



the sustainable
trade initiative

A woman in traditional African attire is the central figure, working in a field. She wears a patterned headwrap, a floral-patterned top, and a colorful wrap around her waist. A baby is strapped to her back in a blue and white patterned wrap. She is leaning forward, tending to plants in a field. The background shows a lush, green landscape with trees and a fence.

IDH GENDER GUIDE

HOW TO INTEGRATE GENDER IN YOUR PROGRAM?

IDH considers gender equality both a key driver and concern for sustainability. We strive to integrate gender aspects in our work to achieve a positive business outcome.

This guide is part of the IDH Gender Toolkit, and follows 6 steps in programming, during which opportunities arise to integrate gender aspects that may positively influence and leverage greater impact of a program or interventions.

When planning to integrate gender in your intervention, it is recommended to carry out a gender analysis or scoping before following the 6 programming steps. A gender analysis can be done by using the questions presented in the different programming steps in this guide. To gain even more insights, consult the IDH [Overview of Gender Analysis Questions](#). These will assist you in framing the gender context you operate in.

QUESTIONS TO CONSIDER THROUGHOUT

How to identify opportunities and barriers that female and male workers, farmers, and managers face that may influence the effect of a program or intervention

In order to understand the gender context you are operating in, consider the points below at the start of your project for the gender analysis. Throughout project implementation, continuous reflection is necessary, to keep up with the context you are working in.

- 1 Identify the different roles, circumstances, and opportunities of female and male farmers/workers/managers
- 2 Identify how these roles, circumstances, and opportunities contribute to the effect of the program/intervention
- 3 Identify how the program/intervention itself may improve or deteriorate these circumstances and opportunities
- 4 Identify the different stakeholders in your value chain/landscape and how they influence the existing gender dynamics
- 5 Identify gender-specific targets, outcomes and activities.

You can use the questions in the different programming steps in this guide or gain even more insights using the [Overview of Gender Analysis Questions](#) to assess the above.

OPPORTUNITIES AND GUIDANCE

The programming steps, opportunities to address gender and the guidance provided, are not limited to the list presented below. It provides a first guide on how to integrate gender into a supply chain approach from a process perspective. All programs and projects are different, and processes identified are not set in stone. For example, at IDH, convening, co-funding and learning happen throughout and are not limited to certain steps. This is important to be aware of and you can move back and forward between steps and suggestions, use the guide as it suits you to become more gender sensitive and understand the risks of being gender blind.

THE SIX PROGRAMMING STEPS





STRATEGY DEVELOPMENT ● ○ ○ ○ ○ ○

Click on the icons to find out more!



GUIDANCE

Conduct an analysis of the issue(s) you aim to address, and how gender relates to this. Pay attention to the roles, circumstances, and opportunities of female and male farmers, such as who does the work and who decides over the income/production from this work.

Consider how these may contribute to the effect of the program and whether the program will improve or deteriorate these circumstances and opportunities.

Create an inventory of the relevant information captured in e.g. code of conducts, standards or other documentation/tools in relation to gender, or the absence of a gender lens in such documents.

KEY QUESTIONS

- Who does what in the value chain? (female/male farmers, workers, managers)
- Who owns what and has access to which resources?
- For all of the above: how does it influence the effect of the intervention? How could the program improve the circumstances and make use of existing opportunities in the gender context?

RISK OF NOT ADDRESSING GENDER:

- The program is likely to be less successful
- The program may lead to additional barriers faced by workers, particularly women.

STAKEHOLDER ENGAGEMENT ● ● ○ ○ ○ ○



GUIDANCE

1. **Identify stakeholders** with good experience and interest in identifying and addressing gender issues. Explicitly pay attention to existing power relations between stakeholders, particularly evaluating how inequalities have been established and upheld. For existing partners, (re)assess the capacity and interest to identify and address gender issues. Consider capacity building and external gender support in case of identified weaknesses.

Identify gender expert partners where possible. Women's groups and organizations can be good stakeholders to help address barriers that may influence the effect of the intervention. In addition, it may be worth exploring gender initiatives at sector level through conferences and network meetings

2. **Continuously engage with your stakeholders** to discuss opportunities and barriers, as well as the ways in which these will or will not be addressed during the intervention. Consistently pay attention to the way stakeholder power relations can influence project implementation as well as how the political and legal context of a region may affect the position of men / women.

KEY QUESTIONS

- Which stakeholders are relevant for program implementation?
- Who is represented in leadership positions, in both the workplace and the community?
- What drives different stakeholders to participate in the intervention?
- How can the existing positions and responsibilities of male and female stakeholders be leveraged to encourage adoption of gender interventions?
- Which male stakeholders can be important for gender interventions, and in what way (spouses, community leaders, men in services/institutions)?
- To what extent are partners able to undertake gender-related activities? Is some form of capacity building or support required?

Continued interactions with stakeholders take place during and beyond program/project phases. For example:

- Steering committee (project/program/country level)
- Regular update meetings with partners (bilateral/multilateral)
- Platform meetings (mostly on sector/country level)
- Conferences
- Networking events

Suggestions:

- Create an open and safe atmosphere for discussion amongst stakeholders, for example by using the 'Chatham House Rules'
- Consider the relevance of including a gender target or commitment in the stakeholder commitment
- Include an agenda item with stakeholders and Implementing Partners on how to make use of gendered opportunities and how to address barriers to positively influence the effect of the intervention

RISK OF NOT ADDRESSING GENDER:

Once the project is in implementation phase, you might discover that Implementing Partners and/or other stakeholders may not have the capacity or interest to identify opportunities and barriers faced by female and male workers and farmers. This is likely to result in less successful interventions.

GOVERNANCE STRUCTURE ●●●○○○



GUIDANCE

Equal numbers of women and men within a governance structure or organization increase the likelihood that concerns by women and men receive attention.

It is not always feasible to achieve equal numbers of men and women representatives, even after an explicit search. Global practice demonstrates that 30% women in leadership positions is a turning point at which most women and men see their concerns represented.

In sectors dominated by one gender, typically by men, an explicit search for qualified members of the other gender, in most cases women, may be required. It is important to look beyond the normal networks to achieve gender balance. Gender-sensitive newspaper advertisements and liaison with universities or women's sector organizations/networks may be helpful to identify qualified women. It is important to recognize that women may sometimes table different kind of equally important topics on the agenda due to different experiences and backgrounds. In case of an apparent difference in seniority of selected women and men or cultural barriers to equal participation, capacity building and attention to equal decision making may be important.

Suggestion:

- Consider including reference to the participation of women and men in a public stakeholder commitment.

KEY QUESTIONS

- Who decides what and who holds leadership positions?
- How is the proportion of female and male staff or leadership/ management linked to their respective responsibilities in the value chain?
- What are the (inter)national and occupational laws and policies on gender equality and gender-based violence?

RISK OF NOT ADDRESSING GENDER:

Female and male leaders and team members may not have the interest to identify opportunities and barriers faced by female and male workers and farmers, resulting in a less successful intervention.



GUIDANCE

1. To **identify opportunities and barriers**, make use of the questions in the different programming steps in this guide. Clearly communicate the need to identify gender opportunities and barriers for the project to partners, in order to get an overview that is as complete as possible.
2. **Define an intervention logic** with realistic targets, outcomes and KPIs that reflect relevant opportunities and barriers. KPIs should report disaggregated data between men and women. If feasible, gender-specific KPIs can be defined. Set targets and activities (for both women and men) that account for the division of labor, responsibilities, and time for different positions. This can include participation, leadership, and access to or control over resources. This allows identification of opportunities and barriers that female and male workers, farmers and managers face. Find practical examples in the **Gender KPI Guidelines (page 24)**.

Suggestion:

- Use and share the cases in the first section of the Toolkit to demonstrate the advantages of addressing gender barriers in interventions to partners.

KEY QUESTIONS

For this programming step, consider all questions that are asked at the different programming steps. For the project proposal, consider the following questions:

- What are external risks and circumstances that could possibly harm your project intervention on a gender level?
- How can the specific gender targets for the intervention be translated into realistic project activities?
- To what extent are your KPIs reflecting on the identified gender opportunities and barriers?
- To what extent are your gender-sensitive KPIs relevant and measurable?

RISK OF NOT ADDRESSING GENDER:

If baseline data do not address the barriers faced by women and men, future programming is unlikely to identify and address opportunities and barriers faced by female and male workers and farmers that can positively impact the intervention.



GUIDANCE

Even if an intervention does not primarily target gender, gender dynamics should be considered at every step. This can happen without altering the overall project targets and design.

1. **Create a plan and budget** in accordance with the responsibilities of women and men (using the questions below). Consider the accessibility of services provided, such as trainings, so that you avoid excluding certain groups. Align the implementation steps with monitoring standards to facilitate measurable outcomes for gender equality (see more on Monitoring and Evaluation under programming step 6).
2. Local **capacity building** is important to ensure continuation after the end of the project. Consider existing gender roles and responsibilities when implementing different parts of the intervention. Reflect on how this distribution can facilitate or hinder your project. Encourage local ownership of the intervention and think about where in the implementation process capacity building can be coupled with awareness raising.
3. **Monitor your progress** through KPIs that allow you to track absolute developments, (e.g. number of women farmers trained) and intangible changes (e.g. policy adoption). Evaluate your progress throughout implementation to adjust your activities if necessary.

Suggestion: Consider creating a position specifically focused on the gender dynamics of your intervention, to make sure that these are adequately addressed. Whenever possible, hiring for this position should be done locally, to create local ownership and ensure sensitivity to local practices. If a new hire is not possible, look for a gender champion within your project team.

KEY QUESTIONS

- Who has access to which information on the value chain/landscape? What are knowledge or capacity gaps faced by women, which ones are faced by men (differentiate for female/male producers, workers, managers)?
- To what extent are implementing partners/ local staff able to undertake activities related to gender dynamics? Is capacity building or support required?
- For all the above: Does/can it change over time (in general or because of the intervention)? What tools or interventions could be used to improve gender dynamics (e.g. concrete project activities, standards, codes of conduct, capacity building, a reporting and grievance mechanism, encouragement of gender balance, stimulation of market demand etc.)?

RISK OF NOT ADDRESSING GENDER:

Failing to address gender during implementation, might undermine the effectiveness of your intervention or worsen current gender inequalities.



GUIDANCE

1. Verify all results gathered during project implementation for **Monitoring and Evaluation** purposes. Analyze the data, assess progress against the baseline, targets, and activities defined at the outset. Additionally, identify the need for supplementary data collection, through, for example, interviews and conducting case studies.
2. Based on your analysis **write a project report and create a learning agenda**. In the report, include an evaluation on the project activities and targets. Where relevant, describe related (gender) lessons learned. Also consider how stakeholder relations have influenced the project, as well as reflect on the identified opportunities and barriers and how these were addressed, including input from partners. Building on this, create a learning agenda on gender.
3. Optionally, you may consider **impact research** for mature interventions that aim to mitigate gender inequality. Find an expert partner, preferably with gender expertise, to conduct impact research. Make the case that addressing gender is a sustainability issue because it leads to improved business practices, more successful interventions, and contributes to public good impact. If desired, publish the Impact Research in a public report.

Suggestion: Data on gender is often hard to capture through output KPIs alone. Therefore, additional data collection through interviews, case studies or surveys adds to expand your story.

Share the lessons learned from your project with others in your organization to assist them in including a gender component in their interventions without beginning from scratch.

KEY QUESTIONS

- To what extent are results from KPIs sufficient to capture the gender dynamics of the intervention?
- To what extent are (possible) project partners able to collect data of gender-sensitive KPIs and what kind of resources, e.g. capacity building, are necessary to facilitate this?
- To what extent do the lessons learned capture the gender opportunities and barriers previously identified?

RISK OF NOT ADDRESSING GENDER:

Failing to conduct good Monitoring and Evaluation, lowers the likelihood of proving that the intervention addresses the barriers faced by women and men.

Insufficiently capturing lessons learned lowers the likelihood of benefitting female and male workers and farmers in future interventions.

Not conducting Impact Research leads to fewer lessons learned. Bear in mind that Impact Research requires significant input in terms of time and costs, and is therefore not feasible to be carried out for each project.



AGRIETAL TRIAL ON TURMERIC
(NO CHEMICALS)
AT
BADI, KANDHMAL DISTRICT, ODISHA
IN
PRESENCE OF HARS SCIENTISTS, PATTANGI, ODISHA
Executed by
STAC Enterprises Pvt. Ltd. Odisha (Year 2017-18)



DEFINITIONS

GENDER SENSITIVE

Acknowledging the different needs and constraints of women and men without changing the status quo. An organization may, for example, realize that the work of female smallholders in the supply chain is not sufficiently recognized, which limits their access to training. When providing training to female smallholders, the organization could focus on the activities they perform and attempt to limit the negative effects of a gendered distribution of responsibilities, such as a heavier workload for women, without challenging the gendered differences themselves.

Gender sensitive approaches can be easily integrated into existing training structures on other topics since they don't require underlying gendered behavioral patterns to be addressed, however, they can fall short of alleviating systemic inequalities.

GENDER TRANSFORMATIVE

Addressing gender imbalances, changing gendered power relations, and actively building equitable social norms and structures. An organization is aware that women and men do not have equal opportunities in the household, at community level or at work. They may, for example, create equal working conditions for women and men, recognizing that special means may be required to increase the number of women in management positions or to achieve an environment free from gender based violence (GBV).

Gender transformative approaches are characterized by explicitly centering gender norms and are thus common for interventions that have the primary goal of addressing gender issues and transforming gender relations to promote equality.

€1.3MILLION HIGHER REVENUE

Investing in Women: New Evidence for the Business Case; IFC; 2017. (pages 18-22)

<http://www.ifc.org/wps/wcm/connect/dc30bd0e-392a-4d05-b536-81e3afdd1a25/Investing+in+Women+April+2017A.pdf?MOD=AJPERES>

The Business Case for Women's Employment in Agribusiness; IFC; 2016. (pages 87-102)

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2.8% INCREASE IN WORLDWIDE FLOWER EXPORTS

Gender and Global Value Chains: Challenges of Economic and Social Upgrading in Agri-Food; EUI Working Papers; Barrientos, Stephanie; 2014. (pages 8-12)

<http://globalgovernanceprogramme.eui.eu/publications/gender-and-global-value-chains-challenges-of-economic-and-social-upgrading-in-agri-food>

Flowers & Ornamentals Sustainability Standard; Kenya Flower Council; 2015. (mainly pages 34-35 and 94)

<http://kenyaflowercouncil.org/wp-content/uploads/2014/07/Flowers-Ornamentals-Sustainability-Standard-December-2015.pdf>

14-18% INCREASED HOUSEHOLD INCOME – PALM OIL

Mama Lus Frut Scheme: an assessment of poverty reduction; ACIAR Impact Assessment Series No. 20; Warner, R., and Bauer, M.; 2002. (entire document)

<http://ageconsearch.umn.edu/bitstream/47698/2/IAS20.PDF>

Multi-stakeholder Initiatives: Smallholders and inclusive business opportunities in palm oil; CSR Asia; 2014. (page 21)

http://www.csr-asia.com/report/RIB_Asia_Palm_oil_report.pdf

30% INCREASED YIELDS - ONION

Gender Mainstreaming in Agribusiness Partnerships: Insights from 2SCALE – Thematic paper; Terillon, J. et al.; 2017. (pages 17-18 of the full document).

<https://newsstand.joomag.com/en/2scale-thematic-papers-gender-mainstreaming-in-agribusiness-partnerships/0058671001488902783>

Village, Savings, and Loans Associations: A Case Study; CARE; 2017. (entire document)

http://www.care.org/sites/default/files/documents/prococoghana_vsla_casestudy.pdf

66% HIGHER RETENTION RATE - APPAREL

Women's Empowerment in Global Value Chains: A Framework for Business Action to Advance Women's Health, Rights, and Wellbeing; Davis Pluess, J. and Pruzan-Jordan, P.M.; 2016. (page 12)

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

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https://www.icrw.org/wp-content/uploads/2016/10/PACE_Report_PRINT_singles_lo.pdf

Empowering female workers in the Apparel industry: Three areas for business action; BSR; 2017. (page 10)

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http://www.csr-asia.com/report/RIB_Asia_Palm_oil_report.pdf

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http://www.care.org/sites/default/files/documents/prococoghana_vsla_casestudy.pdf

66% HIGHER RETENTION RATE - APPAREL

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Empowering female workers in the Apparel industry: Three areas for business action; BSR; 2017. (page 10)

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131% INCREASED SUPPLY - COFFEE

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<http://www.ifc.org/wps/wcm/connect/dc30bd0e-392a-4d05-b536-81e3afdd1a25/Investing+in+Women+April+2017A.pdf?MOD=AJPERES>

GBV REDUCTION - FLOWERS AND TEA

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<http://kenyaflowercouncil.org/wp-content/uploads/2014/07/Flowers-Ornamentals-Sustainability-Standard-December-2015.pdf>

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SECURING SUPPLY - COCOA

CocoaAction Roadmap; WFC; 2016. (entire document)

<http://www.worldcocoaafoundation.org/wp-content/uploads/161026-CocoaAction-Roadmap-v1.0.pdf>

Women's rights in the cocoa sector: Examples of emerging good practice; OXFAM DISCUSSION PAPERS; Marston, A; 2016. (entire document)

<https://tinyurl.com/ybpycfon>

ANNEX 1: OVERVIEW OF GENDER ANALYSIS QUESTIONS

KEY TASKS TO UNDERTAKE IN A GENDER ANALYSIS:

1. Identify the different roles, circumstances, and opportunities of female and male farmers/workers/managers
2. Identify the different stakeholders in your value chain/landscape and how they influence the existing gender dynamics
3. Identify how these roles, circumstances, and opportunities contribute to the effect of the program/intervention
4. Identify how the program/intervention itself may improve or deteriorate these circumstances and opportunities
5. Identify gender-specific target, outcomes and activities

IN ORDER TO ASSESS THE ABOVE CONSIDERATIONS, USE THE FOLLOWING QUESTIONS:

- Who does what in the value chain? (female/male farmers, workers, managers)
- Who owns what and has access to which resources?
- For all the above: how does it influence the effect of an intervention? How could the program improve the circumstances and make use of existing opportunities?
- Which stakeholders are relevant for program implementation?
- Who is represented in leadership positions, in both the workplace and the community?
- What drives different stakeholders to participate in the intervention?
- How can the existing positions and responsibilities of male and female stakeholders be leveraged to encourage adoption of gender interventions?
- Which male stakeholders can be important for gender interventions, and in what way (spouses, community leaders, men in services/institutions)?
- To what extent are partners able to undertake gender-related activities? Is some form of capacity building or support required?
- Who decides what in the value chain and who has leadership positions?
- How is the proportion of women and men in leadership positions linked to their respective responsibilities in the value chain?
- What are the (inter)national and occupational laws and policies on gender equality and gender-based violence?
- What are external risks and circumstances that could possibly harm the project intervention on a gender level?
- Who has access to which information on the value chain/landscape? What are knowledge or capacity gaps faced by women, which ones are faced by men (differentiate for female/male producers, workers, managers)?
- To what extent are partners/local staff able to undertake activities related to gender dynamics? Is capacity building or support required?
- For all of the above: Does/can it change over time (in general or because of the intervention)? What tools or interventions could be used to improve gender dynamics (e.g. concrete project activities, standards, codes of conduct, capacity building, a reporting and grievance mechanism, encouragement of gender balance, stimulation of market demand etc.)?
- How can the specific gender targets for the intervention be translated into realistic project activities?
- To what extent are (possible) project partners able to collect data of gender-sensitive KPIs and what kind of resources, e.g. capacity building, are necessary to facilitate this?

ANNEX 2: GENDER KEY PERFORMANCE INDICATOR (KPI) GUIDELINES

Measuring the progress and results of your gender intervention is important, which relies on the definition of good-quality KPIs. These will provide you with measurement tools to evaluate the performance and achievements of your gender targets. KPIs can measure inputs to your project, as well as short-term results or outputs and the longer-term outcomes of your intervention. If your goal is to prove the impact of your gender intervention, the definition of impact KPIs can help you on gathering valuable data/results for this purpose.

Note: Claiming impact of your project is only possible when you have conducted thorough impact research. Guaranteeing good monitoring of outputs and outcomes is the guarantee for good impact in the future.

BOX 1: CREATE SMART KPIS

Specific: KPIs should have clear, well-specified definitions, in order to avoid measurement errors.

Measurable: KPIs should produce the same results consistently over time, regardless of the observer or respondent.

Achievable: it should be accepted in the organizations involved that the KPIs set, as well as the measuring methods, are achievable.

Relevant: Indicators should be specifically linked to a programmatic input, output or outcome.

Time phased: express the value of the KPI in time, in order to measure the time dimension in which it is realized.

THE FIVE CONSIDERATIONS FOR INTEGRATING GENDER IN YOUR KPIS

- 1. Define gender issues in the project goal:** when defining the goal of your intervention, consider how it is influenced by gender issues and (stakeholder) relations. This influences your long-term and short-term results, but also the activities you need to develop to get results. Doing a gender analysis and following the programming steps will allow you to identify relevant KPIs that measure your performance.
- 2. Baseline:** develop a good baseline for your identified KPIs. If you do not have a good baseline, it will be hard to draw lessons learned and ensure your intervention's contribution to change.
- 3. Timeframe:** be realistic about the time you need for your project and to address your gender goals. Especially on sensitive gender issues, realistic goals will help buy-in from different stakeholders and will give you better and more reliable results. Reflect this in your KPIs.
- 4. Unit of measurements:** for gender issues, some issues are hard to capture through quantitative indicators. For example: the # of women receiving training on household finances, does not provide evidence of a change of access to household finances. Also, changes in company policies can be significant and important, but can only be captured through qualitative KPIs. Note: Link your output and outcome indicators to optimize the use of your results and your M&E efforts.
- 5. Credible and measurable data:** Consider, for each KPI, the measuring tool to gather data. Reflect on the tools that promise to be the most appropriate and provide you with credible results. For example, surveys may not suffice to capture the change of access to household finances and interviews need to be used instead. Especially for sensitive issues, identify the influence of the data collector on the credibility of the results. For example, is someone in a superior position in the workplace interviewing workers? Are surveys being developed in a local language? Consider anonymous data collection and guarantee anonymity when publishing results.

REMEMBER:

1. For all KPIs, segregate data on gender.
2. For sensitive data, continuously reflect on how to mitigate this to avoid harm to project participants through data collection. Adjust your measuring tools to what is appropriate in the local context.

OUTPUT INDICATORS:

- # people trained on Gender Based Violence awareness (male/female)
- # of farmers that are members of producer associations and cooperatives (male/female)
- # male partners participating in co-financial literacy classes
- # of workers participating in good employee practices training (male/female)
- Inclusion of gender focus in social standards and policies in the company/organization (qualitative)

OUTCOME INDICATORS:

- % decrease/increase of women with land ownership
- % reduction of GBV cases, by type of case (male/female)
- % of female leadership in producer associations / companies / sector organizations
- Evidence of changes in sector-wide gender-related policies, laws and regulations
- % decrease/increase of women that have access to their household finances

CONCLUSION



IDH believes that tackling gender inequality across the globe is key to achieving sustainable value chains. This is why Gender has been identified as a fifth impact theme in our 2016-2020 Strategic Plan.

We also recognize that it can be challenging to take the step from believing in gender equality to realizing the opportunities it presents and actively addressing it in projects. With our Gender Toolkit, we aim to step up to this challenge and facilitate this leap of faith towards sustainability interventions that do not turn a blind eye towards gender equality.

We hope that this toolkit can help anyone working to create sustainable value chains, within IDH and beyond, to consider how gender equality solutions can be an asset to any sustainability intervention. It should stimulate reflection on the gender contexts of our interventions as a productive way to increase impact. It aims to do so by providing the tools to discover the most appropriate ways to begin addressing gender equality in a diverse range of contexts.

With hope for more inclusive and sustainable growth that leave no one behind,

Judith Fraats,
IDH Impact Lead on Gender Equality & Empowerment

