women in the coffee sector are not addressed, real sustainability cannot be addressed.

Gender inclusive interventions

The Gender Inclusive interventions of 4C Association have been so far, and will even be more explicitly part of the third function. 4C Association first of all started to address gender issues by **looking into the gender topic** in the coffee sector and getting more familiar with it through collaboration with Hivos, Oxfam Novib and KIT in a joint three year project on gender in coffee, tea and cocoa value chains in Latin America, Africa and Asia. **4C Association supported and participated in several gender related workshops** which were executed by Hivos in Africa. Additionally, 4C Association offers **sustainability forums** which can be also described as a one day workshop/conference in which three to four topics are introduced and related experiences are shared. Gender has been included as a fixed topic in the recent sustainability forums. Participants of these forums comprise of 4C Association members. Basically, their main idea to address gender issues starts with **awareness creation** before it is strategically addressed at other levels of the organization, for instance in form of position papers, strategies, projects or in the monitoring and

³⁹ 4C Code of Conduct addresses the following four pillars: Unacceptable practices, social dimension, environmental dimension and the economic dimension.

⁴⁰ Companies must be accredited against ISO 65 or similar ones as well as meeting additional qualifications such as inspection experience, experience in the coffee sector and participation in the 4C verifier training.

evaluation systems. Also, 4C members started to **discuss gender issues** including how they can be most successfully addressed. 4C Association has also been **participating in a co-creation workshop on gender in coffee** in late 2012, organized by Hivos. This workshop resulted in an agreement on the need to develop a business case study to get more tangible inputs on concrete benefits and investment proposals of gender inclusion in coffee value chains. The results from this study and those of another strategic workshop planned for June 2013 are expected to support further strategic planning around this topic within the 4C Association.

4C Association plans to be a facilitator in **building linkages between 4C producers and gender experts** from Hivos and the Agri-ProFocus network. Agri-ProFocus has set up an Agri-Hub network, consisting of regional experts in several countries, also comprising of gender experts. These can provide coaching advisory on gender issues to producers who are willing to take a gender perspective within their producer organization for instance. 4C Association is interested in building these linkages and in **facilitating the collaboration** in the context of a potential project together **with Hivos**.

Last but not least, related to the Code of Conduct and its verification system, 4C Association requires that **auditor teams of verification companies work with a gender balanced team** when undertaking 4C Verifications. This is crucial in order to give producers or workers in 4C Groups the opportunity to frankly speak up about any possible gender related issues which is more likely the case if female auditors are put in place.

Outcomes

So far, a certain level of awareness on gender issues could be created within the 4C Association. The question of how gender can be furthermore and successfully addressed within the organization, and at different levels, has recently been discussed and did not translate into a clear strategy yet. There are plenty ideas of how gender can be addressed through policies, projects, systematic awareness raising, training requirements, the code of conduct/the internal management system of 4C Units or just by auditors who could receive additional training in how to approach gender issues. But these ideas have to be critically discussed and agreed upon within the council before the implementation process can start.

At this moment, 4C Association is currently finalizing their "Theory of Change" which is defining the intended outcomes and impact of the organization, the different strategies of 4C Association to achieve this as well as what needs to be monitored. The theory might also address the gender aspect more prominently which would help to deliver data on a regular basis for monitoring purposes and document changes over time.

Success Factors

- ✓ Start first of all with creating awareness on gender inequalities among all stakeholders which are part of the coffee chain
- ✓ Show the business case for adopting a gender sensitive approach (e.g: provide women access to training on Good Agricultural Practices and let them train additional farmers. This can positively translate into higher yields, better quality and improved productivity, higher income and a more promising future for the next generation of coffee farmers in rural areas (especially if women can also influence the use of the gains from coffee sales)
- ✓ Clear strategies on how to integrate gender topics at different levels of an organization like 4C Association must be put in place
- ✓ NGO's, businesses, public sector, donors and standards/ certification bodies should collaborate successfully in order to address gender issues
- ✓ The strategy of taking a gender perspective should be well framed, well throughout, focused on the entire community and adapted to the local reality. It should not at all be perceived as a Western top down approach

Challenges

- Rush for new topics and that anytime decisions are made; it will take many years until an impact can be realized.
- Creating strong alliances with local communities, societies and within the broader coffee sector to strongly support the change in the longer run. The problem is that not all stakeholders are convinced of doing so and that it is seen rather as a society problem in several countries and a question of priority for the coffee sector.
- Biggest challenge: to create a common understanding of the issues and how to address them especially in a multistakeholder organization. Each organization has their own role and interest in the coffee sector and therefore feels differently if and how gender issues should be addressed. They do realize that collaboration is important but still it is challenging and complex to do so.
- Changes must be additionally supported by the people and respective communities and not just pressed down as a requirement.

4.3.9 Interview with Fairtrade International

Fairtrade International consists of the standard- and the strategy and policy unit. The first comprises of a pricing and social-, environmental-, and trade issue team which is working on the standard setting. The strategy and policy unit focuses on the monitoring and evaluation area, basically they are doing the impact assessment, data capturing etc. The unit also includes an innovation team which is currently focusing on the climate adaptation standard.

Gender inclusive interventions

So far, Fairtrade International addresses gender in two different ways but keeps additional ideas in mind to go about it in the future. The first one relates to the **standard** which includes a **non-discrimination paragraph** which follows the Universal Declaration of Human Rights on ending discrimination. The declaration rejects "distinctions of any kind such as race, color, sex, language, religion, political or other opinion, national or social origin, property, birth or other status" (Declaration of Human Rights, 2013). Generally, there should be no discriminatory access to producer organizations, meaning that there should be no discrimination against women who are willing to become a member for instance. Within the Fairtrade standard, this is the only section where gender is mentioned. Apart from the non-discrimination paragraph, gender has not been furthermore addressed in the standard.

Also, Fairtrade International implements a **Producer Services and Relations Unit** which is **strengthening the capacities of small scale producers and worker organizations**. The unit is strongly supported by liaison officers who are consultants based in the region. They provide local support in more than 50 countries by advising farmers and workers on Fairtrade standards and requirements, certification process, capacity building, marketing and the strengthening of business capabilities. In case producer organizations request for a **training on gender equality** and show a high degree of interest⁴¹, liaison officers provide **training on basic gender equality aspects**. Apart from the training, liaison officers do **promote gender equality** sometimes themselves although it is not a requirement of Fairtrade International to do so. If producer organizations are willing to go further into the topic of gender equality, **liaison officers link them to local organizations in order to foster partnership development and to let them agree on further gender awareness raising programs**. Producer organizations will then establish their own partnerships and make agreements where Fairtrade International does not interfere anymore.

There is the idea to apply a **proactive strategy** in order to **furthermore promote the inclusiveness of women in producer organizations**. Fairtrade Africa could for instance act as a partner organization of Fairtrade International to promote gender inequality by introducing a program which is focusing on the women's capacity strengthening by delivering internal workshops on gender issues or by delivering gender informative material⁴² to producer organizations. This gender promotion program has been approved by the board but could not be implemented yet since fundraising is missing.

In regards to Fairtrade International, addressing gender inequality is considered as very crucial but has not received the highest priority yet. At this moment, Fairtrade International is not necessarily addressing gender inequality through the standard since it is believed that there are many other roots to create a higher impact such as by an individualist approach for instance. Also, if gender

⁴¹ Normally, more matured producer organizations state requests for receiving training on gender issues.

⁴² This material should be published in the local language.

aspects would be incorporated into the standard, just as by setting quotas on a fixed percentage on women membership in the producer organization or on women as board members, could lead to artificial nominations. Additionally, producer organizations might face problems in living up to these types of requirements and would rather fail in complying. Gender aspects in standards do not have to be necessarily excluded; it just does not represent one of the core pillars within Fairtrade International.

4C Association could be for instance a potential partner for addressing gender inequality but this would only imply a one product approach. But still, a small percentage could be covered. Companies could also play a role in addressing gender but that depends very much on the company itself and on their interest of doing so. Although gender is not recently on the top of companies' lists, it's probably creeping up the importance ladder in the future.

Outcomes

No concrete outcomes of these gender inclusive interventions can be reported yet.

Success Factors

- ✓ Create awareness on gender issues and changes in mindsets before implementing performance criteria on gender within the standard

Challenges

- To address gender issues through the standard in order that it does not lead to artificial nominations.
- To adapt the standard in such a way that producer organizations can live up to these requirements.

5. Discussion and Conclusions

This chapter analyses the previously described cases in regards to the gender inclusive interventions, their outcomes, success factors and challenges. Two tables present the gender inclusive interventions of development- and sustainability standard organizations, their target level and their gender inclusive project management⁴³ in order to provide an overview of the different cases and an evident outlook on similarities and differences which will be furthermore described in the conclusions.

5.1 Gender inclusive interventions by development organizations

Organization	Hivos	Oxfam Novib	Agro Eco	Hanns R. Neumann Stiftung	Twin	Java Ventures ⁴⁴
Target level of gender inclusive interventions						
Household		X		X	X	
Farmer Organization	X	X	X	X	X	X
Gender inclusive interventions						
Gender baseline study	X	X	X	X	X	
Value chain integration						
Marketing					X	
Value chain governance						
Quotas on women leadership	X	X				
Registration of female farmers	X		X	X	X	
Agency						
Gender	X	X	X	X	X	X
GAP	X	X	X	X	X	
Leadership	X	X	X	X	X	X
Marketing	X	X			X	
Entrepreneurship				X		
Structure						
Gender		X		X	X	
Gender inclusive project management						
Gender policy	X	X	X	X		
Training of staff	X	X	X	X	X	
Monitoring and evaluation	X	X	X	X	X	

Table 5.1: Target level of gender inclusive interventions, gender inclusive interventions and gender inclusive project management

⁴³ This only counts for development organizations.

⁴⁴ Java Ventures presents a very small case compared to the other ones and is therefore less considered in the conclusion part.

Description of table 5.1

- The **target level of gender inclusive interventions** describes the level on which gender inclusive interventions were executed. The gender inclusive interventions approached male and female on all levels.
- **Gender inclusive interventions** refer to the interventions which have been executed by development organizations by either focusing on value chain integration, value chain governance, agency or structure.
- **Gender baseline study** refers to a gender inclusive intervention since they were all executed in a participatory way. That means that the target group was actively involved in executing the gender study.
- **Value chain integration** presents one gender inclusive intervention which focused on the marketing of women's coffee separately from the men's coffee. Women sold their own coffee and thereby they occupied a stronger position along the value chain.
- **Agency** refers to training sessions and awareness raising activities. The content of the training was gender issues (including the GALs for Oxfam Novib and Twin), Good Agricultural Practices (GAP)⁴⁵, leadership, marketing and entrepreneurship.
- **Structure** refers to gender inclusive interventions which focused on the relationship of men and women within households and on community sensitization (only relating to Hanns R. Neumann Stiftung).
- **Gender inclusive project management** refers to the management aspects which have been put in place to control and organize the gender inclusive interventions.
- **Gender policies** refer to policies which have been set within the project.
- **Training of staff** refers to training to trainer programs. Organizations trained members from the farmer organization who passed on the training to other farmers and acted thereby in most cases as role models.
- **Monitoring and evaluation** refer to the activity of monitoring and evaluating the gender inclusive interventions.

First of all, it can be concluded that in most cases, gender inclusive interventions were implemented since the desirable objectives of their previously executed value chain development interventions could not be fulfilled. Most development organizations (except Twin) were gender blind at the beginning of practicing their value chain development interventions and implemented the gender inclusive interventions in addition to it. They realized the importance of addressing men and women equally at a later stage and that this can have significant impacts on reaching their objectives of their value chain development interventions.

By analyzing the development organization cases, it can be concluded that similar gender inclusive interventions were executed but either focusing only on farmer organizations (addressing both men and women) or on farmer organizations (addressing both men and women) in combination with households. By addressing farmer organizations and households, it can be concluded that interventions were mainly focused on agency, structure and value chain governance however interventions only addressing farmer organizations focused only on agency and value chain governance. This is an interesting remark since the additional household approach (addressing structure) is a unique way to change mindsets and mentalities of both men and women and to improve collective working relationships within the households. Surprisingly, the Twin case was the only one representing gender inclusive interventions which focused on all four dimensions.

The gender inclusive interventions all applied a similar content by providing training on gender issues, Good Agricultural Practices and leadership. However the approach on executing the training differed. Hivos executed the training in separate men and female groups and ensured that women were only trained by female gender promoters. In regards to Oxfam Novib and Agro Eco, training and discussions were executed in separate male and female groups but also later on in joint groups. In

⁴⁵ Good Agricultural Practices refer to soil and water management, technical training on pruning and harvesting and composting for instance.

the Agro Eco case, women were trained by female trainers (field officers) however in the Oxfam case, both male and female trainers (peer trainers) approached female farmers.

Interventions were similar in such a way that training to trainer programs were applied. Although trainers were called in each case differently (such as gender promoter, peer trainer, field officer or change agent), they all had the similar task of delivering training and raising awareness on gender inequalities. In most cases, they were regarded as a "Role model" within communities. Additionally, a gender baseline study was executed by all organizations by choosing a participatory approach meaning that the target group was actively involved in the gender study. Monitoring and evaluation processes were implemented in all intervention programs. However the organizations were all at a different stage of implementing their gender inclusive interventions and therefore more or less concrete results could be concluded so far.

In regards to the outcomes of gender inclusive interventions on value chain development, it can be concluded that gender inclusiveness makes sense and that it can positively influence value chain development. Gender inclusive interventions including a household approach proved as being very effective by realizing improved coffee quality and an increase in coffee quantity as well as stronger vertical and horizontal linkages along the value chain. Reasons for realizing such changes can be partly lead back to the improved relationship between men and women resulting in collective work and the inclusion of women in decision making processes which was mainly enforced through interventions focusing on agency and structure. The household approach aims on improving livelihoods meaning to create harmony in the household, to reduce domestic violence, to increase the income of farmers and to foster healthy diets for instance. Improving livelihoods is an indispensable aspect when practicing value chain development since value chains are depended on a strong and healthy workforce.

In general, it can be concluded that gender inclusive interventions focusing on all three dimensions of agency, structure and value chain governance can have a positive impact on value chain integration and thereby value chain development.

Identified success factors cannot only be found in the content of gender inclusive interventions but also in the approach of executing them. Additionally, the success of an intervention is not triggered by a certain success factor but rather by a combination of multiple ones. For instance, it is important that gender inclusive interventions should be always executed and introduced in a participatory way meaning that the target group is involved in self-monitoring, ongoing learning and reflection processes. Men and women should change their mindsets and mentality and that can be best triggered by active participation in interventions. In order to support this mentality change, role models (men and female) within communities proved to be successful in fostering that process. In order to receive a positive outcome of gender inclusive interventions which focus on agency, it is important to ensure that men and women can participate at trainings and that they can positively transfer their knowledge into practice. In order to make this happen, training should come in combination with access to certain assets such as land, financial means and markets. For instance, the GALS tool has to be implemented in combination with additional income generating activities which can complement the GALS process. For example, if farmers learn about setting up a new business, they should be able to have financial means in order to facilitate that change. Another crucial success factor is that practitioners should be highly committed to the intervention, motivated, well educated and informed about the local circumstances. Commitment and motivation are crucial

factors for successfully practicing a gender inclusive intervention since they are moving the intervention process.

Challenges which were most commonly realized were the resistance of men to change habits, illiteracy (especially realized by women since they are in most cases less educated compared to men) but also time constraints by women to participate at training sessions and meetings. Interestingly, the challenge of addressing women from polygamous families , widows and divorced women equally to women from monogamous families was only mentioned within the household approaches and presents a serious constraint.

5.2 Gender inclusive interventions by sustainability standard organizations

Organization	UTZ Certified	4C Association	Fairtrade International (FLO)
Target level of gender inclusive interventions			
Estates	X	X	X
Farmer organizations	X	X	X
Others		X	
Gender inclusive interventions			
Code of conduct/ Standard	X/ P	P	C
Training	X	X	X
Awareness raising sessions	X	X	X
Research studies	X	X	
Monitoring and Evaluation	P	X	
Facilitator in building linkages		P	
Gender promotion program			P

5.2: Target level of gender inclusive interventions and gender inclusive interventions

Description of table 5.2

- **Others:** All members of 4C Association including business-, private sector- (individual farmers, estates, cooperatives, small-large farmers, traders, supermarkets) and civil society organizations (NGO's, sustainability standard organizations).
- **Code of conduct / Standard:** The discrimination paragraph is in this case not considered as a gender inclusive intervention.
- **Training and awareness raising sessions:** Based on gender equality and on the promotion of women inclusiveness.
- **Research studies** focusing on gender related topics
- **Monitoring and Evaluation:** Establishing an efficient monitoring system which is checking on gender issues (UTZ), Implementing a gender balanced auditor team (4C Association)
- **Facilitator in building linkages** refers to the 4C Association which is trying to link up producers and gender experts from Hivos and Agri-ProFocus.
- **Gender promotion program** refers to Fairtrade International (FLO) which is focusing on women's capacity strengthening by delivering workshops on gender issues and gender informative material to producer organizations.
- **P:** In progress, still in the planning phase, **C:** Still in consideration

All sustainability standard organizations chose a similar strategy within their gender inclusive interventions which is mainly based on executing training on gender equality and raising awareness on gender issues. The interventions are focusing therefore mainly on agency.

Fairtrade International and UTZ Certified address farmer organizations and estates, 4C Association focuses on a wider range of traders, NGO's and companies. Referring to the standards, all of them include a non- discrimination paragraph which emphasizes on equal rights with respect to gender, religion, ethnicity etc. UTZ Certified is the only certification body which released a code of conduct in 2009 including additional gender criteria⁴⁶. At this moment, UTZ Certified is working on an improved version of the code including additional or improved gender aspects. Fairtrade International and 4C Association did not decide yet if and how the standards can be adjusted to address gender issues. Both consider awareness rising as a suitable activity before gender aspects might be incorporated into the standards. At this moment, 4C Association is discussing how the code of conduct can be adjusted however Fairtrade International is not paying attention in adjusting their standards since it does not represent one of their core pillars. Additionally, UTZ Certified and 4C Association execute research studies on gender and 4C Association is planning to become active in building linkages between producer groups and gender experts from Hivos and Agri-ProFocus. All in all, it can be stated that sustainability standard organizations are active in promoting gender equality by focusing on training (which is addressing gender topics) and awareness rising initiatives.

The outcomes of gender inclusive interventions on gender equality and value chain development could not be finalized yet since there is still a lack of information. Therefore it was difficult to state the extent to which a positive impact on gender equality and value chain development could be created. In general, it can be realized that development organizations are ahead in addressing gender issues compared to the sustainability standard organizations. The development organizations could already provide more concrete outcomes of their gender inclusive interventions. It seems that sustainability standard organizations realize the importance of addressing gender issues, are active in executing their gender inclusive interventions but are also still trying to find their best ways of doing so.

Since the outcome on gender equality and value chain development could not be presented so far, success factors might be less significant compared to the success factors from development organizations. However, it is crucial that awareness on gender issues is created (not necessarily only on producer level but also among all stakeholders of the coffee value chain) before or next to implementing gender sensitive criteria into the standard. The awareness rising on gender issues can be executed in form of a participatory and interactive training or workshop for instance. In case standards are adapted in such a way that they incorporate gender aspects, it is important to consider that the target group can still live up to these types of requirements and that they can be well monitored and evaluated. Also, sustainability standard organizations consider collaboration with NGO's, businesses and the private sector as a crucial aspect for successfully addressing gender issues.

Sustainability standard organizations consider several challenges while executing gender inclusive interventions. 4C Association stated that creating a common understanding of the gender issues and how to address them especially in a multistakeholder organization can be very challenging. Fairtrade International was rather referring to the challenge of implementing gender aspects into the standard

⁴⁶ Requirements on the formation (quotas on the amount of female and male members) of a group have not been implemented in this code.

since that could lead to artificial nominations and create a burden for producer organizations in living up to these types of requirements. UTZ Certified emphasized on the issue that change on gender equality cannot be monitored that quickly and that impact might be realized after some time. 4C Association and UTZ Certified both stated as a challenge that interventions have to be executed in such a way that they do not impose anything to communities and that no top down effects are created. Cultural sensitivity should be considered and all kinds of changes must be supported by the communities.

6. Recommendations

This chapter presents the recommendations for the commissioners Agri-ProFocus and Fair and Sustainable Advisory Services. The recommendations state to what extent development organizations, sustainability standard organizations and businesses can become active in practicing successful value chain development through a gender lens.

First of all, it needs to be stated that gender inclusive interventions are best implemented straight from the beginning of any value chain development project. The following section introduces different gender inclusive interventions which have been proven to support value chain development. However, it is crucial to ensure that these interventions are wisely combined and adjusted to cultural circumstances before starting the implementation process.

6.1 Recommendations for development organizations

- Execute a participatory gender sensitive baseline study meaning that the target group is actively involved in identifying labor division and the amount of hours spent on certain tasks for example. This is crucial in order to realize the role of women within value chains and how they could be improved in such a way that value chains are also built up more efficiently.

Box 6.1.1 presents options for executing participatory gender analyses.

Box 6.1.1: Options for executing participatory gender analyses

- Activity- and control of resource profiles can be applied in which men and women indicate separately their daily activities such as washing clothes, preparing meals, planting coffee, harvesting coffee, selling coffee etc. as well as their access and control over resources.
- Another gender analysis tool could be the men's and women's calendar in which time and duration of daily activities are specified.
- Make a gender sensitive value chain map, indicating the involvement of men and women in the different activities, identifying gender-based constraints and formulating intervention strategies addressing them.
- Hold first of all separate- and later on joint discussions⁴⁷ with men and women.

- Address both men and women equally and ensure successful collaboration between them in order to practice successful value chain development.
- Implement a complementary gender inclusive program which focuses on **agency-**, **structure** - and **value chain governance** interventions and thereby contributes to positive outcomes on value chain integration.
- For gender inclusive interventions which focus on agency, implement training to trainer programs to which men and women have access to. Training to trainer programs are very efficient in reaching a larger target group but also in making the intervention more self-sufficient and less dependent on practitioners.
- Training should consist of a combination of Good Agricultural Practices, gender issues, leadership, marketing and certification.

⁴⁷ Activities of men and women are discussed as well as their positions within the coffee production and households.

- For gender inclusive interventions which focus on **value chain governance**, promote female registration in farmer organizations to ensure that women get access to and benefit from value chain development interventions.
- Ensure the combination of theoretical and practical training for men and women in order to facilitate the implementation process of certain practices (e.g.: make use of demonstration plots where men and women get introduced to certain activities such as pruning, composting and manuring).
- Implement complementary gender inclusive programs meaning that different components such as access to training, credit, markets and tools are wisely enforced and coordinated so that men and women can translate their knowledge better into practice.
- Consider female trainers if women feel more comfortable in that way.
- Execute discussions and multistakeholder meetings in which men and women participate in order to foster collaboration between different chain actors.
- For gender inclusive interventions which focus on **structure**, apply the household approach in which healthy relationships between men and women are created and livelihoods improved. In this case, the GALS tool or couple seminars can be applied. Ensure equal division of labor and decision making power on income and expenditure spending since that can contribute to money savings and thereby fewer emergency sales of unripe coffee.
- Promote male and female role models which sensitize communities on gender issues and stand out as good examples to learn from.
- Foster successful collaboration between development organizations, sustainability standard organizations and businesses in order to foster mutual support in addressing gender inequalities.
- Implement monitoring and evaluation processes for tracking outcomes and realizing impact but also to create an ongoing learning and reflection process. Box 6.1.2 presents options for monitoring and evaluating gender inclusive interventions.

Box 6.1.2: Options for monitoring and evaluating gender inclusive interventions

- Implement gender specific indicators into Internal Control System Files⁴⁸.
- In regards to the household approach, household visits can be implemented in order to check on the relationship dynamics of men and women.

⁴⁸ This must be not necessarily done by the certification body. Gender aspects can be added to the original internal control system files. The original files will not be modified in this case.

➤ Avoid and overcome challenges

The following table describes the most common challenges when implementing gender inclusive interventions and how they can be avoided and tackled.

Challenge	Take Action
Time constraints by women	Training must be executed in accordance with women's availability. The productive- and reproductive activities of women must be taken into consideration.
Illiteracy (especially by women since they are less educated compared to men)	Apply the local language, use images and illustrations in trainings so that illiterate people can understand and follow up.
Resistance to gender inclusive interventions was mainly encountered by men (especially in the beginning of projects)	Identify role models which can convince many people in the community that it makes sense to address women equally by gender inclusive interventions since many benefits can be generated while changing certain habits.
Encouraging women	Women can feel shy and insecure in actively participating in trainings. Women can be therefore trained separately from men in order to facilitate their comfort in stating freely their opinions, ideas and questions.
Addressing women from polygamous families , divorced women and widows equally to women from monogamous families ⁴⁹	Encourage husbands from polygamous families to apply the household approach with at least one wife. Consider the fact that jealousy between polygamy wives could possibly occur.

⁴⁹ This challenge was mainly noticed in the gender inclusive interventions focusing on the household approach.

6.2 Recommendations for sustainability standard organizations

- Promote gender equality by executing training units and raising awareness programs based on gender issues before or next to implementing gender sensitive criteria into the standard.
- In case gender sensitive criteria is included into the standard, make sure that farmers can still live up to these types of requirements.
- When setting quotas on women participation, be careful that it does not lead to artificial group formations.
- Make sure that compliance with gender sensitive standards can be properly monitored and evaluated.
- Built successful linkages with development organizations, the public sector and businesses in order to foster mutual support in addressing gender inequalities.
- Always act of the communities interests. Do not create top down effects.

6.3 Recommendations for businesses

- Follow awareness rising workshops on gender equality (for instance offered by 4C Association when being a member) and get proactively involved in building alliances with other stakeholders in order to address together gender inequality.
- Address gender inequalities on producer's level by implementing gender inclusive interventions which focus on **agency, structure** and **value chain governance** (see 6.1) in order to support better quality- and higher quantity coffee outcomes, stronger vertical- and horizontal linkages along the value chain and improved livelihoods.
Or: collaborate with NGO's and/or sustainability standard organizations which implement successful gender inclusive interventions.
- Pay attention to built sustainable livelihoods of male and female coffee farmers since that positively influences the performance of a value chain.

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8. Annex

8.1 Research design

Research question	With whom	Where	How	When
Main research question	All development and sustainability standard organizations	Via Skype or by visiting the organization's headquarter	By executing semi - structured interviews and collecting additional information from reports, articles, presentations etc.	March and April 2013
1. Sub- research question	All development and sustainability standard organizations	Via Skype or by visiting the organization's headquarter	By executing semi -structured interviews and collecting additional information from reports, articles, presentations etc.	March and April 2013
2. Sub-research question	All development and sustainability standard organizations	Via Skype or by visiting the organization's headquarter	By executing semi -structured interviews and collecting additional information from reports, articles, presentations etc.	March and April 2013
3. Sub-research question	All development and sustainability standard organizations	Via Skype or by visiting the organization's headquarter	By executing semi -structured interviews and collecting additional information from reports, articles, presentations etc.	March and April 2013
4. Sub-research question	All development and sustainability standard organizations	Via Skype or by visiting the organization's headquarter	By executing semi -structured interviews and collecting additional information from reports, articles, presentations etc.	March and April 2013

8.2 Interview questions

Interview questions for development organizations

1. Problems of gender inequality

- 1.1 According to your program, what are the key problems of gender inequality you are focusing on?
- 1.2 Why do you focus especially on these gender inequality problems?
- 1.3 Where are these gender inequality problems arising from?

2. Target group and objectives of gender inclusive interventions

- 2.1 What are the objectives of your gender inclusive interventions?
- 2.2 Who are you approaching with your gender inclusive interventions (men, women, both etc.)?

3. Gender inclusive interventions

- 3.1 What are your gender inclusive interventions?
- 3.2 What kind of strategies and activities do you implement?
- 3.3 When did you start to implement your gender inclusive interventions?

4. Impact and outcome of gender inclusive interventions

- 4.1 Did you evaluate the gender inclusive interventions?
- 4.2 How did you evaluate the gender inclusive interventions?
- 4.3 What was the impact and outcome so far of your gender inclusive interventions in terms of:
 - Value Chain Integration
 - Value Chain Governance
 - Agency
 - Structure

5. Success factors

- 5.1 How could this impact be achieved or not?
- 5.2 What do you think are crucial factors that contributed to a successful outcome?

6. Challenges

- 6.1 What were the main challenges during the implementation process?
- 6.2 What can be done about it?

Thank you for answering the questions!

Interview questions for sustainability standard organizations

7. Problems of gender inequality

- 7.1 According to your standard organization, what are the key problems of gender inequality?
- 7.2 Do you know where these gender inequalities are arising from?
- 7.3 Why do you integrate the gender aspect into your standards?
- 7.4 Why do you focus especially on these gender inequality problems?

8. Target group and objectives of gender inclusive interventions

- 8.1 What are you aiming for with your standard regarding gender?
- 8.2 Who is your target group when addressing gender aspects within your standard? (Men and women, only women?, cooperatives, Estates etc.?)

9. Gender inclusive interventions

- 9.1 Which criteria do you set to approach gender aspects?
- 9.2 When did you start to implement criteria which are addressing gender aspects?
- 9.3 How is the standard implemented?
- 9.4 Do you implement other activities to promote gender besides promoting the standard and execute audits?
- 9.5 Do you work with NGO's or other development organizations?

10. Impact and outcome of gender inclusive interventions

- 10.1 Did you evaluate the impact of your gender inclusive interventions?
- 10.2 How did you evaluate the gender inclusive interventions?
- 10.3 What was the impact and outcome so far of your gender inclusive interventions in terms of:
 - Value Chain Integration
 - Value Chain Governance
 - Education (Agency)
 - Structure

11. Success factors

- 11.1 How could this impact be achieved or not?
- 11.2 What do you think are crucial factors that contributed to a successful outcome (or not)?

12. Challenges

- 12.1 What were the main challenges during the implementation - or certification process?
- 12.2 What can be done about it?

Thank you for answering the questions!

8.3 Descriptions of development– and sustainability standard organizations

Name of Organization	Description
Hivos	Hivos is a dutch development organization which is fighting against poverty and discrimination of people. Hivos is working in 32 countries within Africa, Asia and Latin America, willing to contribute to equal rights and access to opportunities and resources for men and women. (Hivos, 2013)
Oxfam Novib	Oxfam Novib stands for "Nederlandse Organisatie Voor Internationale Bijstand" (Dutch organization for international aid) and is part of Oxfam International, an international confederation of 17 organizations which are working together on fighting poverty and injustice in more than 90 countries. The projects and campaigns of Oxfam Novib are mainly aiming to improve the livelihoods of poor people as well as to empower them to make own decisions that affect them (Oxfam International and Novib, 2013)
Agro Eco - Louis Bolk Institute	The Agro Eco - Louis Bolk Institute is an international organization delivering research projects as well as advices on organic and sustainable agriculture, international development and health care. They execute participatory and practical training programs such as sustainable agricultural practices, gender issues, compliance with certification etc. The organization is located in Driebergen, the Netherlands operating mainly in East and West Africa. (Agro Eco, 2013)
Hanns Neumann Stiftung	The Hanns R. Neumann Stiftung was founded by Neumann Gruppe GmbH and its shareholders in 2005. The foundation was named after Hanns R. Neumann who was a merchant and founder of the parent company of Neumann Kaffee Gruppe. He strongly supported the idea that "Business can only be a good business when every party involved benefitted". At this moment, the foundation promotes and contributes to sustainable coffee production, focusing on improving working and living conditions of farmers, protecting natural resources, climate change and biodiversity. The foundation has set up projects in Latin America, Africa and Asia. (HRNS, 2013)
Twin	Twin is a charity and membership organization with 32 farmer cooperative members and 27 individual members. Twin fully owns Twin

	<p>Trading which is an alternative trading company, a leader of the Fairtrade movement, based in the United Kingdom and founded in 1985. The company wants to facilitate Fairtrade and sustainable market access to smallholder farmers in developing countries. Therefore, they work closely with 50 farmer organizations in helping them to build their business capacity and access to value added markets. They operate in 50 countries and address in total 400.000 farmers. (Twin Trading, 2013)</p>
Fairtrade International (FLO)	<p>The Fairtrade labelling organization comprises 25 organizations (three Producer networks, 19 national Fairtrade organizations, marketing organizations and three marketing organization) which set the international Fairtrade standards and support Fairtrade producers. The standards apply to Fairtrade producers, companies, importers, exporters and licensees who work with Fairtrade products. Certified producer organizations are also part of the FLO's decision making process and can therefore express their needs and wants. Liaison officers support Fairtrade producers in certification processes, market access etc. FLO is located in Bonn, Germany from which they are promoting justice trade. (FLO, 2013)</p>
UTZ Certified	<p>UTZ Certified is a non - profit organization which was founded in 2002. The foundation implements the UTZ program in which farmers have the opportunity to learn about sustainable farming practices, improve their working conditions and ensure a better future for their family. Farmers who comply with the strict requirements of the UTZ code of conduct, receive the label on their product. Almost 50% of all certified sustainable coffee is UTZ Certified. UTZ Certified works with big companies such as Mars, IKEA, Tchibo, Nestlé in order to support a wide range of farmers. (UTZ Certified, 2013)</p>
4C Association	<p>4C Association is a membership driven organization which comprises of coffee farmer organizations, traders (importers and exporters), industry (coffee roasters and retailers) and civil society organizations (standard and development organizations etc.). Together they work towards a sustainable coffee value chain while considering the economic, social and environmental conditions of those who make their living from coffee. The members commit themselves to follow the 4C code of codex which is a baseline standard for sustainability in the coffee. The 4C Association got established in</p>

	2006 and is represented nowadays in countries such as Vietnam, East Africa, Brazil and Germany. The organization counts currently 130 participants.
Java Ventures	Java Ventures is an organization offering services to companies which are interested in becoming active in supplying, developing and trading sustainable coffee. The organization was founded by Kimberly Easson in March 1996 also with the mission to educate coffee professionals and aficionados alike about the coffee origin. Java Ventures offers tours throughout Africa and Latin America to coffee industry participants in order to let them understand the different steps along the coffee value chain.

8.4 List of interviewees

Hivos

Catherine van der Wees (Program Officer Green Entrepreneurship)

Charles Nzioka (Projects Manager at Sustainable Management Services Limited)

Oxfam Novib

Thies Reemer (Project Leader WEMAN - Special Projects Unit)

AgroEco

Inge Vos (International Advisor on Sustainable Agriculture, Monitoring and Evaluation)

Hanns R. Neumann Stiftung

Fortunate Paska (Gender Coordinator)

Jacqueline Terrillon (Freelance Consultant)

Twin

Andrea Olivar (Senior Manager at Producer Partnership Program, Project Manager of Great Lakes Project)

Java Ventures

Kimberly Easson (Sustainable Agriculture Development Professional, President at Java Ventures)

UTZ Certified

Britta Wyss Bisang (Standards Director)

4C Association

Annette Pensel (Director of Sustainability Innovations)

Fairtrade

Andreas Kratz (Director Strategy and Standards at Fairtrade Labelling International)

8.5 Summary of interview outcomes

Name of development organization	Value chain and location	Gender inclusive interventions	Outcomes ⁵⁰	Success Factors	Challenges
Hivos	Coffee, Kabare, Central Kenya	<ul style="list-style-type: none"> - Gender baseline study - Promotion of women's active participation in the coffee production - Registration of female farmers under own names - Implementation of gender sensitive policies in processing and marketing - Set up of gender specific indicators in project monitoring - Allocation of gender promoters⁵¹ - Training to gender promoters in GAP⁵², gender issues and certification so that they can furthermore teach 50 additional farmers⁵³ - Intensive training to female⁵⁴ farmers on weeding, water spraying, spreading manure and coffee - Demonstration plots on pruning and composting - Certification from Fairtrade⁵⁵ and 	<p><u>Value Chain Integration:</u></p> <ul style="list-style-type: none"> - Improved quality and increased quantity of coffee leading to higher incomes for coffee farmers - Increase of coffee premium grades and coffee processing <p><u>Value Chain Governance:</u></p> <ul style="list-style-type: none"> - More Women became members in the cooperative - Women act as gender promoters - Women became board members - Women are valued as potential actors within the value chain <p><u>Agency:</u></p> <ul style="list-style-type: none"> - Knowledge and skill development of women on GAP, certification and gender issues - Women's ability to make own choices increased 	<ul style="list-style-type: none"> - Actively promote and implement gender inclusive interventions - Keep the gender topic always on agenda - Introduce high motivated gender experts - Address men and women - Men must understand the importance of women participating in training - Role models - Interactive 	<ul style="list-style-type: none"> - Illiteracy by women - Time constraints by women - Resistance by men - Higher costs for training units - Fear by the board that women become too powerful - Lack of gender experts - To always keep the gender topic on the agenda

⁵⁰ Outcomes of the Gender inclusive Interventions on gender equality and value chain development.

⁵¹ Gender promoters got elected by farmers for each mill of which 30% must be women.

⁵² GAP stands for "Good Agricultural Practices". In this case, special attention was paid to composting, safe use of agrochemicals, soil conservation etc.

⁵³ Female farmers were mainly trained by female gender promoters and separately from men.

⁵⁴ This training was executed by SMS

		Rainforest Alliance was put in place	<p>Structure:</p> <ul style="list-style-type: none"> - Women have more decision making power in the household - Men are involving women in making decisions within the household - Women and men decide on what the income is spend - Men accept the new positions of women - The perceptions of coffee being a men's crop is changing - Women are getting authority, they start to open up own and joint bank accounts - Harmony in the community and family 	<p>training in which men and women are separated</p> <ul style="list-style-type: none"> - Demonstration plots and farm visits 	
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⁵⁵ In this case, Fairtrade encouraged a cooperative to include a woman in the management board as well as in the head office.

<p>Hanns R. Neumann Stiftung (HRNS)</p>	<p>Coffee, Luweero, Mityana and Masaka district, Central Uganda</p>	<ul style="list-style-type: none"> - Gender analysis - Internal gender mainstreaming approach: building the capacity of HRNS to tackle gender inequality issues + putting in place policies, systems, practices and strategies that promote gender equality - External gender mainstreaming through the household approach⁵⁶ - Identification of "change Agents" ⁵⁷ who participated in couple seminars - Household visits by gender officers - Capacity building training of leaders⁵⁸ in the farmer organizations to deal with gender inequality issues - Training to female leaders and female change agents on the active participation, decision making and entrepreneurship - Organization of drama - Community sensitization by change agents and farmer field school facilitators (FFSF) 	<p><u>Value Chain Integration:</u></p> <ul style="list-style-type: none"> - Women are involved in marketing activities - Quality has improved and yield has increased - Women started their own business - Incomes for coffee farmers increased - More women know the proceeds received from coffee <p><u>Value Chain Governance:</u></p> <ul style="list-style-type: none"> - 30% of producer organization leaders are women <p><u>Agency:</u></p> <ul style="list-style-type: none"> - Couples learned about joint decision making processes, collective planning etc. - lead farmers, FFSF, extensionists have acquired skills and knowledge to conduct community sensitization - Knowledge and skill development of women on leadership and entrepreneurship 	<ul style="list-style-type: none"> - Addressing both men and women - Role models - Household visits to keep up the motivation and progress of the intervention - High motivated change agents and practitioners - Addressing open minded people⁵⁹ 	<ul style="list-style-type: none"> - Resistance to adapt new habits - Polygamous families - Time constraints by women - To keep up the motivation of practitioners throughout the process - To approach older - and less educated people - To keep gender equality always on the Agenda - Changes within the mindset requires TIME!
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⁵⁶ The household approach is addressing culture, norms, beliefs and the relationships of men and women, the objective of the household approach is to change the mindset and mentality of both men and women and to foster collaboration between them.

⁵⁷ In this case, "change agents" are couples within the community who agreed on adhering to budgeting, planning and making decision together as well as that husband participate in the household work, women spend their incomes for the benefits of their matrimonial homes and that women stop stealing the coffee. Additionally, "change agents" are linked to lead farmers, Farmer field school facilitators (FFSF) and extensionists to begin community sensitization. "Change agents" also act as role models within their communities

⁵⁸ Their task is it to support the "change agents" and to check if they are following their action points

⁵⁹ Such as younger and higher educated people

			<ul style="list-style-type: none">- Women acquired knowledge and skills on Good Agricultural Practices <p><u>Structure:</u></p> <ul style="list-style-type: none">- Couples have been registered as change agents- Community got sensitized on gender inequality- Households make joint decisions on income spending- Women are involved in decision making processes- Better labor division within the household- School fees are paid for children- Harmony within the family and communities- Quality of life improved		
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<p>Oxfam Novib</p>	<p>Coffee, Western Uganda, Kasese district</p>	<ul style="list-style-type: none"> - Capacity building program which included: - Workshops⁶⁰ in organization, farm management, record keeping and leadership skills - Courses in analyzing value chains from a gender perspective - Technical training⁶¹ on coffee farming including soil and water management , pruning of trees and harvesting practices - Training on GALS(Gender Action Learning System)⁶² which is part of Oxfam’s WEMAN program⁶³ 	<p><u>Value Chain Integration:</u></p> <ul style="list-style-type: none"> - Coffee quality improved and quantity increased <p><u>Value Chain Governance:</u></p> <ul style="list-style-type: none"> - Horizontal and vertical relationships improved - Number of female traders within large trader organizations increased - Women took over leadership roles <p><u>Agency:</u></p> <p>-Knowledge and skill development by women and men on capacity building workshops, Gender Action Learning System, leadership, GAP, marketing and negotiation.</p> <p><u>Structure:</u></p> <ul style="list-style-type: none"> - Men participate at reproductive tasks such as cooking, childcare etc. and in farm activities - Joint decisions are made over income and expenditure 	<ul style="list-style-type: none"> - Way the system works (approaching Individuals first) - Saving based microfinance meetings - Having a strong women cooperative from the beginning - Participatory structures within the cooperative 	<ul style="list-style-type: none"> - Addressing divorced, widows and polygamous families - Illiteracy - The lack of language skills - Addressing chain actors equally in the intervention process - Insurance of land titling for divorced women and widows - Process of creating and explaining diagrams (in regards to the GALS) in larger groups can be time consuming and labor intensive and does not contribute to the active engagement of participants
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⁶⁰ These workshops were executed by Uganda Change Agent Association, a national NGO.

⁶¹ Technical trainings were executed by Government Extension officers.

⁶² GALS is a methodology where target groups(in this case producers, coffee sorters, barter traders, village traders, small and large traders) have the possibility to draw their visions for the future, identify their current situation as well as their background and origin, realize their opportunities and constraints as well as creating objectives and how they can be achieved. GALS is special in a way that it starts with individuals where they look themselves into subjects and try to reflect and find solution for it. GALS offers self-monitoring, on-going learning and reflection processes where change needs to start within individuals. It’s about their own life planning and how they would like to see themselves in the future and work towards these particular goals.

⁶³ WEMAN stands for Women’s Empowerment Mainstreaming And Networking program which consists of four strategies which are addressing gender injustice.

			<ul style="list-style-type: none"> - Collaboration between men and women within the household improved - Gender-based violence decreased 		
Agro Eco	Coffee, Uganda and Tanzania	<ul style="list-style-type: none"> - Gender analysis⁶⁴ - Enforcement of a Gender Action learning plan which consisted of the following: - Organization of group discussions⁶⁵ in which labor division, responsibilities etc. were discussed - Implementation of gender sensitive approaches in Internal control system files⁶⁶ - Training in organic certification with special attention to promote women participation - Employment of female field officers 	⁶⁷ <u>Value Chain Integration:</u> <ul style="list-style-type: none"> - Organic certification added value to the produce <u>Value Chain Governance:</u> <ul style="list-style-type: none"> - Women became field officers - Registration of female farmers within the cooperative got enforced <u>Agency:</u> <ul style="list-style-type: none"> - Knowledge and skill development by women on gender issues and organic certification 	<ul style="list-style-type: none"> - Approach gender issues always before any project starts - Role models - Gender aspects should be included all the time and not added as a separate issue - Address men and women - Gender should be addressed on 	<ul style="list-style-type: none"> - Illiteracy - Encouraging women - Men feel easily threatened, they are sometimes afraid of losing privileges - Resistance of men

⁶⁴ In this analysis, the impact of organic farming on men and women was identified.

⁶⁵ First of all, women and men were kept in separate groups, afterwards they came together to share their ideas.

⁶⁶ The files of the ICS are keen to check if farmers are complying to organic standards, the files were adapted by Agro Eco and Grolink and not by the certification body.

⁶⁷ In this case, the presented outcome on all dimensions could be realized but was not properly monitored, evaluated and documented. This can be explained by the fact that when the gender inclusive intervention was taken, the project almost came to an end and time was limited to conduct an impact assessment. The gender inclusive intervention was taken within the ongoing EPOPA program which started already some time before.

		<p>who also acted as role models within communities</p> <ul style="list-style-type: none"> – Promotion of female membership registration and joint registration of wives and husbands 	<p>Structure:</p> <ul style="list-style-type: none"> - Female field officers acted as role models within communities 	<p>several levels (household, Community level etc.)</p>	
Twin	Coffee, South-Eastern Uganda, Mbale district	<ul style="list-style-type: none"> - Promotion of female leadership roles in cooperative which started 15 years ago - Gender analysis⁶⁸ - One year ago, GALS got introduced as a pilot project and firstly approaching 250 farmers (men and women) - Some of the women’s coffee is marketed separately from the men’s coffee 	<p>Value chain Integration:</p> <ul style="list-style-type: none"> - Women are involved in marketing their own coffee⁶⁹ <p>Value Chain Governance:</p> <ul style="list-style-type: none"> - 50% of the board members are women⁷⁰ - male and female farmers have changed to joint land agreements <p>Agency:</p> <ul style="list-style-type: none"> - Men and women acquired knowledge on applying the GALS <p>Structure:</p> <ul style="list-style-type: none"> - Men and women started joint planning within households - Men and women started to take joint decisions in regards to income spending within households <p>No too many changes could be</p>	<ul style="list-style-type: none"> - Pay attention to the local context (household situation) - Use a participatory way of introducing an intervention - Good consultation - any intervention should be of the target groups’ interest - Gender inclusive interventions should incorporate training, assets and market access 	<ul style="list-style-type: none"> - Lack of additional income generating activities which could support the GALS process

⁶⁸ The outcome of the analysis was for instance that the previous intervention was successful in a way that women got appointed to leadership roles but that did not translate into receiving their shares of income.

⁶⁹ Women’s coffee accounts for only 2.5% and is sold to Equal Exchange UK which pays a premium of 20 cents/ton. The premium is divided between the women of Gumutindo cooperative.

⁷⁰ This outcome was mainly achieved due to the promotion of active female leadership roles.

			reported after one year! ⁷¹		
Java Ventures	Coffee, Limu, Ethiopia	<ul style="list-style-type: none"> - Advocacy of gender inclusiveness in communities - Promotion of women's participation and leadership positions - Basic training on gender aspects 	<ul style="list-style-type: none"> - Awareness on gender was created within communities - The outcome of the approach was neither monitored not evaluated 	<ul style="list-style-type: none"> - Community driven intervention - Men and women should look at their own experiences, reflect and build up their own plans on addressing gender issues 	<ul style="list-style-type: none"> - Cultural perceptions and disparities

⁷¹ An assumption for haven't realized bigger changes within one year (when compared to the Oxfam project in western Uganda) is that no other income generating activities were ensured which could have complemented the GALS.

Name of sustainability standard organization	Value chain and location	Gender inclusive interventions	Outcomes	Success Factors	Challenges
4C Association	Coffee	<ul style="list-style-type: none"> - Collaboration with NGO's (Hivos, Oxfam Novib, KIT) to take collective interventions - Participation and support offer in gender related workshops - Sustainability forums⁷² to raise awareness on gender issues - Facilitation of linking producers to gender experts is still in the planning process - Implementation of a gender balanced auditor team⁷³ - Discussions on addressing gender issues are ongoing 	<ul style="list-style-type: none"> - Awareness on gender inequality could be increased - "Theory of change" is currently finalized 	<ul style="list-style-type: none"> - Awareness creation among all stakeholders within the coffee chain - Show the business case for adopting a gender sensitive approach - Clear ideas on how to integrate gender topics at different levels in the organization - Successful collaboration between NGO's, businesses, public sector, donors and certification bodies in order to address gender issues 	<ul style="list-style-type: none"> - Change takes time - Creating strong alliances with local communities, societies and within the broader coffee sector - Biggest challenge: Creating a common understanding of the issues and how to address them especially in a multistakeholder organization - Changes must be additionally supported by the people and respective communities and not just pressed down as requirement

⁷² These forums (=one day workshop/conference) are offered to members and include gender as a fixed issue to be discussed.

⁷³ For instance two people consisting of one man and one woman.

UTZ Certified	Coffee	<ul style="list-style-type: none"> - Release of a new code of conduct including certain gender criteria ⁷⁴ - Improvements of the code are ongoing - Training and awareness raising to promote active inclusion of women - Assessment of the possibility to set up platforms⁷⁵ within organizations - Establishment of a monitoring system which is checking on gender indicators⁷⁶ - Research studies on gender issues 	<ul style="list-style-type: none"> - Outcomes are not finalized yet - Monitoring and evaluation studies are ongoing 	<ul style="list-style-type: none"> - Participatory and interactive training - The voice of producers must be heard - No top down intervention, every intervention must be accepted by the target group - Market development must be ensured 	<ul style="list-style-type: none"> - Changes in regards to social movements cannot be monitored that quickly - Nothing should be imposed- cultural sensitivity must be considered - Indemnification of codes being properly implemented and monitored
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⁷⁴ This gender criteria is addressed in the following control points: Non-discrimination, working hours equal wages, equal opportunities, sexual harassment, Gender awareness raising, Access to training (for men and women), Access to child care, maternity and child care provision, Health and safety (additional rest breaks after child birth, breastfeeding women are not allowed to apply any agrochemicals), HIV/Aids, separate changing facilities

⁷⁵ On these platform, women can raise personal issues and express their needs.

⁷⁶ This is an ongoing process and not yet finalized.

Fairtrade International (FLO)	Coffee	<ul style="list-style-type: none"> - Non-discrimination paragraph⁷⁷ - Producer Services and relation unit where liaison officers⁷⁸ support producers in regards to capacity building, marketing, certification advisory and sensitization on gender issues⁷⁹ - Promotion⁸⁰ of women inclusiveness in producer organizations through Fairtrade Africa⁸¹ by strengthening the capacity of women, give internal workshops on gender issues etc. - In regards to Fairtrade, addressing gender inequality is seen as very crucial but has not received the highest priority yet 	<ul style="list-style-type: none"> - No concrete outcomes of the gender inclusive intervention can be reported yet 	<ul style="list-style-type: none"> - Create awareness on gender issues and changes in mindsets before implementing performance criteria on gender within the standard 	<ul style="list-style-type: none"> - Implementation of gender issues into the standard so that no artificial nominations⁸² are produced - Producer organizations might face problems in living up to these type of requirements
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⁷⁷ Fairtrade International follows the Universal Declaration of Human Rights on ending discrimination. The Declaration rejects “distinction of any kind such as, race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status” (Universal Declaration of Human Rights, 2011)

⁷⁸ Liaison officers is a team of consultants which are based in the region and supporting small scale producers.

⁷⁹ This aspect is only brought up if Producer Organizations request for it. In case Producer organizations are willing to get informed about gender equality, Liaison officers train them on the basics of this issue. If the producer organization has the need to go further into the topic, Liaison officers provide networking possibilities to the Producer Organization and foster partnership development which can provide additional support.

⁸⁰ This promotion program has been approved by the board but could not been implemented yet since fundraising is missing.

⁸¹ Fairtrade Africa unities more than 700.000 Fairtrade certified farmers who have a shared ownership in the organization. The producers have an equal voice in decision making which can furthermore affect them. Fairtrade Africa needs to ensure that the voice of the certified farmers is heard and considered.

⁸² These gender aspects within the standard could for instance consist of quotas on a fixed percentage on women membership in the producer organization or on women as board members.

