



Gender Equity for the Coffee Value Chain: An Engagement Guide

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Introduction

There is perhaps no other product in our world that brings us together like coffee. The smell of coffee awakens our senses in the morning. That first cup prepares us for a new day. It supports us when we are tired and accompanies us when we are happy. Coffee brings us together, warming our hands and connecting us to each other. In the last few decades our understanding of the power of coffee has moved beyond the cup in our hands. Now more than ever, we recognize how one of the most important global commodities links us to farmers and communities in places near and far. And with that recognition we have come to understand the challenges, missed opportunities, and risks to the long-term sustainability and resilience of coffee.

Coffee is grown commercially in over 80 countries and supports the livelihoods of as many as 120 million people in different roles throughout the supply chain. In many places, it is cultivated by smallholder farmers and their families in communities where fragile ecosystems and market failures disrupt the productivity and profitability of growing coffee. While the coffee industry continues to witness an increase in global demand,

Box 1: The Productivity Opportunity

Improving agronomic practices can increase yields by between 10 percent in Viet Nam to 100% in Peru. Increases across 11 countries (...) would add 2.6 million metric tons of annual production by 2027, generating \$2 billion additional farmer income annually at current price levels.

Source: GCP 2017

production has not been able to keep up (ICO 2016; ICO 2017). And farmers, unable to manage increased environmental stress and disease and maintain an economically viable coffee business, are exiting the chain.

Opportunities exist to improve the situation (Box 1). Alliances across different industry actors are already investing to ensure the sustainability and resilience of coffee and coffee farming communities. Taking advantage of these opportunities will likely mean engaging in deeper relationships with origin communities. Ensuring the future of coffee supply means knowing the farmer and the farming communities better – this

means moving beyond an agronomic understanding of farming communities to a deeper engagement with the men and women farmers, and their spouses and children.

Once overlooked, gender inequalities are now recognized as significant bottlenecks in many agricultural supply chains. Men and women are responsible for different farming activities. They do not have the same ability to own land, hire or control lab- or, or retain the income from their farming efforts. These differences are the result of social norms, laws, policies, and institutions that shape who is recognized as a farmer, who receives extension information, and who negotiates with buyers. Many of these differences are also inequalities that limit the productivity of agricultural crops, including coffee, and inhibit men and women's ability to reach their full potential. In coffee, women contribute significantly to coffee production and processing, in many cases without access to or control over the income derived from their labor.

Box 2 The Gender Equity in Agriculture Opportunity

Closing the gender gap in agriculture would generate significant gains for the agriculture sector and for society. If women had the same access to productive resources as men, they could increase yields on their farms by 20-30 percent. This could raise total agricultural output in developing countries by 2.5 – 4 percent, which could in turn reduce the number of hungry people in the world by 12 – 17 percent.

Source: FAO 2011

Additionally, they are underrepresented in leadership and entrepreneurial activities across the chain. These inequalities contribute to inefficiencies and reduce the sustainability of the chain. If these inequalities are addressed, there is significant potential to improve the productivity, growth, and resilience of the chain in ways that can benefit men and women, their communities, and the coffee sector (Box 2). This Guide will help you identify how to take advantage of those opportunities.

Purpose of the Guide

The purpose of the Guide is to catalyze action by industry actors in the coffee supply chain to design and implement interventions in coffee supply chains that can support both men and women coffee farmers. The Guide provides a roadmap and resources for industry actors to engage in conversations about gender equity and identify actions to support gender equity in their own organizations and with supply chain partners. It complements existing tools and resources (Box 3) and shares success stories, lessons learned, and good practices from coffee businesses and actors.

Audience

The Guide is intended for use by coffee industry stakeholders, including buyers, retailers, roasters, traders; development practitioners; standards organizations; other coffee business representatives; and producer associations and cooperatives. We expect that most readers coming to this Guide will have a solid understanding of the coffee industry but may not be as familiar with gender issues or how inequalities between and among men and women farmers can impact the coffee supply chain.

How to Use the Engagement Guide

In the Guide, you will find information about the relationship between gender equity and the coffee supply chain, and how industry actors can improve business practices to support both men and women coffee farmers. It is divided into two sections, each with its own purpose (Table 1). We understand that readers may need different information at different times and for different purposes; we have therefore structured the guide to provide information to meet these needs.

Box 3: Gender, coffee, and other value chain resources

This Engagement Guide complements other existing work on supporting gender equality in the coffee supply chain. Other resources include:

[Gender Action Learning](#) (GALS): A community-led empowerment methodology to address gender inequalities in resources and power.

[IDH Gender Toolkit](#): A online resource designed to integrate gender aspects into supply chain approaches.

[Improving Opportunities for Women in Smallholder-based Supply Chains](#): A guide for international food companies.

Strengthening the links of the coffee value chain: an integrated project methodology for improving gender equity (forthcoming from PGE).

[Sustainable Coffee as a Family Business](#): A toolkit with approaches and tools for applying an inclusive approach to the coffee value chain.

[The Way Forward: Addressing Gender Equity in Coffee Value Chains](#): A guide for addressing gender issues in the coffee supply chain.

Table 1 The Structure of the Guide

Part 1: How is Gender Equity relevant to the Coffee Supply Chain	Part 2: How to Address Gender Issues in the Coffee Supply Chain
This section of the Guide explores the relationship between gender equity and the coffee supply chain. It examines how gender equity is relevant to the coffee supply chain and the existing evidence indicating why supporting gender equity pays off. It will also reference other Global Coffee Platform and Partnership for Gender Equity (PGE) work developing a set of indicators to measure success of gender equity interventions in the coffee supply chain.	This section of the Guide provides guidance to readers on what industry actors can do to support both men and women coffee farmers. Organized around the coffee industry goals, each section will describe key gender issues and strategies for achieving coffee industry goals in ways that equitably support men and women coffee farmers.

We expect that readers have different **knowledge** of gender issues in the coffee chain and differing levels of **interest** in taking action. Table 2 provides a suggestion for where to look for information in the Guide based on your knowledge and interest.

Table 2: How to Use the Guide

	High Knowledge	Low Knowledge
High Interest	You are likely already implementing gender strategies in the coffee supply chain but are looking to refine your strategies. Or you may be interested in building support for gender equity with colleagues. Look at the strategies available in Part 2 to provide you with new ideas.	You are eager to implement gender strategies in coffee but may need some ideas for where to start, what to do, and how to work with partners. You can go straight to Part 2 to understand what the key gender issues are. Some sections of Part 1 may also interest you.
Low Interest	If you come to this Guide with an understanding of the gender issues in the coffee supply chain but remain unconvinced by how addressing them links to your work, we recommend you start at the business case in Part 1. From there we suggest you read the issues sections of Part 2 that are most relevant to your work.	If you are brand new to the discussion of gender issues in the coffee supply chain, we recommend you read both Parts 1 and 2 . Part 1 will provide you with a base for understanding why gender issues are important, introduce you to key concepts, and provide you some thoughts for how to decide where to start. Part 2 will give you some idea of what are the key issues related to the coffee supply chain goals and what others in the industry are already doing.

Part 1: How Gender Equity is Relevant to the Coffee Supply Chain

Objectives

At the end of Part 1, you will:

- Understand the business case for investing in gender equity in the coffee supply chain
- Understand key gender-related concepts and terms
- Become familiar with indicators to measure gender equity and coffee supply chain goals

Why Investing in Gender Equity Pays Off: The Business Case

“To be successful in the long term, we must create value not only for our shareholders but also for society.” Paul Bulcke, CEO, Nestlé S.A.

Our world is facing complex challenges. Demographic shifts, social unrest, climate change, and market volatility create uncertainty for business and jeopardize the livelihoods of the men and women integral to supply chains. These problems cannot be addressed in isolation of each other nor by a single government or business. Now more than ever, the world needs collective leadership to solve these challenges and align industry, environmental, and social goals. Together, we can design innovative options that create shared value for businesses and for society.

In 2016, world leaders agreed to support the [17 Sustainable Development Goals](#) (SDGs), part of the 2030 Agenda for Sustainable Development. The goals make clear the need for collective action from all countries to end poverty, reduce inequalities, and address climate change at home and abroad. Furthermore, achieving the goals requires the input, innovation, and support from a range of actors, including business, a role that the most recent United Nations Global Compact-Accenture Strategy CEO Study (2016) reveals is one CEOs are willing to adopt (Box 4).

The coffee sector is not immune to supply chain challenges. Climate change and economic volatility threaten the supply of coffee and reduce the incentives for 25 million

Box 4 CEO Perspectives on Sustainability

Published every three years, the United Nations Global Compact-Accenture Strategy CEO Study is considered the largest survey capturing CEO attitudes about sustainability. The most recent survey (2016), features over 1,000 CEOs of companies in over 150 countries and 30 sectors. The survey results reveal an impressive commitment from companies of all sizes to finding innovative strategies for supporting long-term sustainability and creating shared value:

- 87% of CEOs believe the SDGs provide an opportunity to rethink approaches to sustainable value creation
- 80% of CEOs believe that demonstrating active commitment to sustainability is a differentiator in their industry
- 78% of CEOs can link sustainable value creation to core business
- 49% of CEOs believe that the private sector will be the single most important actor in delivering the SDGs

Source: <https://www.accenture.com/us-en/insight-un-global-compact-ceo-participants>

smallholder coffee producers to remain loyal to the chain. Repeated calls to action have led to alliances¹ between industry actors, governments, and development actors to advance economic progress, protect the planet, and support farmers and workers. Many companies and coffee leaders are aligning business objectives with the SDGs because they encompass the building blocks that support a sustainable and thriving coffee sector. While the most commonly referenced SDGs for the coffee sector include Goal 2, Goal 8, and Goal 13 (Fairtrade 2015; Illy 2015), the coffee sector can contribute to and benefit from many of the other goals (Figure 1).

Figure 1: Sustainable Development Goals and the Coffee Industry



Investing in gender equity is an integral part of sustainable value creation and the SDGs. Focused efforts to support women and men will pay dividends across the supply chain, strengthening business performance and the long-term resilience of the supply chain without eroding core business practices. The arguments supporting this assertion are built on more than 30 years of research from around the world that demonstrate how and why failing to address inequalities between men and women are a risk to corporate and social progress. The evidence draws from information about agriculture in general and, where available, coffee specifically. The lack of specific data on coffee should be not understood as the absence of a robust business case. Instead it reflects underinvestment in the collection of sex-disaggregated data and gender analysis that would make it possible to move beyond anecdotes and illuminate how the gender-related risks and opportunities detailed here are reproduced in the coffee sector. Where possible the arguments draw from existing analyses about coffee and cocoa, complemented by data from coffee-producing countries. Despite these drawbacks, there remains consistent and compelling evidence that acting to reduce gender inequalities improves outcomes for the coffee sector and coffee farming communities. Here's why:

- **Economic growth and gender equality work in tandem.** Studies examining the relationship between economic growth and gender equality reveal a positive correlation between the two. A review of 61 countries between 1980 and 1990 found a positive correlation between economic growth and women's participation in the labor force (Tran-Nguyen 2004). This is because inequality exacts a high cost on human capital, productivity, and economic development (Hausmann et al. 2010; Klasen and Lamanna 2009). Discriminatory practices and policies in particular

¹ For example, the [Sustainable Coffee Challenge](#).

hinder the accumulation of human capital – for example, by excluding women from advancing their education or from accessing necessary agricultural inputs and technologies. Discrimination creates rigid labor markets that are incapable of innovating and responding to changing economic circumstances. This rigidity reduces the flexibility of firms, supply chains, and economies, ultimately weakening competitiveness (Lopez-Carlos and Zahidi 2005). The costs of discriminatory practices and policies on the global economy are estimated at USD12 trillion or 16% of global income (Ferrant and Kolev 2016). Regionally the costs are USD658 billion in Latin America and the Caribbean (LAC), USD340 billion in Sub-Saharan Africa, and USD2440 billion in East Asia and the Pacific (Ferrant and Kolev 2016: 2).

“Gender inequalities impose costs on productivity, efficiency and economic progress. By hindering the accumulation of human capital in the home and the labor market, and systematically excluding women or men from access to resources, public services, or productive activities, gender discrimination diminishes an economy’s capacity to grow and raise living standards.”

Source: World Bank 2001:11

- **Supporting women and their families builds stronger more resilient coffee farming communities.** Agriculture remains an engine of growth for many developing countries because it contributes significantly to Gross Domestic Product and employs a large share of the rural population. Women are an important part of that rural population. Estimates of their participation range from 20 percent to 50 of the economically active population in agriculture depending on the region (FAO 2011). Furthermore, time-use surveys reveal that these percentages underestimate the time and labor women dedicate to the sector. In Cameroon, women contribute between 60 – 80 percent of their labor to agricultural activities; in Nepal, they contribute 65 percent of the labor; and in Peru, the estimates are between 20 – 35 percent (FAO 2011).

The data on women’s participation in coffee is weak. Most research confirms that women are most active in the production and processing of coffee, but their participation significantly drops off in marketing (Figure 2). Estimates from qualitative interviews of 25 women conducted in 2008 suggest women’s participation ranges from 90 percent in some African countries to around 50 percent in Viet Nam (ITC 2011). In Kenya, women are an estimated 70 percent of smallholder coffee farmers (Oyuga n.d.). More recent research by Twin (2013) from four coffee producer organizations, reveals the following about women’s participation in coffee associations and cooperatives:

- In Nicaragua, PRODECOOP estimates that women conduct 30 percent of the coffee production work, largely concentrated in harvesting and processing;
- In Peru, evidence from UNICAFEC and CAC PANGO reveal an almost equal distribution between men and women at 45 percent and 55 percent respectively, with women’s contributions concentrated in the fieldwork;
- Women in Uganda, based on data from Gumutindo, contribute 70 percent of the labor across the production cycle except in marketing where men dominate; and,
- In India, data from FTAKE reveals while the share of work across the production is equally divided, women are more active early in production and far less active in transportation and marketing activities.

Their important contributions, particularly at the beginning of the chain has important implications for the volume and quality of coffee produced (Figure 2). In addition, recognizing women's contributions to agricultural production in monetary and non-monetary ways has value for them and positive spillover effects for their families and communities. For years, evidence has shown that increasing women's access to, ownership, and control over assets, supports economic independence, greater equality in the household, and personal freedom (Fontana et al. 1998; Meinzen-Dick et al. 2013; Raworth 2004; Ver Beek 2001). Women's land ownership is associated with participation in farm management decisions and stronger household bargaining power in parts of Peru, Ecuador, and Brazil (Deere 1990; Hamilton 1998; Stephen 1997). Beyond their own personal development, evidence from such widely differing countries as Brazil, Cote d'Ivoire, and Bangladesh suggests that women are more likely than men to use their incomes to improve their children's nutrition, health care, and schooling, even when it is considered a man's responsibility to pay for his children's education (Hoddinott and Haddad 1995; Pitt and Khandker 1998). This evidence lays

Figure 2 Men's and Women's Role in the Coffee Supply Chain



Source: PGE 2015

out a strong argument for considering women, as well as men, as central to the future viability and productivity of coffee farming communities.

- **Reducing inequalities is a strategy for maximizing productivity and enhancing quality.** Numerous studies reveal the missed opportunities because of gender inequalities to maximize productivity and improve quality in agriculture. These demonstrate that if women farmers had the same access to agricultural inputs, including financial services, as men, they could increase their yields by 20 -30 percent (FAO 2011). These missed opportunities are evident in coffee and cocoa chains, where research from Ghana (cocoa) and Uganda and Guatemala (coffee) show that when women have access to equal resources, their productivity matches that of men (Hill and Vigneri 2014; Root Capital and FOMIN

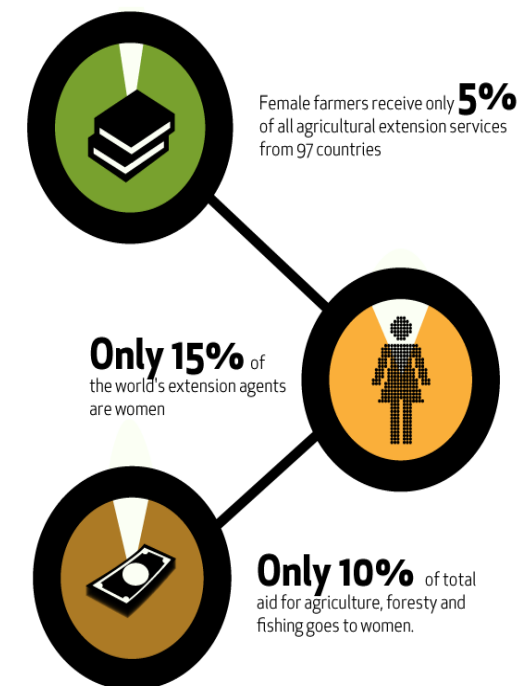
2014). The gender-related gaps here can be significant, as detailed by the data below, but striving to reach the most underserved farmers can lead to benefits for more farmers and increase agricultural output.

Credit. While most smallholder farmers face difficulty accessing credit, the share of men farmers able to access credit is 5-10 percentage points higher than for women farmers (FAO 2011). Furthermore, women in developing countries are 20 percent less likely to have a formal bank account than their male counterparts (Demirguc-Kunt et al. 2013). Among adult men and women below the \$2-a-day poverty line, women are 28 percent less likely to have a formal account (Demirguc-Kunt et al. 2013). This has significant implications for agriculture productivity. In Paraguay, one study found that rural families produce 11 percent less when women cannot meet their credit needs, even after accounting for men's access to financial resources (cited in Fletschner and Kenney 2011: 11).

Extension. Although investment in agricultural extension and advisory services has increased over the last decade, they remain weak in many parts of the world. Data on the reach of agricultural extension systems is outdated and fragmented but what exists consistently reveals that women farmers are overlooked. The FAO global survey of 115 countries found that only 5 percent of extension services were directed to women (cited in Quisumbing et al. 2014). In Malawi, Gilbert et al. (2002) find that 19 percent of women compared to 81 percent of men receive extension services. The situation is poor for both men and women in Ethiopia and Ghana, but more severe for women. In Ethiopia, women's access to extension services was 20 percent compared with men's at 27 percent, while in Ghana only 2 percent of women-headed households and 12 percent of men-headed households reported receiving extension advice (World Bank/IFPRI 2010). In Karnataka India, levels were 18 percent of women-headed households and 29 percent of men-headed households (World Bank/IFPRI 2010). The situation is worse for women farmers in male-headed households who are often overlooked as clients because of assumptions that only the male head of household is farming or that wives receive information from their husbands (Ragasa 2014; Manfre et al. 2013).

- **Eliminating costly assumptions optimizes the efficiency of supply chain operations.** Women's contributions to agriculture are consistently undervalued by themselves, by their spouses, in-laws, and families, and by other actors in the supply chain. Their work is often characterized as helping their spouses, sons, or fathers, and supplemental to other agricultural activities perceived as more valuable to the household (Colverson 1995; Payson-Roopschand 2006). This means they get overlooked as direct clients for agricultural inputs and services. Rural women's greater responsibility for household activities, including caring

Figure 3: Women's Access to Extension Services



Source: <http://www.fao.org/gender/infographic/en/>

for children, cooking, cleaning, and collecting water and firewood often means that even when they have the knowledge and skills to improve their agricultural productivity, they often lack the time. Moreover, there is a widely held assumption that men will pass advice and information gained through contact with extension officers to their spouses (Ragasa in Quisumbing et al. 2014; Manfre et al. 2013). Research examining the dynamics between men and women in the same household however reveals that information, income, and benefits do not freely flow between them (Fong and Bhusan 1996). Strategies to improve coffee productivity and quality built on these assumptions are likely to reduce the impact of these services. A better understanding of men's and women's participation in the coffee chain and of household dynamics can lead to targeted service delivery and reduce inefficiencies in supply chain operations.

- **Addressing incentives mitigates risks to the supply of coffee.** The viability of the coffee chain depends on the dedicated work of the estimated 25 million smallholder farmers who derive their livelihood from the sector. This means ensuring that the right mix of monetary and non-monetary benefits for men and women, who contribute their labor to the production and processing of coffee, are accessible and attractive. Unfortunately, women are often in positions where their contributions to a range of agricultural supply chains is overlooked and undervalued (Rubin and Manfre 2014; Mayoux and Mackie 2007; Rubin, Manfre, and Nichols Barrett 2009). Furthermore, as Coles and Mitchell (2011) explain, women can often participate in agricultural chains without benefitting, while men can benefit without participating.

This scenario is also present in the coffee and cocoa sector. Women contribute heavily to the production of coffee but their lack of participation in marketing-related activities leaves them vulnerable to receiving no benefits. According to research from Aprosaçao, a cocoa cooperative in Honduras, women's access to payment from sales or cooperative services was low despite being heavily involved in harvesting and post-harvesting activities of cocoa, (Gumucio 2016). In Uganda, Kasente (2012) highlights how some women in coffee communities were side selling beans for small amounts of cash. Side selling is attractive when women contribute to coffee production but do not participate in decision-making over how to use income from coffee. Overlooking women's lack of access to benefits is a risk to supply chain continuity: without these benefits, the incentives to withdraw their labor from coffee production and processing or to side sell are high.

Supporting gender equity is an avenue for ensuring the long-term productivity, health, and resilience of coffee farming communities and the coffee supply chain. Corporations, cooperatives, and entrepreneurs across a range of sectors are increasingly realizing that they can adjust their businesses practices to create value for themselves and for society by working with and for women, men, and their families (Box 5). The coffee supply chain is no different: it is in the interest of the roasters, buyers, and other corporations in the chain to leverage their power to engage and improve the benefits for the women, men, and the communities that support the industry's success.

Box 5: Levering the power of corporations to reach women

Walmart aspires to train 1 million women around the world in agriculture, manufacturing, and retail trade in emerging markets to support women and their families, improve the health of supply chains, and promote economic growth. By the end of FY2015, the Walmart Foundation and Walmart

The Coca-Cola Company's 5by20 initiative aims to increase economic opportunities for 5 million women throughout its various value chains by 2020. The company is altering its core business practices, collaborating with foundations, non-governmental organizations, and governments, and

contributed funding to train 540,102 women globally, 297,655 of them in agriculture value chains. Walmart is also aiming to train an additional 200,000 women for their first jobs in retail in emerging markets by the end of 2016; by the end of 2014, 13,295 women in eight countries received retail training. Walmart is also supporting women working in factories to develop the skills they need to become more active decision-makers in their jobs and for their families; by the end of 2014, the Women in Factories program had trained 48,729 women in foundational training for life and work skills in 82 factories in Bangladesh, China, El Salvador, Honduras and India. Of those women, 2,546 completed advanced training.

Source: <http://www.businessfor2030.org/goal-5-achieve-gender-equality> and Jenkins et al. 2013

targeting women – as producers, entrepreneurs, artisans and distributors to realize its growth targets and positively impact the lives of the men and women around the world.

One of the activities under the initiative was Project Nurture – a four-year, \$11.5 million partnership between the Coca-Cola Company, the Bill and Melinda Gates Foundation, and TechnoServe to double the incomes farmers in Kenya and Uganda who supply mango and passion fruit to the regional juice market. To reach women, who make up a significant portion of farmers in those countries, the activity ensured that 30% of its farmers were women and design strategies to address bottlenecks to their participation in producer associations. This included helping women manage constraints on their time, working to increase their confidence, and addressing cultural bias. By 2013, the initiative had targeted 15,000 women out of 51,000 farmers.

Understanding Gender Equity: Key Concepts and Terms

This section clarifies key concepts and terms related to gender equity. It aims to build a common language on gender equity to support coordinated and complementary actions that lead to improvements for both men and women smallholders in the coffee supply chain.

Gender Equity is a Means to Gender Equality

Gender equality refers to the ability of all human beings, both men and women, to enjoy equal opportunities and make life choices free from discrimination and prejudice. It does not mean that resources should be split evenly between men and women nor that men and women should be treated exactly alike. It is a goal, enshrined in many constitutions around the world and in Goal 5 of the Sustainable Development Goals.

To achieve gender equality, it is necessary to create the conditions for fair treatment of women and men through laws, policies, and institutions that govern and shape our everyday lives. These include, but are not limited to:

- International and national laws and conventions, like the [Convention on the Elimination of All Forms of Discrimination against Women \(CEDAW\)](#); and,
- Workplace policies and institutional by-laws that ensure equal pay for equal work, address discrimination and harassment.
- Social norms in the community and at the household level that support women's and men's ability to exercise their rights and govern their lives free from violence and prejudice.

These mechanisms are designed to ensure fairness in representation, participation, and benefits afforded to men and women. This process is known as **gender equity**.

This Guide works with both concepts of gender equality and gender equity. The Guide highlights gender-equitable mechanisms (or strategies) to ensure fair representation and participation of men and women in specific parts of the chain, and to ensure equitable access to benefits that flow through the chain. These gender-equitable strategies address inequalities in men's and women's participation and performance in the coffee sector with the aim of supporting improved well-being for them and their families, and a more sustainable supply chain.

Gender is Not Synonymous with Women

Although often used interchangeably, gender and women are distinct concepts. **Gender** is a social category used to describe the economic, social, political, and cultural attributes associated with being a man or a woman. It therefore encompasses women and does not exclude men. While the definition of gender does not change, what it means to be a man or woman (or girl or boy) differs over time, from place to place, and changes within a person's lifetime.

The expectations and norms around what it means to be a man or woman define how individuals spend their time, who goes to school, who has access to property, and how they earn an income. In the coffee supply chain, women's and men's roles are different. Men are often considered to be the coffee farmer, responsible for managing farms and commercial activities, as well as interacting with external actors. Women participate heavily in production and post-harvest activities, like picking, drying, and sorting, but are less involved in marketing. Women provide additional support by cooking and delivering meals to household and hired workers though this work is often not considered part of coffee production. The division of labor reflects ideas about what is appropriate for men and women. It also reflects how norms, laws, and practices confer rights to land and other resources, status and power, and experience and knowledge to different people, sometimes in very unequal ways, that facilitates (or impedes) men's and women's ability to participate in the coffee sector.

Box 6 Additional Concepts and Terms

Gender roles: The socially defined tasks, responsibilities, and behaviors that are considered appropriate for men and women. These are context-specific and can change over time through individual choices or as a result of social and/or political changes emerging from changed opportunities (more education, different economic environment) or times of social upheaval (during disasters, in war, and in post-conflict situations).

Gender relations: A type of social relations between men and women which are defined and reinforced by social institutions. They include the routine ways in which men and women interact with each other: in sexual relationships, friendships, workplaces, and different sectors of the economy. Gender relations are socially determined, culturally based, and historically specific. They are mediated by other identities including ethnicity, religion, class, and age. Gender relations are shaped and reinforced by cultural, political, and economic institutions including the household, legal and governance structures, markets, and religion.

Constructive men's engagement: An approach to achieving **gender equality** that consciously and constructively includes men as clients, participants, supportive partners, and agents of change.

Source: INGENAES 2015

When we equate gender with women in general, and women farmers specifically, we do a disservice to both men and women. This shortcut overlooks how women and men live and work alongside each other to produce coffee, to manage a cooperative, and to negotiate how to use income. It ignores how the relationships in our lives, and in the lives of men and women smallholder farmers, connect us to each other have influence over the course of their lives and the lives of others who depend on us.

Box 6 includes other definitions that may be useful for further understanding the concept of gender.

Gender Equality means Supporting Women and Men Farmers

In many countries, women have less access than men to productive resources and experience greater difficulty determining life choices. This historically disadvantaged position relative to men, means that many strategies will need to target women's lack of opportunity and resources. A focus on women farmers can therefore be a gender equitable strategy where it aims to address the gaps between men and women, while improving the well-being for men and women. However, a focus on *women farmers only*, without understanding their relative position to men, will not be sufficient in the long-term and can lead to resistance and pushback against women.

Increasingly, many organizations are addressing **women's (or female) empowerment**. This refers to a process to enhance, "women's and girls' capacity to act independently (self-determination), control assets, and make choices and decisions about all aspects of one's life" (INGENAES 2015). Empowerment must come from within, through greater self-esteem for example, and is also enabled when societies create the conditions for women and girls to succeed. Further, it requires the participation and support of men who often play influential and powerful roles in women's lives.

In the face of the changing demographics of coffee farming communities, gender-equitable strategies will need to do more than just focus on adult women and men farmers. **Young women and men** are facing fewer opportunities and reasons to stay in rural areas. Migration and an aging rural population are threatening the long-term viability of coffee farming communities. As young people transition from school to work, it will be important to create opportunities in the coffee sector. At the same time, youth are made up of both men and women with different needs that need tailored solutions.

How to Measure Success: Approaching a Common Measurement Framework

In 2017, the GCP conducted a study examining the economic viability of coffee farming. One of the calls to action emerging from the study was the need for common production indicators that would allow coffee stakeholders to make decisions about how to improve the profitability of coffee for farmers (GCP 2017). In defining the common measurements, it will be important to include the collection of sex-disaggregated data to capture differences in men's and women's participation, productivity, and profitability. Clear and well-defined gender-sensitive indicators (Box 7) will

Box 7: Gender-Sensitive Indicators

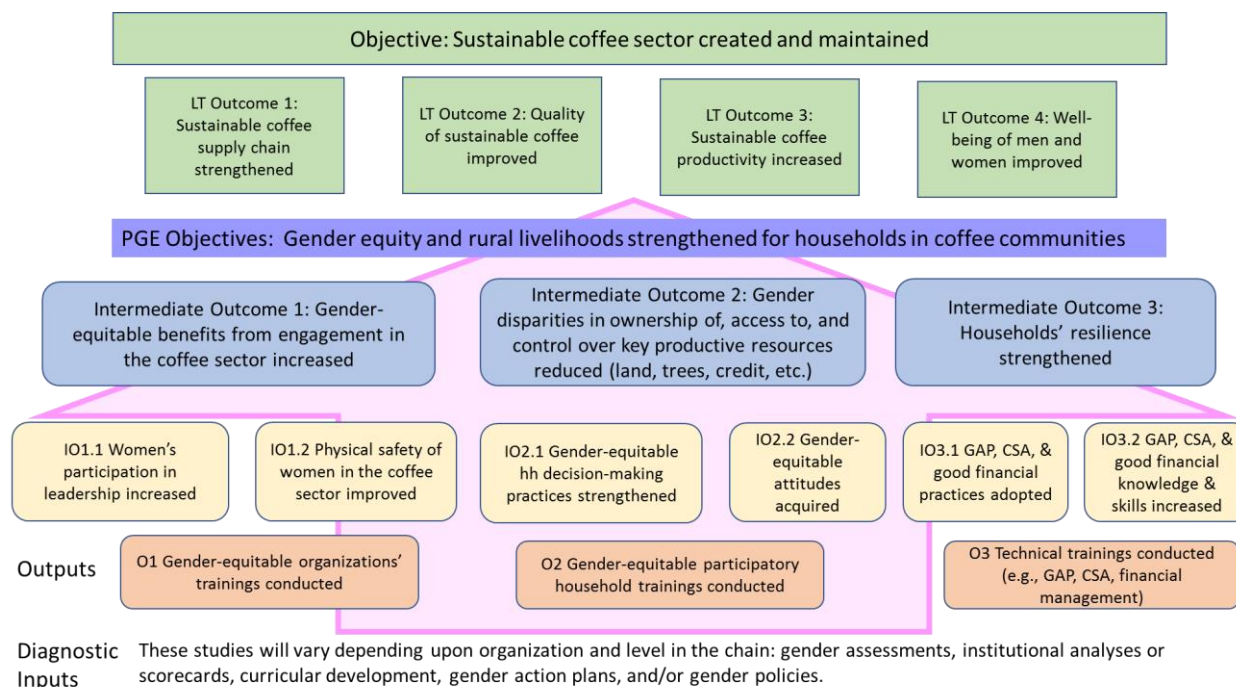
"Gender-sensitive indicators have the special function of pointing out gender-related changes in society over time. Their usefulness lies in their ability to point to changes in the status and roles of women and men over time, and therefore to measure whether gender equity is being achieved."

Source: CIDA 1997

enable coffee actors including producers, cooperatives and associations, roasters, and buyers to maximize their investments in a sustainable and more resilient coffee chain.

The Common Measurement Framework (CMF) for Gender Equity in the Coffee Sector (2017) is a companion document to this Guide that outlines a results framework (Figure 4) and defines a set of indicators to track progress towards a gender equitable and sustainable coffee sector. The CMF was developed with input from industry actors over two years (2015-2017). From an initial set of 200 indicators, the CMF now comprises 25 indicators to measure gender equity in the coffee value chain. The CMF provides a detailed definition for each of the indicators to assist industry actors integrate them into their current measurement systems. In addition to the guidance in the CMF, below we provide additional recommendations for measuring the success of your gender equity investments.

Figure 4 The Common Measurement Framework Results Framework

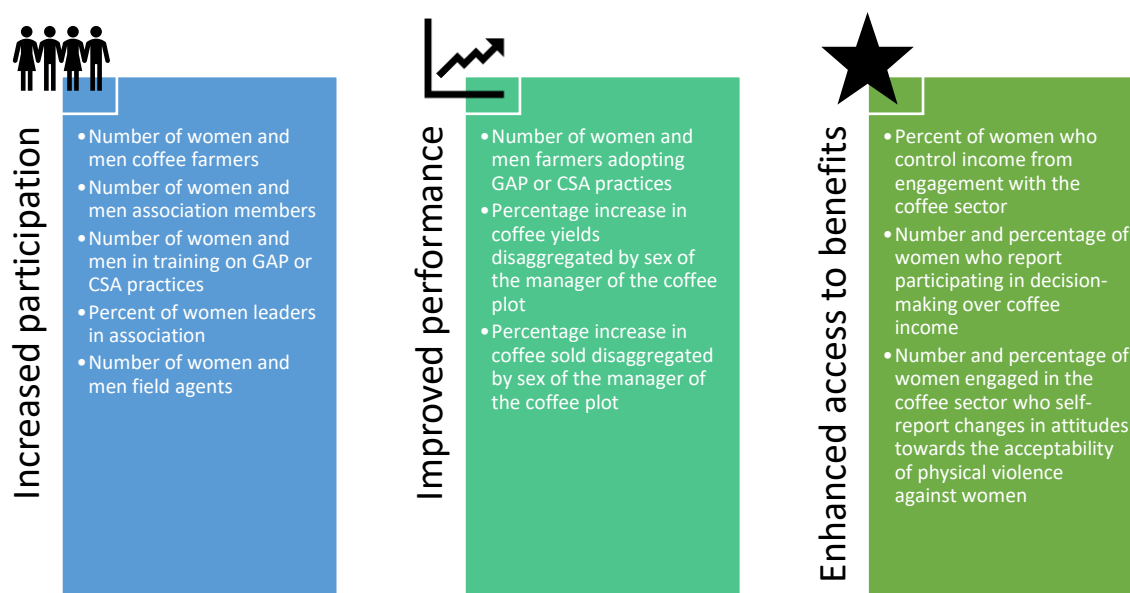


Source: PGE Forthcoming

Clarify the Objectives of Your Gender Equity Investments

Every company and organization must identify how it can ensure equal opportunity for men and women to participate in and benefit from the coffee value chain alongside and as a means towards advancing the sustainability and resiliency of the sector. We recommend thinking about your objectives in a gradual way along the lines of the three categories outlined in Figure 5 and described below. The three categories increase in terms of difficulty of data collection and analysis but build on each other to provide more robust information about the links between gender equity and a sustainable coffee value chain.

Figure 5 A Gradual Measurement of Success



Source: Adapted from Rubin and Manfre 2014 and PGE Forthcoming

1. Increased participation for a more inclusive coffee value chain. This category focuses on increasing the participation of women across the chain as farmers, members and leaders in associations or cooperatives, agronomists or field agents, cuppers, or entrepreneurs. The objective here is not necessarily to reach equal participation between men and women. Instead organizations can aim to increase the number of women in under-represented positions or to consider proportional participation relative to other indicators. For example, if women make up 40% of coffee farmers, the objective may be to increase their participation in associations or as field agents to reach similar proportions.

2. A better performing coffee value chain with fewer gaps between men and women farmers. This category is about improving the performance of the coffee value chain

by reducing the gaps in performance between men and women farmers. It focuses on indicators that measure adoption, productivity, and marketing. The aim here is to track and compare men's and women's performance to ensure that both are making absolute and relative gains, and that investments to support gender equity are not putting women at an even greater disadvantage. This category as presented here aims

to address differences in the performance of men and women who manage their own trees. In coffee producing households where men and women contribute labor to trees on the same plot of land, the indicators associated with benefits will be more important than those here.

3. **An economically viable chain that equitably benefits men and women farmers.** This category of indicators aims to capture how men and women are benefitting from the coffee value chain. Benefits include increased income, as well as control over income and increased decision-making in the household expenditures. Other benefits may relate to access to healthcare and changes in attitudes towards physical violence against women. The type of benefits will depend upon how investments are structured in the value chain. Higher productivity may directly lead to increased income for women farmers. Where premiums are paid for women's coffee, sometimes a share of the higher profits are invested in other projects, like a community health center. In that case, an indicator measuring access to healthcare might be used in addition to measuring increased profits.

Make Evidence-based Decisions

These decisions should be based on an understanding of the gender dynamics in the specific area where you are operating. Building this understanding comes from diagnostic analyses and assessments (Table 3).

Table 3: Resources for Conducting a Diagnostic Analysis or Assessment

Inputs	Purpose	Suggested Resources
Gender and Value Chain Analysis	To describe existing gender relations in a specific environment, ranging from within households or firms to a larger scale of community, ethnic group, or nation, and organize and interpret, in a systematic way, information about gender relations to identify gender-based constraints and make clear the importance of gender differences for achieving objectives.	<p>IDH Gender Toolkit</p> <p>KIT, Agri-ProFocus and IIRR. 2012. Challenging chains to change: Gender equity in agricultural value chain development. Amsterdam: KIT Publishers, Royal Tropical Institute.</p> <p>Mayoux, L. and G. Mackie. 2008. A practical guide to mainstreaming gender analysis in value chain development. Addis Ababa: ILO.</p> <p>Rubin, D., C. Manfre, K. Nichols Barrett. 2009. Promoting Gender Equitable Opportunities in Agricultural Value Chains: A Handbook. USAID GATE Project, Arlington, VA: dTS.</p> <p>Senders, A., M. Motz, A. Lentink, M. Vanderschaeghe, J. Terrillon, and T. Vredeveld. 2014. Sustainable Coffee as a Family Business. The Hague: Hivos.</p>
Institutional Analyses	Use to assess the existence of policies promoting gender equity at multiple levels (e.g., national, regional, and local) and within different organizations (e.g., government, associations, and businesses). Company policies and procedures could include: <ul style="list-style-type: none"> Organizational policies to address GBV and sexual harassment 	<p>Harvey, J. 2010. The Gender Audit Handbook. Washington, D.C.: InterAction.</p> <p>FAO. 2016 The Gender in Agricultural Policies Analysis Tool (GAPo). Rome: FAO.</p>

- Internal gender equality/equity policy
- Accommodation of staff needs (child care, elder care)
- Equal opportunities for employment for men and women

Source: Adapted from PGE Forthcoming

Engage Men and Women Farmers Directly

Efforts should be made to include men and women farmers directly in the process of identifying goals, objectives, and indicators. Participatory methods are recommended for this but need to be designed in ways that accommodate differing levels of literacy and numeracy and power dynamics between and among men and women. The [Sustainable Coffee as a Family Business](#) guide provides tools to do this drawn from the Gender Action Learning System methodology. Most Significant Change and Photo/Voice are examples of participatory methods that, when employed correctly, yield the power to men and women farmers to monitor, assess, and evaluate problems and needs in their communities and the impact of investments on their lives. The men and women members of the Flor de Pancasán cooperative in Nicaragua used these methods to evaluate the results of a three-year activity implemented by the Asociación para la Diversificación y el Desarrollo Agrícola Comunal (Box 8).

Do No Harm

Monitoring the impact of your investments is important not only for being able to track success but to avoid any negative consequences. The “Do No Harm” principle, when used by gender practitioners, refers to the idea that organizations and companies should avoid intentionally reinforcing or taking advantage of gender inequalities in the places and communities where they operate. This principle applies whether you are investing in gender equity or not – that is, even when you are focused primarily on promoting good agricultural practices, your work should be done in a way that does no harm.

Sex-disaggregated data allows you to monitor how well you are adhering to this principle by giving you information about any changes in the participation or performance of men and women in your activities. Regular monitoring, especially using qualitative methods like stakeholder interviews or focus groups, can complement the quantitative data to understand how people perceive the change that is occurring and whether there have been any negative consequences.

Box 8: Power in the Hands of Coffee Farmers

“I liked this process very much, because we were included. We never had an evaluation like this before.” Woman participant

Photo/Voice (PV) and Most Significant Change (MSC) put the power of both data gathering and data analysis in the hands of participants, closing the power gap by allowing men and women to collect and synthesize the data themselves. Lutheran World Relief and Cultural Practice, LLC used both methodologies in Nicaragua to evaluate how relations between men and women farmers changed in the cooperative Flor de Pancasán. PV was used with project participants, while MSC was used with field agents and staff of the NGO ADDAC that was working with the cooperative. Together, field agents, staff, and farmers used stories and photos to assess changes that had occurred in their households, the community, and the cooperative.

Click [here](#) for more information about these methods.

Source: Dingley 2017

Remember, ignoring that men and women have different needs and interests does not mean that your investments will not have an impact on gender relations. They will. Some farmers will benefit from better inputs and higher incomes and this changes the dynamics within a community, a cooperative, and a family. Your responsibility, regardless of the gender equitable investments you pursue, is to do the best you can (or the minimum necessary) to ensure that at the very least, your investments do no harm. This never means ignoring that gender inequalities exist.

Frequently Asked Questions about Measuring Gender Equity

You have choices about what key performance indicators to use to measure progress towards gender equality in the coffee value chain. Your indicators need to be carefully designed to be meaningful and to allow you to understand what kind of change is happening with men and women coffee farmers. The right set of gender-responsive indicators can help you understand if your investments are affecting men and women differently; are reducing gender disparities; or, are exacerbating or creating new disparities. Indicators should also support greater transparency and accountability. The questions below provide insight into how to select and design indicators to measure progress towards gender equity:

- **We already collect lots of data; how do we know if we can use it to track gender equity?**

We strongly encourage you to use data that you or your partners are already collecting. Existing data must be disaggregated by sex (e.g., male and female for you to use it to examine gender-related changes in the chain. While you may not be collecting this data, it is possible that your partners are. For example, cooperatives may keep records of their members and the participation of their members in different activities. If you or your partners are not collecting this data currently, you will need to consider expanding your data collection efforts.

- **Is it necessary to collect sex-disaggregated data?**

Yes, collecting sex-disaggregated data is a necessary requirement for being able to understand the gender-related changes occurring in the chain. Sex-disaggregated data refers to information that is collected and analyzed separately about males and females. It provides greater detail on the subject of your performance indicators, for example who is attending training, whose plot is adopting new practices, or who is selling coffee. By collecting data in this way, you can understand and compare how men and women are participating in or benefiting from your investments and examine if you are reducing differences between them. Box 9 provides additional resources for understanding how to collect and analyze sex-disaggregated data.

- **Can we use data at the household level to track gender equity?**

Box 9: Resources on Sex-disaggregated Data Collection and Analysis

- Doss, C., and C. Kieran. 2013. [Standards for Collecting Sex-Disaggregated Data for Gender Analysis: A Guide for CGIAR Researchers](#). CGIAR Gender and Agriculture Research Network. Washington, DC: International Food Policy Research Institute.
- FAO 2016. [Agri-Gender Statistics Toolkit](#). Ankara: Food and Agriculture Organization of the United Nations.
- Kovarik, C. and K. Sproule 2014. [A Toolkit on Collecting Gender & Assets Data in Qualitative & Quantitative Program Evaluations](#) (Revised). Washington, D.C.: IFPRI.
- U.S. Government Feed the Future. 2014. [M&E Guidance Series. Volume 6: Measuring the Gender Impact of Feed the Future](#). Washington, D.C.: USAID.

Household level data refers to information that is generally collected from the head of the household. When it's disaggregated it is usually only disaggregated by the sex of the household – i.e., the male head of household or female head of household. This data is widely recognized to be insufficient to understand the impact of your gender equity investments. Households are made up of people with different needs, responsibilities, resources, and power. These differences influence who makes decisions about what good agricultural practices to adopt, who to sell coffee to, whether to join a cooperative, and how to spend income from coffee sales. Furthermore, this approach makes it impossible to capture and understand the lives of women in male-headed households, who are likely greater in number than female-headed households. Women in male-headed households contribute a significant amount of labor in coffee production and processing on plots managed by men. In some communities, women coffee farmers may also independently manage their own coffee trees within male-headed households.

We are not suggesting that the household is not important to understand, quite the opposite. Understanding how households are constructed is very important. Women in male-headed households, where the man is present, have different roles and decision-making power than women who live in households where men migrate seasonally or permanently. Their participation in coffee production and processing may be different. We recommend understanding more about the individual farmers with whom you are working, not less. And that means avoiding indicators that will hide or overlook differences within the household. For example, indicators can be defined using the individual who manages a plot rather than a head of household – this allows for better understanding of what practices are actually used and adopted.

[See this blog](#) for further understanding what sex-disaggregated data means and appropriate units of analysis.

- **We aren't working directly with households, but coffee cooperatives, associations, and other businesses. How can we track and understand gender equity?**

If you are working with cooperatives or other business entities, you can examine the participation of men and women within these organizations. This can be used as a proxy for whether a business or organization supports gender equity; an association that has a healthy proportion of men and women among its employees, supplier base, and leadership may be actively addressing barriers to women's participation. By using sex-disaggregated data about an organization's leadership, and supplier or employee base, a company can track whether it is developing relationships with organizations that are actively engaging women. Root Capital (2015) assesses whether its clients are gender inclusive using the following categories:

1. **Gender inclusive business:** A business where the supplier or non-managerial employee base is comprised of more than 30 percent women or the base is at least 20 percent and is led by a woman.
2. **Women-led business:** A business where the main decision maker is a woman.

- **Will collecting sex-disaggregated data and analyzing it take more time and money?**

The purpose of a results framework is to understand the impact your investments have on coffee productivity, quality, or supply. Performance measures strengthen monitoring and decision-making, and increase transparency and accountability. This is important for your business and for the supply chain. It is likely that in the beginning, adjusting indicators and data collection instruments so that they capture sex-disaggregated data will take more time and can increase costs for you or your partners. It may also take more time to analyze the data. The initial costs however must be evaluated against the benefit of better production, processing, and marketing data.

The coffee industry needs better data about the structure of coffee farms and how and to whom services are being delivered to understand the economic viability of the chain for men and women farmers. This will allow you and your partners to make evidence-based decisions. Sex-disaggregated data will allow the industry to move beyond anecdotes and understand how women are involved and the specific challenges they face to succeeding as farmers and leaders in the chain. It can contribute to reducing costs by improving the targeting and tailoring of specific interventions where they are most needed and reducing the gender-based constraints that limit the performance, profitability and long-term viability of chain.

Where to Start

This is an ambitious endeavor that requires action and innovative thinking at multiple levels. Here are 5 suggestions for where to start your work, depending on your knowledge and understanding of the issues, with where you can look for additional information and tools in this guide.

- ✓ **Start a conversation.** Sometimes just starting a conversation with peers, colleagues, and partners is the best place start. Find out what colleagues across your organization think about gender equity as a business strategy. Discover what partners are already doing to address inequalities in coffee producing communities. Identify allies, champions, and potential detractors.
- ✓ **Understand the most critical gender issues in your supply chain.** You will find a summary of the gender issues related to coffee supply chain goals in each chapter in Part 2. The information in these chapters is meant to provide you with a basic understanding of the different constraints facing men and women in origin communities. With this information, you can begin to ask questions about the experiences of men and women producers in the countries where you work and define the scope and scale of gender-related risks to your supply chain.

Box 10: Nespresso Gender Equality Strategy, 2017 – 2020

Nespresso is currently developing a gender equality strategy that will guide its AAA program. The strategy aims to ensure that gender equality in AAA supply chains is advanced and female farmers' participation in and benefit from the AAA program is increased. Four outcomes drive the strategy's activities:

1. The AAA Program reaches and benefits men and women equally.
2. Targeted interventions reduce gender disparities and increase women's empowerment.
3. AAA agronomists, suppliers, country managers and other Nespresso employees are being informed about the status of gender equality and women's empowerment in their countries.
4. Nespresso is recognized as a thought leader on gender in coffee and contributes to an industry-wide change.

Source: Communication with Melanie Landthaler, September 2017

- ✓ **Identify actionable goals and indicators.** A good action plan has a clear goal and indicators that help to identify progress. See for example the goal and outcomes of Nespresso's Gender Equality Strategy (Box 10). Once you've identified the critical issues in your chain, you will need a set of indicators to help you assess how well you are doing in reducing inequalities between men and women. This begins with the regular and consistent collection of sex-disaggregated data. The **How to Measure Success** chapter in Part 1 of this guide will introduce you to some existing frameworks you can adopt or adapt and answer some frequently asked questions about indicators to measure gender equity.
- ✓ **Examine your sphere of influence and the mechanisms available to you to influence change within origin communities.** We recognize that not all companies will be able to address inequalities in the same way. This has a lot to do with how you source your coffee. Companies that directly engage with origin communities and cooperatives to provide technical assistance and buy coffee have a greater ability to ensure investments are directed to both men and women farmers. Companies who partner with roasters and traders that are responsible for delivering services to cooperatives and farmers will instead need to consider how to use contracting mechanisms and agreements to make clear the expectations for addressing specific gender issues.
- ✓ Finally, remember that you are not alone. There are a growing number of partnerships and collaborations between different actors to support this work, like the group of roasters, traders and gender experts who developed the Gender Equity Principles (Box 11). This Guide highlights the work other coffee actors are doing and will point you to additional resources that can help you act on gender equality. **Additionally, seek out and ask for help from the community of practitioners, consultants and organizations,** like the Partnership for Gender Equity, with the expertise to help you define the problems and find the right fit for engagement.

Box 11 Gender Equity Principles

Co-developed by a group of roasters, traders, development practitioners and gender experts, the Gender Equity Principles highlight seven areas of action to guide organizational practices and support gender equity in the coffee supply chain. The Principles are aligned with other initiatives for gender equity such as the FAO's Principles for Responsible Agriculture and Investments, and the findings of "The Way Forward" study of the Partnership for Gender Equity among others.

1. Establish goals for gender equity at all levels of the value chain. Measure and publicly report on progress and impact.
2. Ensure a work environment that is healthy, safe, and free from discrimination.
3. Facilitate equal access to information, including empowering women to access training, support services, and technology.
4. Support gender equity in leadership positions throughout the coffee value chain.
5. Promote equal access to financial resources, property rights, business ownership, and women's entrepreneurship.
6. Encourage gender equity through community initiatives, nongovernmental activities, and governmental programs.
7. Increase awareness, participation, and commitment to gender equity and women's empowerment in supply chains.

The GEP were developed with input from ACDI/VOCA, the International Women's Coffee Alliance, the International Trade Centre, the Partnership for Gender Equity, and the Specialty Coffee Association of America. For more information see <http://www.genderincoffee.org/gep/>.

Part 2: How to Address Gender Issues in the Coffee Supply Chain

This section of the Guide provides guidance to readers on how industry actors can identify appropriate business practices to support both men and women coffee farmers. Organized around the coffee industry goals, each section will describe key gender issues and provide a set of strategies that can be adopted to address the constraints facing men and women farmers in the sector.

Objectives

At the end of Part 2, you will:

- Understand gender issues related to key coffee industry goals
- Become familiar with strategies for addressing gender-based constraints
- Learn about the work of other coffee businesses and stakeholders addressing gender-based constraints in the coffee value chain
- Become familiar with tools to help identify the right strategies for your organization

What you will find

The four chapters in this section that correspond to coffee industry goals are:

1. [Maximizing Productivity](#)
2. [Strengthening Resilience to Climate Change](#)
3. [Ensuring Continuity of Supply](#)
4. [Improving the Well-being and Livelihoods of Farmers](#)

We believe that taking action on gender equity is a combination of understanding why it matters, becoming familiar with what others have done, and having a set of tools that can help you make decisions about what path to follow. Part 1 provided the rationale for why gender equity matters. The following chapters in Part 2 describe what others have done to address gender equity. The strategies highlighted in each chapter are illustrative and are not an exhaustive list of what is possible. In each section, there are boxes describing the experiences of coffee businesses and stakeholders in adopting the highlighted or other similar strategies. At the end of Part 2, you will find tools with accompanying discussion questions designed to help you decide the right set of strategies for you to adopt to equitably support men and women coffee farmers.

Overarching Recommendations

Supporting gender equity in the coffee value chain can yield benefits for women and men farmers and the entire coffee sector. Achieving this win-win scenario requires consideration of different actors' needs and interests and how different strategies and actions will affect them – whether they have the objective of supporting gender equity or not. The following overarching recommendations can help guide the successful identification and implementation of strategies that can support men and women farmers:

- **Decisions should be evidence based and make use of sex-disaggregated data and gender analysis.** Decisions should not be made in a vacuum. Knowing the context in which you are operating and gathering data from and about men and women farmers provides valuable insight about their needs, problems, and contributions to the value chain. This can be done using primary and secondary data and there are many tools in existence to help you with this task, like those described in Table 4: Resources for Conducting a Diagnostic Analysis or Assessment.
- **Capacity development and awareness raising activities may be applicable across numerous strategies.** It is often helpful to lead a discussion about what it means to support gender equity or men and women farmers. Capacity development or awareness raising activities do not need to be multi-day workshops but can instead be targeted discussions that help to clarify people’s understanding of the issues, build consensus, and strengthen collaboration. The value in creating space for discussion among and between buyers, cooperatives, and farmers should not be underestimated.
- **Partnerships with other actors spread risk and costs, tap into specialized knowledge, and advance learning.** We recommend building partnerships across the chain. These can be horizontal coalitions with other like-actors, for example a group of cooperatives, or vertically across the chain, between suppliers and buyers. In building partnerships, it is important to assess not only who you work with but also how. Some of these issues are discussed at the end of Part 2.

The table below provides a summary of the illustrative strategies discussed throughout the Guide. Many strategies support multiple coffee goals and this table indicates where some gender equity strategies yield multiple benefits. The bolded X indicates that this strategy appears in the Guide with an explanatory note. As the table indicates, some strategies are repeated in different chapters. This repetition is necessary because we expect readers will be interested in different parts of the Guide. Also, for the strategies that are repeated across chapters, the explanatory notes are often different with detail about how to think about their implementation tailored to different coffee goals. For example, “design appropriate technology” appears in both Maximizing Productivity and Strengthening Resilience to Climate Change. While the overall strategy remains the same, the explanatory note under Strengthening Resilience to Climate Change provides insights into how to identify technologies to address climate change issues.

Many of the illustrative strategies focus on how to increase the participation of and benefits to women. This is because women farmers and women in coffee farming households are more often at a disadvantage than men. This does not mean that achieving gender equity can be achieved by only targeting women. For almost all the strategies listed below, men can and should be consulted and engaged to ensure that they contribute to creating an enabling environment in which all can thrive.

Illustrative Strategies	Maximizing Productivity	Strengthening Resilience to Climate Change	Ensuring Continuity of Supply	Improving the Well-being and Livelihoods of Farmers
Encourage voluntary joint land agreements between husbands and wives.	X	X	X	X
Facilitate women's access to credit to purchase land.	X	X	X	
Advocate for joint titling between men and women.	X			
Design appropriate technology packages.	X	X		
Design an input distribution system to accommodate women's lack of time and limited mobility.	X	X		X
Develop targeted advertising campaigns to attract women coffee farmers.	X	X		
Promote labor and time-saving technologies.	X	X		X
Encourage the use of labor-sharing groups for labor intensive activities.	X			X
Promote the use of coffee premiums (or other financing) to pay hired labor.	X	X		X
Promote equitable distribution of household and productive activities within coffee farming families.	X	X	X	X
Tailor the timing and terms of financing services to meet women's financial portfolio.	X	X		
Work with financial service providers to develop products with alternative collateral requirements.	X	X		
Build the capacity of men and women extension agents to equitable deliver services to men and women farmers.	X	X		
Deliver extension and advisory services in ways that accommodate men and women farmers' different roles and responsibilities.	X	X		
Adapt communication strategies and training materials.	X	X		
Recruit women as extension agents and lead farmers.	X	X		
Encourage intercropping systems to strengthen food security.		X		X
Develop women-led seedling nurseries.		X		X
Disseminate weather information via communication channels accessible and frequently used by women.		X		
Include both men and women in industry stakeholder meetings.			X	
Develop special economic incentive programs for coffee produced by women and on women's land.	X		X	X
Provide non-monetary incentives to women farmers.	X		X	X
Engage men.	X	X	X	X
Combine technical training with life skills and workplace experiences.			X	X
Equip young coffee farmers with business skills.			X	X

Illustrative Strategies	Maximizing Productivity	Strengthening Resilience to Climate Change	Ensuring Continuity of Supply	Improving the Well-being and Livelihoods of Farmers
Partner with organizations who can deliver health, counseling, and mentoring services to young people.			X	
Strengthen young women's access to land, credit, and other assets.			X	
Target women for quality improvements capacity building events.	X		X	
Increase women's knowledge and use of processing technology.	X		X	
Design quality competitions to increase incentives for women and young farmers to adopt new practices.			X	
Seek opportunities to engage young men and women as cuppers or in other post-harvesting activities.			X	
Invest in infrastructure that benefits the coffee value chain and coffee farming households.	X		X	X
Set quotas for women's participation in different leadership structures in coffee businesses.			X	X
Build women's leadership skills.				X
Integrate gender and diversity workshop into coffee businesses.				X
Identify gender-differentiated diversification strategies.		X		X
Package coffee inputs with other inputs (e.g., vegetable seeds) to enhance food security.	X		X	X
Strengthen women's ability to generate, save, and control income.			X	X
Integrate food security and nutrition themes into household methodologies.			X	X
Invest in community-based health services.				X
Partner with organizations that deliver healthcare services to women.				X
Identify practical and ethical means of mitigating gender-based violence.				X

Maximizing Productivity

For the coffee sector to thrive, current levels of productivity must be sustained or increased to meet rising consumption demands and mitigate pest and disease pressure. In the last 35 years, coffee consumption has doubled and demand is expected to outstrip supply by 2030 (GCP 2016). Data from the International Coffee Organization suggests that the 2014/2015 and 2015/2016 coffee seasons saw a deficit between production and consumption (ICO 2016; ICO 2017). Worldwide, yields per hectare vary greatly for coffee as agricultural practices, environmental pressures, input availability, and the amount and quality of land under production differ (GCP 2017; Panhuysen and Pierrot 2014).

There is widespread recognition that gains in production of green bean coffee are unlikely to come from the expansion of land. Instead increased production will come from productivity gains linked to improvements in on-farm practices, which has the added benefit of the improving of coffee (Box 12). Estimates suggests that improved practices, farm rehabilitation, and input optimization can improve yields by 10 – 100 percent (GCP 2017). To take advantage of this, the coffee community will need to address inefficiencies in current production practices. These include inefficiencies associated with gender-based constraints that reduce output levels and limit the ability of the industry to maximize productivity.

Objectives

At the end of this chapter, you will:

- Understand the gender dimensions of agricultural productivity
- Become familiar with different strategies to address gender gaps in agricultural productivity
- Become familiar with the work of other coffee businesses and stakeholders addressing gender gaps in agricultural productivity.

Gender Dimension of Agricultural Productivity

More than 25 million people grow coffee in over 70 countries (GCP 2016; The Climate Institute 2016). Many are smallholder farmers who cultivate coffee trees and other crops on less than 2 hectares of land. Within coffee-producing communities, the coffee supply chain supports the livelihoods of smallholder farmers, laborers, first-level aggregators, and processors. The work of these actors affects the volume and quality of green bean coffee.

All smallholders experience productivity constraints, but men and women experience these constraints differently. For women, productivity constraints depend on her status in the household and if she manages her own coffee trees. Women often experience constraints more intensely and more frequently than men and may face additional constraints that men do not. According to the World Bank, women consistently produce less per hectare than men in most agricultural activities when managing their own plots (World Bank and ONE 2014). This productivity gap ranges from 4 to 25 percent, depending on the country, and is caused by unequal access to inputs and “unequal returns to the inputs [that women] have” (World Bank and ONE 2014). The latter is the result of differential access to and control over resources including:

Box 12 Sustainable Coffee Challenge Sustainability Framework

The Sustainable Coffee Challenge Sustainability Framework outlines three goals for tripling productivity. The Sustainability Framework defines success as:

- Ensuring that coffee contributes to **improved livelihoods / zero poverty** for all coffee growers, workers, and their families;
- **Tripling productivity on the existing 10 million hectares of coffee** to sustain supply and enable the sector to meet rising consumption and growing demand in a socially and environmentally responsible way;
- **Not clearing one additional hectare** of high conservation value forest or depleting other natural resources for enhanced coffee production.

Source: Sustainable Coffee Challenge 2017



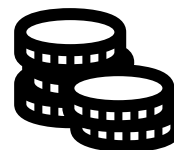
[Land](#)



[Inputs](#)



[Labor](#)



[Finance](#)



[Extension Services](#)

Land

To participate in the coffee value chain, a farmer must have access to land where she or he can plant coffee trees. While ownership is not a necessary condition to participate, tenure security is highly desirable given the length of time it takes for coffee trees to reach their full productivity. Lack of tenure has long been associated with underinvestment in necessary agricultural practices for sustainability. Evidence from coffee and cocoa production in Ethiopia, Rwanda, and Ghana has shown links “between security of land tenure and the level of investment in that land, such as tree planting, soil conservation, leaving land fallow and the use of hired labor” (World Bank and ONE 2014).

Women have less land tenure security than men. Data on men's and women's land ownership is difficult to capture because of definitional differences of land ownership and the lack of overall data on formal ownership by men or women. Land ownership might refer to titled ownership, management, use, or access. Despite these challenges, women on average own less land than men (Doss et al. 2013). Estimates reveal women comprise between three and 20 percent of formal landholders in the developing world despite making up a higher share (20-50 percent) of the agricultural labor force (FAO 2011). Even when accounting for joint-ownership of land, women tend to own less land than men do.

While women have less titled land in their name, many have access or use rights to family-owned or community land, and to productive resources including trees and water sources. Women often have access to different plots of land in the household where they grow crops to be consumed in the household. These plots may be formally owned by another household member (e.g., a husband or father), with women having some decision-making control over this land. However, they often lack the resources to or are restricted from planting trees or cash crops. Women's control over land can increase when men migrate and women are left managing coffee farms. This increased responsibility however is not a substitute for formal land ownership.

What can be done to improve women's access to land?

Strategies to improve women's access to land are complicated by the ways in which national policies, funding deficits, and social norms overlap to create different tenure regimes and uneven implementation of equitable land policies. Where land markets exist, women often lack the necessary financing to be able to purchase land for themselves. Nonetheless, facilitating women's access to land can happen through targeted interventions with households, producer associations or cooperatives, and trade organizations:

- **Encourage voluntary joint land agreements between husbands and wives.** At the cooperative or producer level, land agreements are alternative community-based tools that can redefine the relationship of household members with land (Box 13). These can be more or less formal arrangements within a cooperative or with local government who defines men and women's joint responsibility and control over land.
- **Facilitate women's access to credit to purchase land.** An important avenue for ownership of land is via land markets, however, women often lack sufficient capital or cash to purchase land. Cooperatives, buyers, or financial institutions can create land funds to advance women's land ownership (Box 14).

Box 13: Redefining access to land for coffee farming

The cooperative union Bukonzo Joint and the Green Home Women's Group in Uganda promoted use of the GALS methodology under the Women's Empowerment Mainstreaming and Networking (WEMAN) project. As part of the gender analysis conducted by farmers, men and women farmers became interested in joint land ownership as a method to improve productivity, coffee quality, and livelihoods.

In Guatemala, the men members of the Cooperative del Huila gave a portion of the land within the family farm to their spouses for coffee production. At the same time, the 350 women have formed the Asociación de Mujeres Cafeteras del Occidente del Huila under which they market women's coffee at a premium to RGC Coffee.

Source: Oxfam Novib 2010 and communication from RGC Coffee

- **Advocate for joint titling between men and women.** Many countries now allow for men and women to jointly own land. If this is not currently the scenario where you are working, it can be an issue that the national coffee board, commodity exchange, or other trade organization might include on its work agenda.

Inputs

Like other crops, coffee requires the use of quality seedlings, fertilizers, inoculants, and pest controls. Smallholder coffee farmers need access to affordable and locally available inputs, tools, and equipment for their coffee farms without which productivity will remain limited. In many coffee-producing regions, the limited use of inputs constrains productivity gains. For example, in East Africa low productivity is associated with low input use and poor practices by smallholders (African Fine Coffee Association and World Coffee Research 2015; Triple Line 2017). Where soil quality is low, the need for inputs is even more important to account for acidity or nutrient deficiencies in the ground. In parts of Kenya, coffee is grown in acidic soil that requires the addition of lime to ensure that plants can absorb nutrients.

Box 14: Credit for women to buy land in Nicaragua

The NGO ADDAC, in collaboration with Lutheran World Relief, worked with the cooperative Flor de Pancasán to develop a fund that would allow women to access credit on favorable terms for purchasing land. “A gender policy to strengthen the cooperative’s support to women members has recently been approved. The policy identifies several challenges that women face in becoming more active and productive members of the cooperative including their access to land and credit. The policy introduces special mechanisms for women to access credit, such as accepting other forms of collateral besides land and favoring their access to credit to purchase or rent land. Women who access credit also benefit from lower interest rates.”

Source: Lutheran World Relief 2014

Despite the benefits of inputs, many smallholder farmers are not using or are misusing them. This may be because the inputs are not locally available, too expensive, or inappropriate for the size and scale of a coffee farm. Farmers also face challenges in securing inputs at the right time of year or saving the cash to purchase them when needed. Farmers may also be unaware of the benefits of the use of specific inputs because they do not have contact with field extension officers. This means that farmers miss important productivity gains, and ultimately higher incomes, by continuing to use low-yield methods. Women farmers experience these constraints more intensely than men.

Women use even less agricultural inputs than men. On average, women use lower levels of pesticide, inorganic fertilizer, and other agricultural technologies (UN Women et al. 2015; Root Capital and FOMIN 2014). Numerous factors contribute to this. Women have less income and access to finance for purchasing inputs. They are less likely to receive extension services and are therefore more likely to be uninformed about what inputs to use, how to apply them, and when. Time and mobility constraints mean that many women are unable to travel long distances to make purchases or may be unable to make the purchase independently. In some contexts, inputs, particularly technology and machinery, may be viewed as culturally inappropriate for women to use.

What can be done to improve women's use of inputs?

Strategies to improve women's use of inputs focus on designing goods that are affordable, appropriate, and accessible to women. Encouraging the use and adoption of inputs requires a multi-pronged approach that combines the delivery of goods with other services including financing and extension. The strategies below aim to support greater input use but address the need for other complementary inputs and services and need to be designed and implemented in collaboration with other service providers. Other examples of how to combine inputs, financing, and extension are provided under the Finance and Extension Services section of this chapter.

- **Design appropriate technology packages.** Technology packages need to be affordable, adaptable, and attractive. Here are some general guidelines to ensure they respond to both men's and women's needs:
 - **Affordable:** Bundle goods and services to address multiple constraints and increase the value of a package. This includes combining inputs, training, and financing.
 - **Adaptable:** Technology packages should be scaled to the size and quality of women's and men's coffee farms. Women have less land and therefore fewer coffee trees which means that the scale of their operations is smaller. Providing divisible technologies, such as fertilizer or other inputs, in a range of packaging sizes has long been a recommendation to support women's use of inputs (Quisumbing and Pandolfelli 2009).
 - **Attractive:** Combining coffee inputs with technology that responds to farmers' other needs can increase the value of technology packages. For example, a package of coffee inputs could include vegetable seeds or with household goods. The right mix of goods might differ from country to country and would need to be identified based on market research on the needs of women.
- **Design an input distribution system to accommodate women's lack of time and limited mobility.** While the exact design of this may vary from place to place, the idea is to create a network of rural sales agents embedded within communities to provide locally available and affordable technology packages to farmers. Rural sales agents have been shown to be effective in providing goods and services to men and women (Box 15). For women, this model is attractive because it accommodates the limited time they have available to travel to purchase inputs. Door-to-door service provides women easy access to important goods and

Box 15: PROFIT+ Community Agro-dealers

Production, Finance, and Improved Technology Plus (PROFIT+) was a USAID-funded Feed the Future program implemented in Zambia from 2012 to 2017 by ACDI/VOCA. The program goal was increasing food security and decreasing poverty through agriculture-led growth and inclusive market access for smallholder farmers. The program aimed to promote diversification for 200,000 smallholder farmers, processors, and traders through interventions focused on seven value chains (maize, soybean, sunflower, groundnut, tomato, onion, and honey).

PROFIT+ created over 200 community agro-dealers (CADs) – men and women smallholders who started local input supply shops and provided trainings on how to use them. Through this community-based extension model PROFIT+ saw more men and women farmers accessing extension information and choosing to purchase improved inputs, which helped them and experience greater productivity and successfully diversify crops. Furthermore, by promoting women as extension providers and input suppliers, the PROFIT+ program reached more women smallholders and created new livelihood opportunities within communities.

Source: Akamandisa and Laytham 2017

services that otherwise would be out of reach for them. Different models exist around the world, several of which create opportunities for women, including young women, to become entrepreneurs or sales agents. See for example [Living Goods](#) in Uganda or [InfoLady](#) in Bangladesh.

- **Develop targeted advertising campaigns to attract women coffee farmers.** In most countries, coffee is a crop that is strongly associated with men even though women contribute to and produce coffee. Input dealers can attract new customers, and encourage women's use of inputs by changing the image of a coffee farmer and by designing advertising campaigns that target women.

Labor

Smallholder coffee farmers rely heavily on the use of paid and unpaid labor at different times during the production and processing cycle. The supply of rural labor is already constrained as men and women migrate in search of employment opportunities in urban areas or abroad. This is currently a challenge for many farmers and will likely impose even greater challenges as productivity increases demand a higher labor supply especially during harvesting and processing. While men and women experience some of the same constraints, like the need for income to pay for hired labor, social norms create greater difficulty for women to find the necessary labor to support their agricultural activities.

Labor availability is one of the most inhibiting factors to increasing women's productivity. Both women in women-headed households and women in households headed by men experience labor constraints. Households headed by women tend to have fewer members, face more challenges in hiring labor, especially male labor, and have more limitations on their own labor because of competing time priorities (World Bank and ONE 2014; Hill and Vigneri 2014). A recent study shows that 97% of the gender gap for female-headed households in agriculture in Tanzania and 45% in Malawi relates to lower access to male family labor (UN Women et al. 2015). These households headed by women largely consist of households where women are widowed, separated, or divorced and have on average, fewer members in their households who can contribute to the farm (Ibid.). Limitations on male labor stem from increasing amounts of male migration to urban centers for paid labor, and from men's involvement in other agricultural and non-agricultural enterprises.

Women in households headed by men face similar constraints but the factor contributing to the constraint differs. Norms often limit women's ability to control male labor in their household. That is, while men are often able to demand that women contribute to the production of crops on their land, the relationship is not reciprocal. Lower access to men's labor means that women have less access to unpaid family labor and increases reliance on paid labor for specific types of work such as transporting cherries or pruning the tops of coffee trees. Even when male labor is available within a household or through hire, women may face challenges in commanding or controlling it because of cultural norms and lack of income.

Women experience greater labor limitations than men do. The FAO estimates that globally, women provide more than 43% of agricultural labor, and much more in specific regions and crops (FAO 2011). For coffee, women may contribute as much as 70% of the agricultural labor in non-mechanized farms in some countries (Initiative for Climate and Coffee 2015). In addition to this large contribution of labor to productive activities, in many societies women are also disproportionately responsible for labor around child and elder care, preparing food for household consumption, and fetching water and firewood. As a result, women are often 'time poor.'

Some coffee practices exacerbate this situation. A study in Uganda revealed that when coffee producing households joined an organic coffee project, men's workloads were largely unaffected while women had to increase the total amount of time spent on coffee at the expense of other responsibilities and leisure (Initiative for Climate and Coffee 2015 citing Bolwig 2012). To increase productivity, women must be able to efficiently mobilize and command labor, whether household or paid, to meet the demands for coffee production. Furthermore, they need access to technologies that address their time and labor-intensive coffee and non-coffee activities including household responsibilities.

What can be done to improve women's access to labor?

Ensuring women's access to labor, especially as the supply declines, requires strategies that deliver financial, human, and technological solutions.

- **Promote labor and time-saving technologies.** A significant amount of time is spent on identifying technologies that can improve the quantity and quality of coffee. Some of these reduce the amount of time spent on agricultural activities, while others increase time. More careful attention to whose time is impacted with practices and technologies can help to identify much needed upgrades in coffee farming activities. The [INGENAES technology assessment toolkit](#) provides more information about how to investigate the relationship between time and agricultural technologies. Alternatively, identifying technologies that can address other time-intensive activities related to women's household chores can free up time for them to dedicate to the production or processing of coffee.
- **Encourage the use of labor-sharing groups for labor-intensive activities.** This consists of organizing groups of men and/or women from coffee farming households to prune or harvest each other's fields. These groups are not considered hired labor. Root Capital successfully employed this strategy in coffee growing communities in Guatemala to address labor constraints (Root Capital and FOMIN 2014).
- **Promote the use of coffee premiums (or other financing) to pay for hired labor, particularly for labor-constrained households.** Premiums on women's coffee can be used to address a range of constraints faced by farmers. One possibility is to use premiums to subsidize the high cost of labor for all farmers and to define eligibility for this benefit to ensure that income or labor-constrained households are prioritized.
- **Promote more equitable distribution of household and productive activities with coffee farming families.** Household methodologies,

Box 16: Gender Action Learning System

The Gender Action Learning System was first developed in Western Uganda with NGOs and the Bukonzo Joint Savings Union, a coffee cooperative union with more than 5000 members. It is a set of participatory tools that allows men and women to co-develop new visions and life plans as equal partners and address gender inequalities. It is being used widely in the coffee and cocoa sectors by a range of actors. TWIN integrated the GALS in its work with producer organizations working on coffee and other commodities in Uganda, Tanzania, Rwanda, and Peru. Nestle is adopting the GALS in West Africa with cocoa farmers. It is being adapted for use with private sector players in East Africa (Kenya, Uganda, Tanzania) and Indonesia. Nestle uses GALS with cocoa farmers in West Africa. Other organizations like Solidaridad and TechnoServe are also using the methodology.

For more information about GALS, consult www.gamechangenetwork.org and www.galsatscale.net.

Source: <http://www.galsatscale.net/> and communication with Catherine van der Wees

like [Gender Action Learning System](#) (GALS), are important because of the way they encourage greater dialogue and discussion around the distribution of household responsibilities (Box 16). For men and women to be successful farmers, coffee farming families need to recognize the way in which household responsibilities support coffee farming activities and consider a more efficient and equitable distribution of roles and responsibilities across household and productive activities.

Finance

Many coffee smallholders face difficulties in mobilizing cash to pay for inputs, transport, or hired labor. This may be the result of mismatches between when they have cash and when they need it, competing financial obligations like school fees, or other financial demands. On the supply side, formal banks and lenders may not operate in rural areas growing coffee, or may consider coffee too risky for lending. While a diverse set of institutions provide financing - ranging from cooperatives, moneylenders, coffee buyers, or savings groups – it is often the design of financial products (e.g., timing, terms, and scale) that limits their usefulness. A lack of finance forces many smallholders to forgo practices and input use that have the potential to greatly improve their yields and associated income, or make important long-term investments, like rehabilitation.

Women have less access to formal financial services than men due to a combination of constraints. Many lenders require land title as a collateral for loans. Women's lack of access to land means they are disproportionately constrained from accessing finance (Initiative for Coffee and Climate 2015). When women do have land that can be used as collateral, the size of their landholdings limits the size of loans for which they are eligible. Access to cooperative lending and financing can also be constrained if women are unable to join because of membership fees, land title requirements, or norms about time use and group membership (Gumucio 2016). Less access to finance translates to lower ability to hire labor, purchase inputs, transportation or mechanization, irrigation equipment, and lower ability to renovate or rehabilitate their coffee trees.

Women and men's financial portfolios differ. Men and women earn income and spend it in different ways. Over the course of a year their financial health can differ considerably (Sebstad and Manfre 2011). At the end of a crop harvest, like coffee, farmers are rewarded with large lump sums of cash. This is often invested in the house or in the farm through the purchase of equipment, infrastructure upgrades (e.g., roof), school fees, or used to pay off loans. The demand for these significant sums of money often limit the ability to farmers to save at that time. Men tend to be involved in these types of activities. Women tend to earn money in smaller sums, which they use to make daily or weekly purchases of food. They have greater difficulty knitting together their smaller more recurrent income into large amounts that would allow them to make agricultural investments. Furthermore, financial institutions often fail to design lending products to match men's and women's income streams and needs.

What can be done to improve women's access to finance?

Strategies to improve women's access to finance need to help women farmers and women in households headed by men smooth their income and manage financial demands over the course of a season. The marketplace for tailored financial services is expanding and a range of solutions exist to support women's access to finance.

- **Tailor the timing and terms of financing services to meet women’s financial portfolio.** Financial products can be designed to take advantage of women’s small but recurrent sources of income and help them save. Because women do not always have control over their income, being able to immediately invest their income is beneficial to them. This means finding ways for women to invest when they have the cash on hand. MyAgro and One Acre Fund provide two examples of how lending services are tailoring products to make it easier for women to access credit that supports individual financial health. Mobile money services can help women save regularly in small amounts that would allow them to accumulate money for the purchase of inputs or strengthen their resilience to shocks. Alternatively providing pre-financing in contracts, using a combination of in-kind (e.g., fertilizer) and cash can help to smooth income constraints.
- **Work with financial service providers to develop products with alternative collateral requirements.** Women’s lack of access to land and property reduces their ability to access credit via formal financial service providers. Contracts or smaller assets like livestock can be used as alternatives to land for collateral. Financial service providers can also design loan terms to match women’s cash flows and income streams.

Extension Services

Coffee farmers continue to use outdated practices and need innovative solutions to manage emerging climate risks. The sector can gain significantly from the application of good agricultural practices, as TechnoServe’s work in Latin America over the last decade has shown: When trained on good agricultural practices, smallholder farmers’ yields increased between 40 and 60 percent (Bathrick 2017). Yet, challenges continue to exist on multiple fronts. A 2013 study of the Colombian Coffee Growers Federation and other global coffee extension systems found that, although farmers find services invaluable, they need more officers to deliver more frequent trainings (Mueller, Gomez, and Ricketts 2013). In many extension systems, the geographic coverage of each agent requires that smallholders travel long distances to attend trainings (Mueller, Gomez, and Ricketts 2013). In East Africa, many smallholder coffee farmers receive agronomic advice and training from their neighbors and make decisions based on results they see within their community (Triple Line 2017). Many models build on this practice by utilizing lead farmers or other community-based agents to manage demonstration plots and share lessons from extension providers. While this increases the reach of extension and advisory services, where these are delivered through cooperatives or donor-funded projects, farmers must be members of these groups or meet the project’s eligibility criteria to receive training.

Women have less access to agricultural extension services than men. Often, extension services are provided through channels that privilege land owners or male household heads as recipients of information. Perceptions about who is a coffee farmer often leads extension officers to target men farmers and overlook women coffee farmers or members of coffee farming households. A widespread assumption that men and women share information also means that extension service providers speak with only one member of the household. However, men and women do not

always share information as TechnoServe discovered through focus groups with Ethiopian coffee farmers. Conversations with women revealed that husbands rarely shared information about what they learned at coffee trainings, even though women were responsible for between 40 and 50 percent of coffee production (TechnoServe 2017). When women are invited to training, women must have the time available to attend and be allowed to travel.

When services are delivered through cooperatives, membership requirements like land title can exclude land-constrained women from joining. And where these organizations limit participation to one member per household, women are often overlooked in favor of men in their household. In cases where membership is open to both men and women, only one spouse may join because of the membership fees (Ragasa 2014). Case studies from Kenya and Ghana show that women are also more likely to join church, school, or women's groups than farmer organizations and that extension information targeting women farmers might need to be delivered through those organizations (Ragasa 2014).

On its own, agricultural extension does not improve the productivity of women farmers relative to men farmers. This is because of additional constraints faced by women that complicate adoption of good agricultural practices. These include lower access to inputs and labor, time constraints due to norms about household responsibilities, lower educational attainment, and land-related constraints (Ragasa 2014; World Bank 2014). In addition, cultural norms may be a challenge to delivering extension services to women because of views about the appropriateness of women membership in groups, mobility, and how women should use their time.

The low number of women extension agents can also be a limiting factor. In some contexts, it may be culturally inappropriate for women to participate in trainings led by men and in others, women may be more comfortable and confident being trained by a woman agent. TechnoServe used women trainers and agronomists as part of their approach under the Coffee Initiative in East Africa (Box 17). However, increasing the number of women extension agents is not a silver bullet for improving the access to extension services for women. It is a strategy that may significantly help in certain environments, but care must still be taken to ensure that men who are extension agents serve the needs of both the men and the women farmers for whom they are responsible.

Box 17: TechnoServe Gender in Coffee

In 2008, TechnoServe launched the Coffee Initiative in Ethiopia, Kenya, Rwanda, and Tanzania with funding from the Bill & Melinda Gates Foundation. The project focused on three main areas; 1) Improving farmers yields; 2) Building a wet mill business; and 3) Growing the coffee sector. A total of 220,500 smallholder farmers saw increased incomes, and 139,600 farmers were trained, of whom 36 percent were women. On average, trained farmers adopted best practices more frequently and saw 42 percent increases in their yields. The Coffee Initiative followed TechnoServe's Gender Policy and aimed to increase female training participation and benefit through methods such as:

- Recruiting women as Farm Trainers
- Getting support of community leaders
- Sensitizing men
- Directly inviting women and encouraging them to bring their children to trainings
- Training all men and women on best practices regardless of whether the community views the tasks as "men's" or "women's" work

What can be done to improve women's access to extension services?

- **Build the capacity of men and women extension agents to equitably deliver services to men and women farmers.** It is now widely recognized that extension or field officers often lack the soft skills to adequately respond to farmers' needs. While they understand agronomic practices and principles, they are often unable to deliver targeted information to a diverse group of farmers. This requires a different set of competencies as described by the [Integrating Gender and Nutrition in Agricultural Extension Services \(INGENAES\) competency framework](#). While many actors will emphasize the need to recruit women into these positions, this will take time and does not substitute for strengthening both men and women's ability to adequately service men and women farmers.
- **Deliver extension and advisory services in ways that accommodate men and women farmers' different roles and responsibilities.** This includes holding trainings in places and at times when men and women can attend, for example offering training on women's plots or in a central location that is easily accessible to women in the community. This might include quotas for women's participation at training or targets for reaching women farmers. **Error! Reference source not found.** See this helpful [checklist](#) from Root Capital for before and after actions that can be taken to ensure that training activities are inclusive of women.
- **Adapt communication strategies and training materials.** This means tailoring materials to differing levels of knowledge and literacy, and using a range of different audio-visual methods and technologies – e.g., community radio, mobile phone, visual training materials, etc. See this [Tip Sheet](#) from the INGENAES.
- **Recruit women as extension agents and lead farmers.** This strategy is necessary in places where social norms restrict men's and women's interaction in public. It can also be helpful for changing perceptions about women's experience and knowledge of coffee farming. Nespresso, in collaboration with TechnoServe, have made this a key element of their Gender Equality Strategy (Box 18). In Indonesia and Viet Nam, ECOM and the IFC are employing women trainers to reach the large percentage of women coffee farmers: 80 percent and 50 percent respectively. This strategy increased in the percent of women receiving agricultural training 23 percentage points in Indonesia and 13 points in Viet Nam (IFC n.d.). For more information about ECOM's activities see this [video](#).

Box 18: Increasing the number of women agronomists in Nespresso's AAA Program

A key focus of Nespresso's Gender Equality Strategy is increasing the number of women agronomists in its AAA Program. Beginning in 2014, the company began tracking the number of female agronomists and reporting on those numbers internally. By 2016, women made up 30 percent of the AAA agronomists. This figure is double the global average, at 15 percent as estimated by the World Bank. One effect of this measuring has been the finding that in Ethiopia and Kenya, where the World Bank estimates that women make up 7 percent agronomists, AAA women agronomists made up an astonishing 40 percent. Nespresso attributes the high proportion of female agronomists to the implementation of recruitment strategies to attract women.

Source: Communication with Melanie Landthaler 2017

Strengthening Resilience to Climate Change

Climate change threatens coffee cultivation at present and is altering the geography and conditions under which high-yielding, quality coffee can be grown. Prolonged droughts, altered wet seasons, floods, and rising temperatures are expected to create sub-optimal growing conditions resulting in lower yields and quality of coffee. These conditions also increase the incidence and prevalence of pests and diseases that further reduce coffee yields. In the face of these challenges, smallholder farmers must make a choice to invest in adaptation strategies, diversify into other crops, or abandon coffee altogether. This chapter describes the key climate-related challenges already affecting the industry, the differentiated adaptation and mitigation responses of men and women, and strategies to support the resilience of men and women coffee farmers.

Objectives

At the end of this chapter, you will:

- Understand the gender dimensions of climate change;
- Become familiar with different strategies to address gender gaps in adapting to and mitigating climate change; and
- Become familiar with what other coffee businesses and stakeholders are doing to address gender gaps in adapting to and mitigating climate change.

Gender Dimensions of Climate Change

It is widely accepted that our climate is changing in ways that increases the frequency and intensity of shocks and stressors. For coffee, this has specific consequences on where and how it will be grown. Arabica and Robusta, have distinct temperature and precipitation requirements and are both affected by climate change. Several studies at the global and country-specific level consistently reveal that increased temperatures and altered precipitation cycles impact both the productivity and quality of coffee by reducing growth, flowering, and fruiting, and increasing pressure of coffee pests (Baker, Van Tan, D'Haeze 2016; Initiative for Coffee and Climate 2015; Ovalle-Rivera et al. 2015; Jassogne, Läderach, Van Asten

2013). Ovalle-Rivera et al. (2015) conclude, using models for ten countries,² that while all producing countries will maintain some suitability for growing Arabica, increased global temperatures and seasonality of precipitation will likely reduce climatic suitability at low elevations and increase suitability of higher areas requiring overall coffee farming to move uphill. Other research by Craparo et al. (2015) in Tanzania reveals that in addition to mean temperature, coffee yields are greatly affected by rises in night-time temperature. The authors point out that in such circumstances, adaptive shading practices may have harmful effects because shade trees conserve heat and add to increased evening temperatures. Furthermore, changing rainfall patterns in many countries will also affect yields.

The findings of these studies mean that smallholder producers will face difficult choices about whether and how to remain in the coffee value chain. Smallholder farmers will need support to absorb the impacts of shocks, adapt to become less exposed to shocks, or transform so that shocks no longer occur. To stay in coffee production, men and women farmers will need to invest in adaptation efforts and adopt livelihood diversification strategies to smooth income and support food security. These efforts will need to include climate-smart agriculture (CSA) approaches, that are locally-relevant and gender-responsive (Box 19). Ongoing investment in breeding stress-tolerant and disease-resistant varieties will also be critical, but so will the efforts to make these new varieties affordable and accessible to farmers with already thin profit margins. The global coffee community is already investing in ways to help men and women adapt to and mitigate climate change (Box 20). However, to strengthen the resilience of coffee farming communities to climate change it is imperative that the industry have a better understanding of the differential impacts of climate change on men and women, as well as their capacity to adapt and absorb shocks and stressors. The discussion below highlights the gender dimensions of climate change. Box 21 provides additional resources for further research.

Box 19 Gender-responsive Climate-Smart Agriculture (CSA)

Climate-smart agriculture (CSA) is “an approach that helps to guide actions needed to transform and reorient agricultural systems to effectively support development and ensure food security in a changing climate. CSA aims to tackle three main objectives: sustainably increasing agricultural productivity and incomes; adapting and building resilience to climate change; and reducing and/or removing GHG emissions, where possible” (FAO).

A gender-responsive approach to CSA requires that “practices be identified, designed, and implemented in a way that takes into account the local, existing differences and inequalities between men and women, and contributes to the promotion of gender equality.” Nelson and Huyer recommend the following criteria for assessing climate-smart and gender-responsive approaches:

- Gender analysis was used in the development of practices
- Men and women were actively involved in the testing of practices
- Gender-based constraints to adoption were identified and addressed
- Technologies will have an immediate benefit for men and women
- Technologies will have long-term benefits for men and women

Source: FAO <http://www.fao.org/climate-smart-agriculture/en/> and Nelson and Huyer 2016

² The studies were for Nicaragua, Mexico, El Salvador, Costa Rica, Honduras and Guatemala, Brazil, Tanzania and Viet Nam, and Indonesia.

Access to productive resources and assets

Shocks and stressors affect all smallholders, but men and women have different capacities and abilities to manage and adapt to, and recover from them. In large part, this is because of the differences in access to productive resources described in the chapter on [Maximizing Productivity](#). The World Bank (2015) notes that the gender gaps in agriculture that limit women's productivity often put them more at risk to the impacts of climate change. Access to land, finance, and knowledge and skills allow men and women farmers to have choices about how to deal with climate change shocks and stresses. With access to sufficient labor, and income or financing options, coffee farmers can rehabilitate their land replacing old trees with more disease resistant trees. Access to extension and advisory services allows farmers to understand how they may be impacted by climate change. With access to land, livestock, and other productive resources, farmers can diversify their livelihoods so that when coffee yields are low, they have other sources of income.

Box 20 Starbucks One Tree for Every Bag

In some parts of Central America, coffee production had dropped by 30-50% due to coffee leaf rust and aging trees. However, many farmers found themselves unable to replace or renovate trees that would be more resistant to disease due to the high costs associated with rehabilitating farms.

In 2015, Starbucks, with Conservation International, started the One Tree for Every Bag program to help farmers in Central America rehabilitate their farms. The Starbucks program donates \$0.70 for every bag sold from participating stores to seedling nurseries that provide new coffee trees to farmers most affected by coffee rust in El Salvador, Guatemala, and Mexico. In 2015 the program donated enough funds for 30 million rust-resistant coffee trees and provided trees to over 6,200 farming families, rehabilitating more than 2,500 hectares.

Source: <https://1912pike.com/one-tree-for-every-bag/> and <http://www.conservation.org/stories/Pages/Starbucks-One-Tree-Conservation-International.aspx>

However, women's limited access to productive resources makes them more vulnerable to climate change and more dependent on the individuals in their lives with those resources. Research in Uganda, Ghana, and Bangladesh found women tend to be less adaptive because they have financial or resource constraints, are overlooked by extension services, and because many adaptation strategies ignore how they increase labor loads for women (Jost et al. 2016). In Uganda, men and women both agree that men have greater financial resources that allow them to adopt agricultural practices that make them less vulnerable to changes in the weather patterns (Jost et al. 2016). Financing mechanisms must be flexible enough to reflect women's priorities and needs.

Evidence suggests that adoption rates of CSA technologies and practices are higher when women's "awareness, knowledge, and access to information about such practices increases," (World Bank et al. 2015). Yet, women are often overlooked as consumers of information about new and improved technologies. Women are often excluded from agricultural research and extension service delivery which will limit their access to

Box 21: Additional Resource on Gender and Climate-Change

Aguilar, L. 2009. [Training Manual on Gender and Climate Change](#)
Initiative for Coffee and Climate. 2015. [Climate Change Adaptation in Coffee Production: A step-by-step guide to supporting coffee farmers in adapting to climate change](#)
Newcourse. 2015. [Women, Coffee, and Climate Change: Integrating gender into the initiative for coffee&climate](#)
UNDP. 2009. [Resource Guide on Gender and Climate Change](#)
UN Women Watch. [Women, Gender Equality, and Climate Change](#)
World Bank, IFAD, FAO. 2015. [Gender in Climate-Smart Agriculture: Module 18](#)

choices about how to manage coffee production.

Climate change-related impacts on women's household responsibilities

The degradation and loss of natural resources associated with climate change affects men and women differently. For women specifically, the effects of environmental stress intensify their workloads (Jost et al. 2016; IFAD 2014; Goh 2012). Women's responsibility for collecting water and firewood is impacted specifically by droughts and other climate changes. They often must walk farther distances for water and firewood increasing the length of their working days and limiting their opportunities to acquire new skills or knowledge (IFAD 2014).

Perceptions about climate change risks also lead to different adaptation strategies for men and women farmers. Jassogne, Läderach, and van Asten (2013) note in a study of Uganda that smallholder coffee farmers only adopt adaptation strategies that have short-term positive impacts. Long-term investments in improving productivity and adapting to a changing climate are only made after day-to-day needs are met. For example, farmers may choose to purchase fertilizer if they see increased yields and income that season, but may not rehabilitate and replace coffee trees because of uncertainty about prices and the long-term viability of coffee cultivation. Women might not consider rising temperatures their most immediate livelihood threat if they need to ensure that they have sufficient food for the family on a daily basis.

What can be done to strengthen women's resilience to climate change?

Many of the strategies to support the resilience of men and women farmers are linked to the gender inequalities in access to productive resources. Illustrative strategies to reduce differences between men and women in accessing labor, finance, and other productive resources were described in [Maximizing Productivity](#). Here we identify both similar and different strategies but tailor them to make clear the connection to climate change.

information about stress-tolerant varieties. Women are also overwhelmingly left out of many of the communication channels that provide timely information to use weather information (McOmber et al. 2013; IFAD 2014; Jost et al. 2016).

Higher on-farm labor demands pose a serious constraint for women. Women report being reluctant to adopt agricultural practices like composting that are more labor intensive but would be beneficial to crops. This is especially true in areas of high male outmigration where women have larger labor burdens to begin with and are unable to afford hired labor. Many coffee-producing regions are seeing an increased feminization of agricultural labor as men increasingly leave rural areas. Men's migration is itself an adaptive response to climate change, which can benefit women via remittances but also leaves women difficult

- **Encourage intercropping systems to strengthen food security.** The negative effects of climate change on coffee production can leave many households food insecure when a harvest fails to provide sufficient income to cover basic needs. The coffee industry can play a role in strengthening food security by encouraging intercropping systems that benefit coffee production and also provide income or food to the household. Intercropping coffee trees with other products, like bananas, can offer cover for shade-grown coffee and other benefits either in the form of income or food (Box 22).
- **Provide “right-sized” technology packages.** One of the barriers to adoption of CSA practices is the high cost of and labor burden of taking on an entire suite of CSA activities. With less access to income and labor, women will find it difficult to adopt multiple practices and technologies. Coffee sector actors can work with input suppliers to design lower-cost input packages designed to meet women’s income streams or develop a building block approach to technology adoption. For example, the Stepwise program in Uganda is breaking CSA practices into affordable and appropriately sized packages so farmers can make incremental investments to improve their yields and income (Box 23).
- **Develop women-led seedling nurseries.** Coffee farmers will need to replace ageing trees and efforts like the Starbucks One Tree per Bag program are making strides to help farmers transition. Some women will benefit from those programs in indirect ways, as members of coffee farming households, while others will be recipients of new trees. There exists an opportunity however to engage women entrepreneurs in coffee growing communities as nursery and seedling providers.
- **Tailor the timing and terms of financing services to meet women’s financial portfolio.** Women have less collateral than men, limiting their access to credit via formal banks. And yet, their financing needs may be similar and with respect to climate change pose a significant challenge to their ability to adapt. Savings instruments are important as are credit packages that are tailored to women’s income streams. Both will be needed to help women adopt new practices and make the important investments to renovate and replace coffee trees.
- **Disseminate weather information via communication channels accessible and frequently used by women.** Weather-related information is becoming more sophisticated and is increasingly being disseminated via mobile phones. It is critically important that women as well as

Box 22: Addressing climate change and food insecurity

In Uganda, IITA and CIAT have promoted coffee banana intercropping (CBI) to mitigate the effects of climate change and diversify farmer incomes. Banana trees provide shade and can reduce temperatures for coffee trees by 2 degrees Celsius or more. The fixed canopy, root systems, and mulch from the banana plants helps prevent soil erosion and degradation in hilly landscapes that cultivate coffee. Studies in Uganda also show that CBI systems have a 50% lower incidence of leaf rust than unshaded plants and banana trees are not secondary hosts to key coffee pests and diseases. Banana can also be harvested year-round, providing a regular source of income compared to coffee which is harvested 1-2 times per year. CBI helps farmers diversify their income, spread risk over multiple crops, and supports food security. In a study by IITA, farmers who practice CBI saw 50% higher income than those that monocropped.

Despite many benefits, there are several challenges to adoption of CBI, including high initial capital and labor investment, and fertilizer use in many areas. Furthermore, how women benefit from these intercropping systems remains an area for further research.

Source: van Asten et al. 2015

men receive these messages. With access to weather information and extension services, men and women farmers can make better decisions about planting and applying fertilizer or other inputs. Yet women's access to mobile phones or digital media varies greatly. The dissemination of weather information must be sure to use communication channels that are accessible and used by women. This can include, but may not be limited to mobile phones.

- **Promote labor and time-saving technologies.** Efforts should be made to identify CSA approaches that do not increase women's labor or time. Furthermore, climate change is changing where women must travel and how long it takes for women and girls to collect water and firewood. It can also increase insecurity if they are traveling farther from home for longer durations. Multiple-use water systems, like those implemented in Nepal by iDE or biogas digesters offer attractive solutions for women and support clean energy and responsible water use. These have positive and immediate impacts on women's lives and can also support a more resilient coffee chain.

Box 23: "Right-sizing" Climate-Smart Approaches

The Ugandan government wants to increase coffee production from four million bags per year to 20 million bags by 2025. To achieve this goal, Ugandan smallholder farmers with average landholdings of 0.5 to 2.5 hectares will need to dramatically increase productivity while facing significant climate change challenges. Popular climate-smart approaches have been unsuccessful in improving yields, in part because they are designed for much larger landholdings. The approaches are both ill-suited to small landholdings and too costly.

In Sironko district, Uganda, IITA and CIAT, under the Research Program on Climate Change, Agriculture, and Food Security, are 'right-sizing' CSA practices to make them more affordable. The approach, called Stepwise Investment Pathways (SIPs), breaks CSA practices into more affordable units so farmers can make incremental investments to improve their yields and income. The SIPs approach was developed by a GIZ-funded CCAFS project for Arabica coffee at the national level and then adapted for local climate-smart investment pathways (CSIPs) in Sironko district. Olam Uganda Limited is now working with the CGIAR project to establish trials and demonstrations in the different climate zones of Sironko district to test the CSIPs approach and monitor coffee yields.

Source: Okiror 2017

Ensuring Continuity of Supply

The long-term sustainability of the coffee value chain is at the core of many industry efforts and investments. Estimates suggest that by 2050, production will need to add an additional 4-14 million tons of coffee to meet demand (SCC 2017). This means tripling production levels which will require maximizing productivity and improving quality, as well as providing incentives, financial or otherwise, for men and women coffee farmers to remain actively engaged in and committed to coffee production. This chapter describes the issues involved in ensuring the continuity of supply of quality coffee with a focus on the economic incentives for men and women smallholder farmers to join or remain in the coffee value chain.

Objectives

At the end of this chapter, you will:

- Understand the gender dimensions of ensuring continuity of supply
- Become familiar with different strategies to mitigate gender-based supply risks
- Become familiar with the work of other coffee businesses and stakeholders in mitigating supply risks.

Gender Dimensions of Continuity of Supply

The coffee industry is often described as volatile given the ups and downs of coffee prices. Many farmers however are experiencing consistent and prolonged periods of low prices. According to the ICO, coffee prices have been below the 10-year average of \$137.24 per pound since 2015 (ICO 2016). These low prices place significant pressure on production costs, often leading to sub-optimal use of inputs. The small margins (or lack of margins) on coffee do not provide farmers with sufficient income to rehabilitate and replant trees that would support resistance to climate change and improve long term sustainability of farms. Furthermore, the decreasing profitability and viability of coffee production constrains the ability of the sector to retain smallholder farmers and attract new farmers to the coffee value chain.

Men and women coffee farmers experience the volatility of the coffee sector in similar ways. Lack of adequate income can force them to cut

Box 24: It's income and so much more

This section focuses on how to ensure that the economic incentives for participation in coffee are aligned properly for women to maximize productivity and ensure the supply of coffee. Improving the lives of women in the coffee value chain should however be viewed beyond objective measures of income or productivity. Women's well-being and empowerment encompasses other elements including leadership, self-esteem, and increased choice and decision-making in the family and public life. The benefits of supporting women's development in these areas accrue immediately to women themselves with indirect benefits then to the coffee value chain. The chapter, [Improving the Well-Being and Livelihoods of Farmers](#) addresses several of these areas and provides strategies for expanding opportunities and benefits to women beyond income.

production costs - by using less fertilizer or pesticides or by relying more on household labor. Many see opportunities in other crops or diversify into other livelihood activities, abandoning coffee altogether. Despite the similarities, women often experience these constraints more persistently and intensively. Even without the overall economic viability of coffee in question, women often face fewer incentives to remain engaged in the sector. These incentives differ for different kinds of women.

Addressing women's incentives

Smallholder farmers produce the majority of coffee on plots of land owned by individuals or the household and use unpaid family labor to reduce production costs. Women and children support coffee production by dedicating significant time tending trees, harvesting, drying, or by cooking for hired laborers and other family members. This organization of the coffee farm is the result of tight production margins and is for many communities,

a way of life. Many coffee related publications refer to these units as coffee farming families or coffee producing households. While it is true that it is often the family or members of the same household that work together to produce coffee, the characterization of coffee production in this way masks important dynamics within the household that shape how men and women benefit (or not) from their participation in the sector.

Men's dominance in the marketing aspects of the value chain means they are in a privileged position to understand and take advantage of commercial opportunities. They often receive the income derived from coffee production. In contrast, while women in households headed by men are often heavily involved in productive activities, they lack the knowledge of how coffee is commercialized and are unable to directly accrue benefits to their labor. For women in these households, the benefits of coffee farming are only visible when and if men communicate and share the earnings from the household's efforts. This doesn't always happen. And since women in households headed by men are often excluded from joining coffee cooperatives – men often are members, they often have few channels through which they can learn about and understand the economics of coffee farming. Yet a growing body of literature indicates that significant benefits accrue to women and their households when they are involved in and receive income from their efforts. When women receive the income from coffee sales or participate in decisions about commercial activities this improves their position in the household (Root Capital and FOMIN 2014).

What can be done to improve economic incentives for women?

Businesses can employ different strategies to improve women's economic incentives in the coffee value chain. Some are buyer-driven incentive programs that aim to improve the terms of trade for women, while others aim at changing the social fabric of coffee communities to improve

decision-making and resource allocation between men and women. The entry point for these activities can be via the cooperative or directly with farmers which gives businesses in the coffee sector the ability to tailor these strategies according to their own supply chain.

- **Promote equitable distribution of household and productive activities within coffee farming families.** There are a growing number of methodologies available now that can be used to address inequities in the household. Many actors in the coffee sector are using GALS a community-led empowerment methodology used to create more positive and equitable relationships between men and women. In the coffee sector this is being used with farmers, cooperatives, and communities to address unequal access to coffee income among other issues.
- **Include both men and women in industry stakeholder meetings and technical trainings.** This means changing the way business is conducted between buyers, farmers, and cooperatives to ensure that more members of the community, and specifically multiple members of a single coffee farming household are invited to learn about and consult with buyers. The principles for inclusive training described earlier apply here. It also means that coffee industry stakeholder meetings need to move to coffee-growing communities to facilitate women's access to these fora.
- **Develop special economic incentive programs for coffee produced by women and on women's land.** Designing an economic incentive program for women's coffee has long been discussed as an avenue for achieving fair and equitable coffee production for men and women. The assumption of these programs is a price premium for coffee grown by women and/or on women's land, will provide women access to benefits from participating in the chain. The benefits vary but often assume an increase in income and require that women have access to land. Box 13 provided several examples of how cooperatives are encouraging men and women in the same household to redefine access to land as a pre-requisite to being able to market women's coffee.
- **Provide non-monetary incentives to women farmers.** Incentives can come in different forms. While income is important, industry can also deliver other non-monetary rewards to men and women farmers. In Kenya, a chili processing company paid its suppliers, largely women, in cash and in sugar. Men were primarily responsible for delivering the chili and

Box 25 A Rewards Program for Coffee Farmers

"The Relationship Coffee Institute has developed an innovative profit-sharing program called Sustainable Harvest Premium Sharing Rewards™. The program was developed to incentivize farmers in a respectful way to encourage further training and technical assistance, and implement those skills to produce better crops.

In Sustainable Harvest Premium Sharing Rewards™, farmers earn points for attending trainings and implementing the skills they learn. These 'reward points' accrue over time and can be used to acquire tools, like pruning shears, or other goods, like mobile phones and solar lights. The assets are funded in part by roasters, who take a portion of the value-added price they get from roasting or retailing the coffee and return it to the Sustainable Harvest Premium Sharing Rewards™ program nonprofit fund. One of the program's strengths is that it lets the women select the assets that will most benefit them. Sustainable Harvest Premium Sharing Rewards™ is a revolutionary way to give back to farmers and place the power in their hands."

Source: <http://www.relationshipcoffeeminstitute.org/psr/>

keeping some portion of the income for themselves. Less interested in the sugar, the company decided to pay both in cash and in-kind to ensure women were rewarded for their work (Rubin, Manfre, and Nichols Barrett 2009). Box 25 describes a profit-sharing program developed by the Relationship Coffee Institute to reward farmers.

The next generation of coffee farmers

Coffee farmers are getting older. The average age of a coffee farmer depends on the country but in some parts of Indonesia it is estimated at 60 years old while in Colombia it is 50 years old (Hivos 2015). The reasons for this ageing farming population are numerous. Significant entry barriers exist for young less-capitalized farmers, including access to land or credit. As a livelihood, coffee production is insecure and unattractive to young people. Mechanization and improvements in agricultural practices have changed the demand for labor in farming communities. And even in communities where farming remains labor-intensive, the draw of urban centers with a diverse education and employment opportunities far outweighs the offerings in rural communities. Yet, the agriculture sector is still important to Gross Domestic Product, particularly in Sub-Saharan Africa, and remains a viable avenue out of poverty for many (Gro-Intelligence 2016).

Attracting the next generation of coffee farmers will require greater understanding of the specific and differing constraints facing young men and women. The coffee industry will need to consider how to match its labor needs with the skills, assets, and aspirations of young people. Young men and women may not be able to enter the chain initially as farmers. Instead, training young men and women as field technicians or extension officers can help them build the knowledge needed to be a successful farmer and the capital to purchase land. Best practices to advance youth economic opportunities also emphasize the need to combine technical training with life skills development focused on transferable skills like teamwork, leadership, and self-confidence.

What can be done to attract young men and women to coffee?

The challenges and opportunities for youth in coffee remain somewhat unexplored, even though some companies and organizations are targeting young people (Box 26). Most of these focus on providing youth with technical or entrepreneurship skills to enter the coffee chain in positions beyond the farmer.

- **Combine technical training with life skills and workplace experiences (e.g., internships and apprenticeships).** Successful youth employment programs are those that not only build knowledge but enhance confidence and create the space for young men and women to practice those skills (see for example the work of the [International Youth Foundation](#)). In El Salvador, Lutheran World Relief in partnership with the Universidad de Oriente in El Salvador, created a cacao diploma program for at-risk youth. Participants in the program receive technical training on cacao production and life skills, and are placed in an internship to practice their skills (LWR n.d.).
- **Equip young coffee farmers with business skills.** For those young people who are entering the coffee value chain, they will need to build financial and business acumen to manage their farms and understand the market. [Coffee Kids](#) is working in Sub-Saharan Africa and Latin America, connecting young men and women coffee farmers and identifying opportunities for them to learn new skills, access inputs, and become active members of coffee cooperatives.

- **Partner with organizations who can deliver health, counseling, and mentoring services to young people.** Young men and women often find themselves in difficult positions where they need to balance the expectations of parents and other family members, with their own goals and aspirations. Finding a job may be important, but the expectations to get married and have children, particularly for women, can often complicate that goal. To succeed, young people often need access to host of services that can support them as they balance competing demands and find their way forward.
- **Strengthen young women's access to land, credit, and other assets.** While it is important to ensure that both young men and women have opportunities to be part of the next generation of coffee farmers, the constraints facing young men and women are different. Social pressures to get married and have children can weigh more heavily on young women than young men, limiting the choices available to them. Developing specific interventions to strengthen young women's access to assets can help them find equal footing with young men and expand the choices available to them.

Box 26 Nestlé's YOUth Initiative

In 2017, Nestlé CEO Mark Schneider announced the company's intention to expand its global youth initiative: YOUth. In the next phase of the initiative, the company will create economic opportunity for 10 million young people by 2030. The initiative focuses on three different types of opportunities linked to different parts of the company's global and local supply chains: employment and employability; agripreneurship; and entrepreneurship. As part of its agripreneurship investments, Nestlé intends to develop the next generation of farmers by combining agricultural training with the skills to manage a modern, forward-looking, and successful business. This includes introducing young people to digi-tech, automation and robotics, as well as financial literacy and leadership skills that can help them succeed in an ever-changing and data-enabled world.

Source: <http://www.nestle.com/media/news/nestle-global-youth-initiative-launch> and <https://henri.nestle.com/live-projects/nurturing-next-generation-farmers>

Enhancing quality

A major goal of the coffee industry is the production of quality coffee, whether it is destined for the expanding specialty coffee or the instant or flavored coffee market. Quality standards allow for clear and transparent measures for assessing and determining coffee prices from farm to cup. Higher grade or specialty coffee can be sold at more competitive prices or at a premium. Quality can be ensured on-farm by following good agricultural practices and continues through post-harvesting activities including grading and sorting.

Women participate heavily in these activities and therefore have a significant impact on the quality of coffee. Their participation however is often clustered in labor-intensive and low-mechanized tasks like picking, washing, and sorting (Lyon et al 2010 cited in Gumucio et al. 2016). Many of the same constraints described in [Maximizing Productivity](#), particularly related to financing and extension, apply here as well. Women are overlooked as target clients for training on quality improvements and may lack the ability to make on-farm investments that would enhance quality. Yet, there is increasing evidence that when gender inequities are addressed, the quality of coffee improves: The Bukonzo Joint Cooperative Union attributes the increase in SCAA cupping scores from 77 in 2011 to 85.75 in 2014 to its increased attention to reduce gender inequalities (TWIN 2016).

What can be done to enhance quality?

Enhancing women's ability to improve quality depends significantly on ensuring they have the resources to be able to adopt good production and post-harvesting practices. Many of these were described in the [Maximizing Productivity](#) and [Strengthening Resilience to Climate Change](#) chapters.

- **Target women for quality improvements capacity building events.** Because women are not recognized as primary coffee farmers, capacity building activities on quality improvements will overlook them as targeted participants. Buyers, roasters, and cooperatives can make explicit efforts to invite women to these activities. Additionally, to facilitate women's participation, the timing and location of these events need to accommodate their schedule. See this helpful [checklist](#) from Root Capital for before and after actions that can be taken to ensure that training activities are inclusive of women.
- **Increase women's knowledge and use of processing technology.** Women often participate in processing activities that are labor-intensive, while men learn the mechanized tasks. This has both time and income implications for men and women. Mechanized tasks often speed that completion of tasks and are perceived as requiring more skill. As a result, they are often remunerated at a higher value than manual and time-consuming tasks. For many reasons, women are often overlooked as machinery operators: they do not have the skills, time, or physical ability to operate machinery. Yet with targeted capacity building, women can perform these tasks as well as men.
- **Design quality competitions to increase incentives for women and young farmers to adopt new practices.** Quality competitions and scoring can help engage younger farmers in the attractiveness of coffee. This has the additional benefit of increasing the adoption of important quality enhancing practices.
- **Seek opportunities to engage young men and women as cuppers or in other post-harvesting activities.** Post-harvesting and quality activities, especially when they are conducted in coffee-producing communities, create off-farm employment opportunities. These can offer off-farm employment opportunities, that still add value to the chain, to young men and women.

Improving the Well-Being and Livelihoods of Farmers

The coffee industry has come to understand that its impact in origin communities is not limited to ensuring the supply of its raw material. Increasingly, the industry is looking beyond the coffee farm to consider the farmer, his or her family, and the community that supports these farmers. Widening this lens brings into focus challenges that have both direct and indirect impacts on the well-being and livelihoods of farmers and their communities. The challenges here range from food insecurity, malnutrition, poor access to education and healthcare, and lack of infrastructure, to norms and behaviors that continue to limit women and young people's ability to make decisions about their own life. While the extent to which these issues affect the production and supply of coffee differs, most rural farmers and their families face a combination of these on a daily, seasonal, or annual basis. This chapter describes the issues and strategies the coffee industry can incorporate to support poverty reduction and improved livelihoods of smallholder coffee communities. Advancing women's empowerment features prominently as an issue.

Objectives

At the end of this chapter, you will:

- Understand the gender dimensions of well-being and livelihoods;
- Become familiar with equitable strategies to support well-being and livelihoods
- Become familiar with what other coffee businesses and stakeholders are doing to support equitable well-being and livelihoods

Gender Dimensions of Well-Being and Livelihoods

To improve well-being and livelihood of farmers, both men and women growers must be able to participate in, perform well, and benefit from the coffee value chain. In some cases, this means understanding and supporting their needs, and the needs of their families beyond the coffee.

Advancing Women's Well-being

In many rural communities, norms continue to limit women's access to resources, public life, income, and their ability to make decisions and choices about how to live their lives. These norms prevail in coffee farming communities where the crop has long been associated with men and the culture around coffee production has largely ignored and undervalued women's contributions. Over time, this creates a vicious circle; one in which the more women are overlooked, the less women learn about the coffee sector, which marginalizes them further. Norms however are not static. Concerted and explicit effort can alter women and girls' access to assets, support their ability to actively engage and participate in the sector, and engage with men and boys to recreate a more equitable environment.

In various places, this Guide has highlighted how addressing women's lack of access to land, training, and inputs would benefit the industry by increasing the supply and quality of coffee. While ensuring equal access to productive resources is critical to maximize productivity and supporting resilience, so is the need to address a range of other constraints in women's daily lives.

Women are disproportionately responsible for agricultural, household, and community activities. In any given day, women rise early to collect firewood and water, prepare meals, care for children, and clean. This is in addition to any time spent on agricultural activities on family plots or their own. In Tanzania, time use surveys reveal that while women and men spend on average a similar amount of time per day on productive activities (2.7 hours/day for women and 3 hours/day for men), women spend three times as much time as men maintaining the household and caring for the family, 3.4 hours/day and 1.05 hours/day respectively (Meku 2012). Ugandan women spend a total of 7.2 hours/day in productive and unpaid household work, while men work 5.2 hours/day; the difference being in the amount of time women and men spend in unpaid household work: 3.8 hours versus 0.9 hours per day for women and men, respectively. In Honduras, 55 out of 100 women cite domestic work as their primary activity compared to only 4 out of every 100 men (INAM 2010). Because of the amount of time spent on unpaid household work, women tend to cite household work as their primary activity, even if they are spending similar amounts of time in agricultural activities as men.

These constraints limit the amount of time available for additional activities, like training or participating in cooperative meetings. The long days can also have adverse effects on their health, particularly for women who are pregnant and lactating. And women in some places may risk physical or emotional abuse when chores are not completed. Even with these real constraints on their time, some women will add activities to their day if the incentives are right and if they can shift some responsibilities to other household members, like daughters, husbands, and sons, which has additional consequences for them. For example, women in Bangladesh increased the time they spent on dairy activities because they control the income from the sale of milk (Quisumbing et al. 2013).

What can be done to address women's time constraints?

What is important to understand is that women's lack of time is not an excuse to overlook them in coffee chain activities. Instead, efforts need to be made to expand women's choices for how they use their time by addressing the disproportionate responsibility for time-consuming household activities.

- **Promote labor and time-saving technology**
- **es.** A significant amount of time is spent on identifying technologies that can improve the quantity and quality of coffee. Some of these reduce the amount of time spent on agricultural activities, while others increase time. More careful attention to whose time is impacted with practices and technologies can help to identify much needed upgrades in coffee farming activities. The [INGENAES technology assessment toolkit](#) provides more information about how to investigate the relationship between time and agricultural technologies. Alternatively, efforts can target technologies to address women's time-intensive household activities. One example of this is the use of biogas as an alternative to collecting firewood for cooking (Box 27).
- **Invest in infrastructure that benefits the coffee value chain and coffee farming households.** Depending on the country, coffee farming communities can lack access to paved roads, nearby sources of water, and electricity. This makes it difficult to do business with these communities and places an additional burden on women and girls who are often responsible for collecting water and firewood. Infrastructure investments, like water access points in the community or paved roads, can benefit industry as well as men, women, and their families.
- **Engage men.** The strategies in this Guide largely focus on women. this is because they are more often at a disadvantage relative to men in the coffee value chain. To be successful however it will be important to engage men along the way to create an enabling environment for gender equity. Engaging men can range from consulting them before working in the community with women or proactively designing awareness raising activities around masculinities and constraints they face as men. In Nicaragua, SOPPEXCCA and ADDAC deliver masculinity trainings to male members of cooperatives. For more information about engaging men see Chapter 4 of [this resource](#).
- **Promote equitable distribution of household and productive activities within coffee farming families.** Numerous examples exist of coffee farming communities examining the distribution of household and productive tasks to arrive at a more equitable division of labor between men, women, girls, and boys. GALS is being used by many industry actors to arrive at these and other changes in coffee farming communities (see Box 16). In Nicaragua, Lutheran World Relief with partner ADDAC addressed similar issues through a network of men and women promoters who delivered short and frequent workshops on different topics (e.g., time use, decision-making, income use). In 2017, a qualitative evaluation revealed changes in roles and responsibilities at the household level (Box 28).

Box 27: Saving time and reducing CO2 emissions through Biogas

In Kericho, Kenya the African Biogas Partnership Program, a joint venture between the Dutch Foreign Ministry, Hivos, and SNV are making biogas plants available to rural households. Through the Growing Women in Coffee project, this clean energy technology is reducing the amount of time women spend collecting firewood, allowing them instead to invest more time on their coffee farms. Additional benefits of the technology include a healthier home environment for cooking, access to the slurry from the biogas plant that can be used as fertilizer, and reduced CO2 emissions.

Source: Hivos 2016

Women are less involved in important leadership and decision-making roles in coffee farming businesses. Women often face challenges participating in coffee businesses ranging from their farms to cooperatives and national coffee boards. This is the result of a range of constraints

that relate to their limited access to land, low literacy, limited time, and strong norms that associate coffee with men, often to the exclusion of women. At the household level, women are heavily involved in production and post-harvest activities but are excluded from marketing. This limits their knowledge of the coffee industry to technical aspects of production without understanding the whole value chain. In Guatemala, Root Capital found that women were unable to join cooperatives because membership required they own land or limited households to only one member (2014). Additionally, men were often nominated to represent the household because of prevailing norms about men's status in the household and in the community. Women's low participation as members in cooperatives reduces their ability to move into leadership positions in these same structures or to be brought into other governance bodies, like national coffee boards. Further, women often shy away from these positions citing a lack of knowledge or capacity to assume these roles, whether real or perceived.

Yet, research continually reveals that women's participation in a range of decision-making bodies, including local governance and community forest groups, is associated with improved governance, resource allocation, and sustainability (Agarwal 2009, 2010; Acharya and Gentle 2006; de Vries and Sutarti 2006; Komarudin et al. 2008; LWR 2016). And women specifically benefit from exercising their voice and agency in public life by strengthening their ability to advance their needs. Women who are members of cooperatives are often in a better position than women who are only wives of men members. In addition to productivity benefits, women report being better off and becoming more involved in household decision-making (Root Capital and FOMIN 2014; LWR 2017).

Furthermore, encouraging women's participation in decision-making bodies is a critical element of a continuity plan (or risk mitigation strategy) in the face of shifting rural demographics. As men and young people migrate in search of work, women are often left behind to care for the farm. Women's longer life expectancy in many countries also means that they are likely to be left with the decision of whether or not to maintain the coffee farm once their spouses have died. Lacking the business and financial knowledge on coffee, some women in Uganda and Guatemala have opted to shift crops on their coffee farm or sell their land (Kasente 2012; Root Capital and FOMIN 2014).

Box 28: Engaging men in household activities

Between 2013 and 2015, the Asociación para la Diversificación y el Desarrollo Agrícola Comunal, in partnership with Lutheran World Relief, worked with members of the Flor de Pancasán cooperative to increase productivity of coffee and cocoa and improve men's and women's cooperation around productive and household activities. ADDAC used a network of men and women promoters to deliver short and frequent trainings on different gender-related topics to encourage change within the household.

During the evaluation of the project, which used Photo/Voice, a qualitative methodology that has beneficiaries take photos of the most significant changes that occurred in their lives, many photos revealed men becoming more involved in household activities. For example, photos showed husbands helping with house chores and taking care of the children, as well as making tortillas, which is considered a women's activity.

Source: Lutheran World Relief 2017

What can be done to increase women's participation in leadership?

Women's inability to access positions of leadership, whether in a cooperative or in a business, is often the result of both real and perceived lack of skills. Some rural women lack the experience, sometimes education, and confidence to either meet the qualifications for leadership in executive committees or to put themselves forward for these positions. For women with the appropriate skills, strong norms work against them, discouraging them from being considered or nominated for leadership positions. Men, and women too, perceive that it is either inappropriate for women to assume these roles or that women lack the skills to do so. Increasing women's participation in leadership therefore requires a multi-pronged approach that addresses both capacity gaps and discriminatory norms that exclude women from assuming more powerful roles in cooperatives and other coffee businesses.

- **Set quotas for women's participation in different leadership structures in coffee businesses.** Quotas can do the trick sometimes. Setting a floor for women's participation, often set at 30 percent, can spur action to include women in leadership and decision-making structures. Local governments in many countries have found it to be an effective way of getting women through the door. It should be noted however that once women are there, it does not mean women can be effective. Negative perceptions about women's lack of capacity and legitimacy in leadership positions can often limit women's ability to act as leaders once they gain access to these roles. This strategy therefore should not be implemented without careful consideration of other strategies to change perceptions around women's leadership.
- **Build women's leadership skills.** Where women lack the knowledge, confidence, or public speaking skills to move into leadership roles, it may be necessary to find a partner or develop on your own a leadership program for women. Table 5 provides an example of possible topics for a women's leadership program drawn from the Gender in Agriculture from Policy to Practice (GAPP) project [toolkit](#), developed by Lutheran World Relief and Cultural Practice, LLC. The GAPP worked with rural women in Honduras to build their capacity to negotiate for funding with local governments.
- **Integrate gender and diversity workshops into coffee businesses.** Whether a coffee cooperative or a roasting or trading company, men and women can benefit from a better understanding of how our attitudes about what is appropriate for men and women can influence, both in negative and positive ways, women's advancement. It can be useful to work with members of a cooperative or coffee procurement teams to explore bias and identify how to design organizational policies and practices that support equitable opportunities for all.

Table 5: Key Topics and Associated Competencies for Women's Leadership Workshops

Topic	Knowledge or Skills to be Achieved
Introduction to Gender	<ul style="list-style-type: none">• Become familiar with key concepts related to gender equality, engaging men, gender-based violence and other terms
Leadership and Self-esteem	<ul style="list-style-type: none">• Become familiar with the concepts of leadership and self-esteem• Be able to identify different leadership styles• Understand the skills and qualities of successful leadership• Be able to present ideas and convictions, even if others disagree

	<ul style="list-style-type: none"> • Be able to identify steps to develop leadership and self-esteem
National and International Legal and Institutional Framework	<ul style="list-style-type: none"> • Become familiar with the key national and international laws and policies related to gender equality • Understand local government policies that support participatory governance processes
Advocacy, Lobbying, and Negotiation	<ul style="list-style-type: none"> • Understand the concepts of advocacy, lobbying, and negotiation • Understand the importance of advocacy to advance gender equality outcomes • Be able to develop an advocacy campaign • Become familiar with lobbying and negotiation techniques
Media and Communications	<ul style="list-style-type: none"> • Understand the role of media in advocacy • Be able to use different media in advocacy campaigns • Become familiar with public speaking techniques

Adapted from: Lutheran World Relief 2016

Diversifying incomes and ensuring food security

Coffee-producing households are vulnerable to the volatility of the coffee sector. Whether it is disease and pests or volatile coffee prices, coffee farming presents significant challenges to a household's ability to ensure it has adequate food or income to meet both day-to-day needs and long-term investments. Whether coffee is the most important income source or one of many, households -and the men and women in them, need to be able to grow or buy food, save money, and make important investments in their households, business, children, and health. Although supporting income diversification may at first seem counter to strategies to increase the supply of coffee into the value chain, the decisions about whether to grow coffee are intimately connected to hunger, food security, and nutrition.

Women play an important role in food production and preparation. Often this has meant that efforts to enhance food security or improve nutrition exclusively target women. While research does show that women's access to income has important effects on health and nutrition for children (Smith et al. 2003), in many places, important decisions about what to grow, what to sell, and what to purchase are often taken by men or jointly between men and women. And increasingly evidence exists to show that when only women are provided important agricultural and nutrition information they are often unable to act upon it. Instead when men and women receive the same information this strengthens the household's knowledge and decision-making in ways that enhances food security (Ragasa, Aberman, and Alvarez Mingote 2017).

What can be done to improve households' income and food security?

Many of the strategies mentioned in other chapters can also support coffee producing families' ability to generate income and strengthen food security. The most relevant are highlighted once again here.

- **Encourage intercropping systems to strengthen food security.** The negative effects of climate change on coffee production can leave many households food insecure when a harvest fails to provide sufficient income to cover basic needs. The coffee industry can play a role in strengthening food security by encouraging intercropping systems that benefit coffee production and also provide income or food to the household. Intercropping coffee trees with other products, like bananas, can offer cover for shade-grown coffee and other benefits either in the form of income or food.
- **Identify gender-differentiated diversification strategies.** Diversifying a household's income must consider the different resources and time that men and women have available to them. Women often have small backyard gardens that can be used to grow fruit and vegetables or keep poultry that can be consumed in the household or sold. Men may own livestock that with additional care can also generate an income. A range of diversification strategies can be employed depending on the agroecological conditions of the coffee-producing community. The choice of what to promote should consider what resources women and men have available to them, their needs and preferences, and what is likely to support both income and food security.
- **Package coffee inputs with other inputs (e.g., vegetable seeds) to enhance food security.** Programs that deliver inputs to cooperatives or directly to farmers can consider adding, for a small fee, additional inputs that men and women farmers can use to strengthen their food security. This might include seeds for vegetables and fruits, or other commodities.
- **Strengthen women's ability to generate, save, and control income.** Greater attention needs to be paid to how women generate and retain control over income. Digital financial tools, such as those which allow direct electronic deposit of income to a woman's mobile money account, can help to ensure women access and control income. Mobile money services can also help women save regularly in small amounts that would allow them to accumulate money for school fees or strengthen their resilience to shocks.
- **Integrate food security and nutrition themes into household methodologies.** The Guide has repeatedly highlighted the use of household methodologies to encourage greater collaboration and exchange of information between men and women. In designing these workshops, or working with partners who deliver them, additional themes like nutrition and food security can be included to help coffee producing families tackle non-coffee related challenges they face.

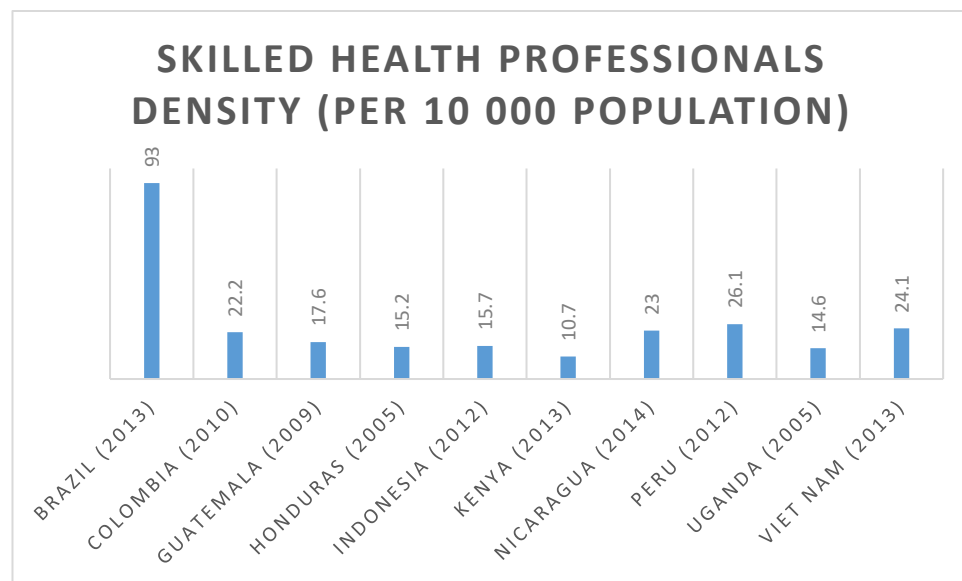
Supporting Health and Well-Being

In many coffee-producing countries, healthcare systems are weak and rural communities lack access to quality healthcare facilities, goods, and services. Like agricultural extension, public healthcare systems often fail to reach rural communities when the overall number of quality trained professionals is lacking (Figure 6). These deficiencies leave both men and women unable to prevent or manage disease and illness, which has implications for their own lives and often for the lives of their children and other family members.

Women however experience the weaknesses of healthcare systems more acutely than men. During their reproductive years (roughly between 15 and 49 years of age), women require access to services that can support healthy sexual and reproductive lives. Addressing the needs associated with pregnancy, childbirth, and sexually transmitted diseases have implications not just for women but for infants and children as well. While there has been a decrease in maternal mortality in many countries, in many places a significant proportion of maternal deaths occur during delivery or

postpartum. In addition, the absence of affordable and accessible healthcare in rural areas, often means that women and girls assume the burden of caring for ill and aging family members.

Figure 6



Source: [Global Health Observatory](#)

not directly linked to improving the coffee value chain, the ability of coffee farming families to do their best work is undermined by illness, disease, and violence. Supporting the health and well-being of coffee farming families and communities can be argued as a feature of a sustainability or resilience plan. The coffee industry can invest in different ways to improve women's health and well-being either through direct investments in community infrastructure or in partnership with local government and organizations. A number of organizations are finding ways to support women's health and serve as examples of actions that can be replicated or scaled in other countries and communities.

Although we do not like to admit it, gender-based violence (Box 29) remains widespread and prevalent in many communities. Across 87 countries worldwide, one in five women and girls, aged 15 – 49 reported experiencing physical abuse and/or sexual violence by an intimate partner (UN Women 2017). Forty-nine countries still do not have laws protecting women from domestic violence (UN Women 2017). And the belief that violence against wives by their husbands is acceptable remains high among men and women. Unequal power relations and norms around masculinity and femininity are at the root of gender-based violence. The consequences of violence are numerous including a reluctance by men and women to participate in activities out of fear or the inability of victims of violence to participate or contribute their labor. For many women it is a critical barrier to achieving health and well-being.

What can be done to improve women's health and well-being? While improving access to quality and affordable healthcare is

Box 29: Definition of Gender-based Violence

"Gender-based violence is violence that is directed at individuals based on their biological sex, gender identity, or perceived adherence to culturally-defined expectations of what it means to be a woman and man, girl and boy. It includes physical, sexual, and psychological abuse; threats; coercion; arbitrary deprivation of liberty; and economic deprivation, whether occurring in public or private."

Source: USAID cited in Bloom et. al. 2014.

- **Invest in community-based health services.** Coffee cooperatives like Soppexcca in Nicaragua, and the women's committee in the PANGO cooperative in Peru, are directing a portion of the proceeds from premiums to invest in women's preventive health programs (Twin 2016b; Root Capital n.d.).
- **Partner with organizations that deliver healthcare services to women.** These can be local, national, or international organizations. [Grounds for Health](#), for example, has been partnering with coffee cooperatives and local health organizations since 1996 to improve access to sustainable cervical cancer screenings for women. The organization is active in Latin America and Africa.
- **Identify practical and ethical means of mitigating gender-based violence.** Addressing gender-based violence is complex. It requires expertise and discretion to maintain the privacy, safety, and security of victims of violence. It requires an understanding of the root causes of violence to help prevent and mitigate it. If gender-based violence is prevalent in the communities where you work, it poses a high risk to coffee production. We recommend working with organizations who have the expertise to know how to practically and ethically mitigate gender-based violence. CARE's [Guidance for Gender Based Violence Monitoring and Mitigation within Non-GBV Focused Sectoral Programming](#) is an excellent resource to get you started.

A Call to Action

We believe that businesses play an important role in supporting the long-term sustainability of the coffee supply chain. And businesses can use this influence to ensure that the women and men who participate in or benefit from the coffee chain have a positive and fruitful future in coffee. This Guide aimed to make clear the ways in which gender inequities exacerbate current challenges in the coffee sector and at the same time demonstrate the possibilities for leveraging the benefits of greater gender equality throughout the chain.

We recommend starting with one of the following conversations. These four conversations are not mutually exclusive; that is, some questions in one conversation can help advance other conversations. For example, understanding gender issues in your chain (Conversation #2) may help to build support for why it is necessary to address gender inequities (Conversation #1). These conversations are the building blocks for developing a tailored business case and action plan with key performance measures to understand your progress.

Remember that you do not have to do this alone. Many businesses are also having these conversations. Engage with them about what to do through the GCP Collective Action Network or by reaching out to partners like the Partnership for Gender Equity.

We invite you to use Engagement Guide to begin a conversation about what action you can take to support gender equity, so let's start talking.

Conversation #1: Clarifying values and building support	Conversation #2: Understanding gender issues in your chain
<p>This conversation aims to connect the business goals with core values of the business and discuss how these relate to improving the lives of women, men, girls, and boys who participate the coffee chain. An important element of this discussion is making apparent why and how gender equity supports business goals.</p> <p>Some key questions for this conversation are:</p> <ul style="list-style-type: none">• What are our near to long-term business goals? How do these connect to our core values?• What kind of impact do we want to have on the women, men, girls, and boys who participate in or benefit from our supply chain?• How do gender inequities mute or create bottlenecks to our goals and desired impact?	<p>Knowledge is power and understanding the gender issues in your chain will enable you to identify gender-related bottlenecks. This conversation is about exploring where and how men and women contribute to your supply chain. It should be based, as much as possible, on data that reveals the participation and performance of men and women farmers, entrepreneurs, and other actors in the chain. The aim is to be able to identify places in the chain where there are significant differences men's and women's participation and performance, to explore how and why these differences exist, and the potential consequences of those differences. This is a diagnostic or assessment process. Some key questions for this conversation are:</p> <ul style="list-style-type: none">• Where are the most significant differences between men and women in your supply chain or firm? For example,<ul style="list-style-type: none">○ Differences in participation as farmers, cooperative leaders, field agents, or business owners?○ Differences in men's and women's productivity or firm performance?○ Differences in accessing benefits from their participation?• Why might these differences exist?

Conversation #3: Aligning gender equity strategies with business goals	Conversation #4: Identifying partnerships and resources
<p>Gender equity investments need to support men and women, as well as have value for wider value chain competitiveness and sustainability. This conversation is meant to help you find this win-win scenario. Having identified key gender-related bottlenecks in your supply chain (Conversation #2), you are in position to discuss what to do about them. This conversation can draw inspiration from the strategies that are described in earlier chapters of Part 2. It will however not be within your manageable to adopt all possible strategies and this conversation is also about prioritizing action and aligning interventions with your goals. Some questions to guide this conversation include:</p> <ul style="list-style-type: none"> • What gender equity strategies can help us overcome the bottlenecks and constraints identified? • What strategies best align with our goals? 	<p>Few businesses will have the skills and resources available to implement these strategies on their own. Most will need to seek experts to guide the work and financial partners to leverage their investment. Furthermore, not all companies engage in the chain in the same way. Companies that directly engage with origin communities and cooperatives to provide technical assistance and buy coffee have a greater ability to ensure investments are directed to both men and women farmers. Companies who partner with roasters and traders that are responsible for delivering services to cooperatives and farmers will instead need to consider how to use contracting mechanisms and agreements to make clear the expectations for addressing specific gender issues.</p> <p>You will need to find the right path for your business. Some questions to help this conversation include:</p> <ul style="list-style-type: none"> • What strategies can be implemented by altering your business practices? • What strategies are best implemented by pursuing a fee-for-service relationship with subject matter experts? • What strategies are best implement through cost and risk sharing with other partners in the chain?

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About GCP and PGE

The [Global Coffee Platform \(GCP\)](#) is the leading facilitator of the coffee sector's journey towards sustainability. The GCP improves the livelihoods, ecosystems and resilience of coffee farming communities and the sector as a whole by enabling producers, international roasters, governments, traders, and NGOs to align and multiply their efforts and investments, collectively act on local priorities and critical issues, and grow and scale successful sustainability initiatives across the coffee world.

The [Partnership for Gender Equity \(PGE\)](#), a program of the [Coffee Quality Institute \(CQI\)](#), was created in 2014 as a collaborative research and development initiative to better understand the link between gender equity and supply chain resilience and determine the best way to respond. PGE brings together coffee sector actors to better understand the link between gender equity and supply chain resilience. The goal is to ignite the coffee industry to invest in gender equity for a transformative, global impact.

In October 2017, the two organizations signed a Memorandum of Understanding with an aim to provide a stronger and more effective ecosystem for those stakeholders wishing to contribute to addressing the issues associated to gender equality. We look forward to your partnership moving forward!