

behaviour and practices that promote improved quality of life for the young farmers and their families. The learning methodology is flexible to cope with the specific conditions of the participants in the rural areas, like distant locations and difficult transport, time constraints due to work or school commitments, and low formal education levels.

25 to 30 young farmers attend a 1 to 3 days face-to-face workshop directed to foster leadership within the local coffee guild structures and strategic plans, focusing on development of personal skills and oriented towards action as per their local priorities. The workshop structure includes the presentation of the coffee guild institutional structures, development of leadership skills, and promotion of identity and ownership towards the rural areas and the coffee sector. The training topics like leadership types, the importance of effective teamwork and strategies, and local participation and development work are addressed in different ways. Experts facilitate experiential exercises directed to understand and apply skills as well as encourage the participants to exercise their leadership potential.

Step 1: Design the workshop's contents

Determine the exact objectives of the workshops; what should the participants know and be able to apply at the end? How does it fit within the wider programme of youth inclusion in coffee production? Review local and coffee sector strategic development plans and relevant institutional documentations, to give a framework to the participation mechanisms and action lines. Determine the subjects and objectives of each session of the workshop in cooperation with expert facilitators.

Figure 49: Example of a Workshop Agenda for 3 days (source: FNC, 2014)

Day	Hours	Themes	Content	Facilitator
1	4	Leadership	Definition, styles and functions.	Expert management trainer
1	4	Values	Behaviour, freedom and responsibility.	Expert management trainer
2	6	Institutional knowledge and Coffee Sector Structures	Challenges and opportunities within the coffee sector. Cooperativism, coffee growers and coffee institutions. Coffee participative structures and mechanisms. Coffee Democracy & election rules.	Guild's leaders
3	2	Leadership & Communication	Elements for good communication.	Expert communication trainer

3	2	Economy and coffee	Basic economic concepts and coffee as an economic alternative. Competitiveness in the coffee sector.	Coffee expert
3	2	Closing	Life Plan Evaluation and commitments	Trainer team

Step 2: Design and prepare training materials

While designing and collecting the training content/materials, take the educational level and interests of the young participants into consideration. Select the documents and adjust to ensure understanding of content by young rural population. For the presentation of this material, practical methodologies should be used that allow interaction of the participants to achieve a higher level of participation and ownership. Make use of expert trainers where needed.

For materials, you could think of: name tags, assorted markers, pens, pencils, notebooks, cardboards, heavy masking tape, rulers, scissors, erasers, sharpeners, glue pens, transparent tape, colored chalks, paper, colored balloons, whistle and stopwatch, signs, balls in different sizes, candy packages.

Step 3: Workshop Implementation

The workshop begins with a welcoming presentation to explain the objectives, the agenda and the work methodology. As preparation, the participants can receive short documents or online materials that serve as references for the training. During the closing session, the participants structure a “life plan” to follow up and apply what they learned, and evaluate the workshops.

3.4 Large Businesses

Tool 3.4 a - Business as a direct employer

From Oxfam International, GRI & IFC and UNIFEM & UNGC

Why use this tool?

Companies and especially large companies could do much more to improve their business by better representing and supporting women employees.

What do you gain from using it?

- Improve the efficiency of your business.
- Addressing gender equality in the labour force and in the board room of your own company enables you to attract and retain the best employees, increase productivity, improve morale, reduce absenteeism, increase return on investment in staff training and career development, enhance your corporate image and reputation, and increase innovation. There is also evidence on the link between numbers of women in management and on the Board, and a company's financial performance. Companies with women at the top: "make better decisions, produce better products, and retain several key business advantages over more homogeneous companies". Finally, evidence suggests that commercial teams which reflect the demographic characteristics of the market are better positioned to respond to changing consumer needs, and that products developed in this way can better respond to the needs of the consumer base.
- Meet the equality requirements
- Companies in most countries where they directly employ personnel are

obliged to promote the rights of women and guarantee that female workers enjoy equal wages, adequate working conditions and fair career prospects. These obligations are supported by the ILO. The ILO Constitution's Preamble also stresses 'the provision of an adequate living wage'. The CEDAW (The Convention on the Elimination of All Forms of Discrimination against Women), adopted in 1979 by the UN and signed by 64 countries a year later, is an international bill of rights for women, and dedicates a chapter to women's rights in employment.

- Applying the Women's Empowerment Principles -- Equality Means Business is a joint initiative of UN Women and the UN Global Compact. The Principles outline seven steps for business on how to empower women in the workplace, marketplace and community. The Principles highlight that empowering women to participate fully in economic life across all sectors and throughout all levels of economic activity is essential to build strong economies; establish more stable and just societies; achieve internationally agreed goals for development, sustainability, and human rights; improve quality of life for women, men, families and communities; and propel business' operations and goals.
- Avoid sexual harassment.
- Companies look for practical examples of how to establish a zero-tolerance policy towards all forms of violence at work, including verbal and/or physical abuse and prevent sexual harassment.

Who applies this tool and for whom?

This tool provides a checklist of possible actions to be taken by the management of a company. The checklist can also be used for lobbying by personnel of the company to encourage their management to address gender equality.

How does it work?

Step 1: Implementation and Practice

A. Ensure Gender Equality in Organizational Governance and Values

Organizational governance and values should be the starting point for reporting gender-related organizational practices, as an organization's governing principles and values affect everything it does.

In order to implement gender equality at the governance level, an organization can make a clear and explicit commitment to gender diversity in the organization's mission statement, in order to:

- Produce an organizational plan on how to achieve the organization's commitment to gender diversity with measurable targets (e.g. numbers of women as board members and in management positions), assigned responsibility, a timetable for action, and procedures for monitoring implementation.
- Establish a budget for gender initiatives at the organizational level.
- Identify a board-level individual who champions the organization's gender-equality policy and plan.
- Appoint a person or team to manage gender equality within the organization.
- Include gender as a performance indicator on the organizational scorecard.

B. Gender Equality in the Workplace

The following policies, initiatives, and activities may help facilitate the goal of gender diversity and equality in the workplace:

- Ensure fair and comparable wages, hours, and benefits, including retirement benefits, for comparable work regardless of gender. Conduct regular fair-pay reviews
- Undertake recruitment and retention campaigns that target women and men

for occupations that are not normally considered "typical" for their gender

- Ensure both women and men participate in recruitment panels
- Provide professional development opportunities such as formal or informal networking and equal mentoring opportunities for women and men at all levels, including those women working in non-traditional fields
- Prohibit discrimination based on marital, parental, or reproductive status in decisions regarding employment or promotion
- Implement concrete, verifiable actions promoting work-life balance, such as flexible work options, family leave, dependent care, wellness programmes, and work force exit and re-entry opportunities. Allow employees to take time off work for childbirth, parental leave, and family-related responsibilities
- Allow time off from work for employees seeking medical care or treatment for themselves or their dependents, including family planning, counseling, and reproductive health care, and support opportunities of return to positions of equal pay and status in the event of ill-health.

At infrastructure level:

- Provide protection from exposure to hazardous or toxic chemicals in the workplace, particularly when those substances have known or suspected adverse effects on the health of women and men, including their reproductive health
- Ensure there are separate toilets and, where necessary, changing facilities for female and male employees
- Consider supporting access to childcare either by providing childcare services or by providing information and resources regarding such services.

C. Special point of attention: avoid sexual harassment in the workplace in three steps

The key to preventing sexual harassment is for employers and management to make it clear to every employee and workplace participant that sexual harassment is unacceptable in the workplace. This can be done by developing a clear sexual harassment policy, communicating it to each workplace participant, and making sure that it is understood. In addition, it is important that appropriate behaviour be modelled by management throughout the workplace.

- Training. It can't be said often enough - make sure that all of your employees, from managers down to the newest hourly worker, know what sexual harassment is and that it is not tolerated. Regular training sessions are best, but every business should have a carefully drafted policy at the very least that every employee and new hire must read and understand
- Encourage appropriate behaviour by management and coordinators. Line managers should understand the need to model appropriate standards of

professional conduct at all times. As mentioned earlier, it is useful to include accountability mechanisms in position descriptions for managers

- Prohibit and prevent all forms of violence in the workplace, including verbal, physical, and sexual harassment. Provide information on violence against women to employees
- Implement initiatives (for instance employee consultations) to identify and address security issues, including the safety of female employees while in the workplace, as well as during travel to and from the workplace and on company-related business trips
- Respond to complaints appropriately. Have a process in place by which employees can express their concerns confidentially, without having to involve the alleged harasser in the chain of reporting. Treat every concern seriously and don't brush off rumors without giving them the attention they deserve. It could also take the shape of women's committees that report to management to address and resolve issues surrounding discrimination and harassment.

Step 2: Measurement

Figure 50: Suggested Measures of Gender-Equality Performance in the Workplace (Source: GRI & IFC, 2009)

Organizational objective	Measurement		
	Basic	Moderate	Advanced
Have a fair and unbiased wage system		Ratio of remuneration of all employees and by employee category, by gender	

	Management approach to flexible work schedules	Uptake rate of flexible working arrangements, by gender	
	Initiatives to provide child-care support and/or facilities to employees	Maternity/paternity/ parental leave return rates, by gender	
Offer equal job opportunities	Initiatives to promote equal opportunities at the workplace	Ratio of job applications to new contracts signed, by gender	
Support human resource development	Average hours of training per year per employee by gender and by part-time and full-time employee category	Percentage of promotions in the organization's main employee categories, by gender	
Ensure a safe and healthy work environment	Initiatives to provide information, education and training on sexual harassment in the workplace	Total number of incidents of sexual harassment and action taken, by gender	
Have in place an effective grievance mechanism for workers	Available channels within organization for filing gender-based discrimination grievances		

*Orange = qualitative performance measurement examples
Red = quantitative performance measurement examples*

Step 3: Report on achievements and progress made

Publicly report on progress to achieve gender equality. Although many companies now recognize the business case for gender equality and have launched programmes and initiatives aimed at empowering women, few are monitoring

their performance or communicating their progress in a transparent way.

Companies that do report on their progress have found that doing so helps to set gender equality goals and targets. Being able to communicate progress can also create a competitive advantage.

EXAMPLE I: GENDER POLICY IMPLEMENTED BY TCHIBO

Since 2000 several studies revealed that sexual harassment is widespread in agriculture, especially in plantation settings. A study published in 2002 by International Labour Rights Fund (ILRF) revealed that in the Kenyan coffee and tea sector:

- Over 90 percent of all respondents experienced or observed sexual abuse within their workplaces.
- 95 percent of all women who had suffered workplace sexual abuse were afraid to report the problems for fear of losing their jobs. Women who reported sexual abuse were often fired or demoted.
- Supervisors on coffee and tea plantations were not only abusing women workers, but also their young daughters who live with their mothers on the plantations.
- 70 percent of the men interviewed viewed sexual abuse of women workers as normal and natural behaviour.

The respondents agreed that abuse occurs in plantations when a male supervisor/manager comes to a woman worker seeking sex under threats of firing or demotion, or with promises of promotion.

In response to these and other findings Tchibo, a leading German coffee and consumer goods company, started a gender programme which includes trialling innovative approaches to promote dialogue. In the course of workshops and company visits, managers and employees learn to communicate better at work, tackle challenges and solve problems together. Another element of the work is offering suppliers specific trainings for supervisors via the Ethical Trading Initiative. The training aims to give supervisors information and practical approaches to address discrimination and harassment, and has shown positive results in countries like South Africa and Kenya.

EXAMPLE II: A PRACTICAL APPROACH TO SENSITIVE ISSUES

WIETA is a not-for-profit, voluntary association of many different stakeholders in the South African agriculture sector (wine, fruit and horticulture), who are committed to the promotion of ethical trade in this sector. WIETA has a strategic partnership with farm worker organisations and labour unions working in the sector and give training and advice to farm workers, supervisors and management on sensitive issues like discrimination and sexual harassment.

WIETA has as a general rule that members shall not tolerate incidences of sexual or racial harassment at the workplace; including gestures, language or physical contact that is racially or sexually coercive, threatening, abusive or exploitative.

They emphasize that farms establish clear internal disciplinary rules and procedures to avoid incidences, but more importantly raise awareness among staff and have a complaint procedure that, where necessary, leads to disciplinary actions and repair of damage.

WIETA developed a two-day course for supervisors aiming at improving their understanding of discrimination and sexual harassment, and their ability to promote equal treatment of workers. A practical action-planning session helps supervisors to put that learning into practice.

The training includes explanations on what the legal definitions of for instance harassment are, how people experiences it themselves and what internal rule they would like to have in their own workplace.

The sessions are based on people's day to day experience, use role play and drawings to get real life examples out in the open and jointly determine what should be the internal rule. Pilots in six workplaces in Kenya and three sites in the UK revealed a number of positive changes, including improved communication between workers, supervisor and managers; increased confidence among supervisors, including women supervisors, and a reduction in summary dismissal and disciplinary cases.

Impact of supervisor training based on pilots

- Development of new policies and procedures and/or revision of existing ones.
- Improved implementation of existing policies and procedures.
- Better communication of policies and procedures to workers.
- Improved communication between workers, supervisors and managers.
- Increased confidence and ability of supervisors to manage difficult situations, and consequent reduction in management time spent resolving these issues.
- Increased confidence of female supervisors to take on responsibilities.
- Reduction in summary dismissal and disciplinary cases.
- Fairer allocation of work tasks.
- Better understanding of cultural diversity, discrimination and harassment.
- Clearer understanding of 'acceptable' standards of behaviour.
- Increased reporting of issues by workers due to improved understanding of rights and procedures.

The end result is a workplace where people want to work and where operations are done more efficiently. People are more focused on their work and there is less absenteeism and sick leave. Furthermore, there is increased retention and recruitment of skilled staff and workers.

The supervisor training can be combined with a half-day training for managers, which aims at making managers aware of the challenges faced by supervisors in upholding workers' rights on discrimination and sexual harassment.

www.wieta.org.za
www.ethicaltrade.org

Credits

Oxfam International, 2012, Gender equality, it's your business. Briefings for Business No 7. International Edition. © Oxfam International February 2012.

IFC & GRI, 2009, Embedding Gender in Sustainability Reporting, A Practitioner's Guide Executive Summary. IFC In partnership with the governments of Germany, Iceland, and Switzerland.

United Global Impact and UNIFEM, 2009, Women's Empowerment Principles. Equality Means Business.

In addition, a presentation providing an overview of the Women's Empowerment Principles can be found on Slideshare.

Tchibo Sustainability Report 2010

International Labour Rights Fund, May 2002, Pattern of sexual violence against women & their daughters revealed in production of imported Kenyan coffee

Ethical Trading Initiative training programme

YouTube: 'Women's Empowerment Principles: Equality Means Business'

Tool 3.4 b - Business as a key player in value chains

From Oxfam International, GRI & IFC and UNIFEM, Bill & Melinda Gates Foundation

Why use this tool?

Women make up a growing percentage of the global agricultural labour force and produce a high percentage of all basic foodstuffs. However, women face unequal access to essential inputs, land ownership, and services – such as credit and extension – all of which are crucial for successful farming. Research commissioned by the Bill & Melinda Gates Foundation shows that by increasing women's participation in smallholder sourcing and support programmes, many international food companies can improve crop productivity and quality, grow the smallholder supply base, and improve access to high-value markets.

What do you gain from using it?

- Avoiding reputational damage and strengthening your brand. Being aware of the real conditions in your value chain, and engaging in a constructive dialogue that drives continual improvement in gender equity, greatly reduces a company's risk of sudden reputational damage. Consumer and media interest in supply chain conditions is growing as the world becomes smaller and more interconnected. Adopting an honest, longer-term relationship with your supply base, rewarding suppliers who best meet your gender equality and human rights standards and buyers who source product from the best suppliers, will result in higher standards throughout your chain, longer-term commercial relationships, and a more stable business model.

- Increased crop quality and productivity. There are also compelling business cases for purchasing more from women smallholders, and for providing better inputs and training as women form the majority of the agricultural producer base in many parts of the world. Evidence shows that enabling women to have equal access to inputs, services, and land improves yields. It shows that female smallholders often pay greater attention than men to crop quality, and that productivity tends to increase as a result of increasing their access to technical training.
- Growing the supply base. Research showed that women can be particularly effective at recruiting new members to out-grower schemes and producer groups. Successfully attracting female members can therefore help to establish new out-grower schemes, as well as expand existing operations. Moreover, successfully bringing women smallholders into supply chains is likely to be even more important in the longer term, because it is generally known that increasing numbers of men are leaving rural areas in search of alternative employment, leaving the women to take charge of smallholder farms.

Who applies this tool and for whom?

This tool provides a checklist of possible actions to be taken by the management of a company. The checklist can also be used for lobbying to encourage the management to address gender equality in their supply chain.

How does it work?

The tool deals with the following 3 steps, which can be considered as consecutive steps, although in reality they will be dealt with interchangeably:

Step 1: Implementation and practice

A. Increase women's membership and participation in smallholder sourcing schemes:

To address the typically low level of female membership in contract farming schemes and producer groups:

- Ensure that the membership criteria for your contract farming schemes and smallholder supplier groups offer equal opportunities for women and men.
- Actively recruit for women members.
- Actively source from women's smallholder groups.
- Encourage men to give a share of their land or crops to their wives, so that women can join the group or scheme in their own right.

To address the underrepresentation of women in leadership or management positions within producer groups and contract farming schemes:

- Introduce quotas for women's representation on boards and committees of contract farming schemes and producer groups.
- Encourage and support women to stand for election to these committees.

Explain the importance and benefits of women's representation to men, to help overcome cultural barriers and general feelings of resistance to change.

B. Ensure that women benefit from services provided by or on behalf of your company

The following recommendations are relevant to all companies that support the provision of technical training, extension services, or production inputs for smallholders. This includes situations where the actual training is delivered by an external (partner) organization.

To help combat women's low participation rates in technical training and extension programmes:

- Ensure that women farmers, including female family members of male contract farmers, are directly invited and encouraged to attend training and extension sessions, for example by setting quotas for women's participation in training sessions.
- Make sure that training and extension methods are appropriate for women.
- Recruit a mix of female as well as male company extension staff wherever possible, because experience shows that female trainers and extension workers are usually more effective than men at reaching and training women farmers.

To ensure that women are not excluded from credit and input provision schemes provided by your company:

- Ensure that entry and guarantee requirements for your credit schemes are women-friendly, for example by using group-guarantee mechanisms rather than requesting land as collateral.
- Improve women's access to pesticide application and personal protective equipment, for example by providing shared equipment for smallholder groups.
- Ensure that women receive information about pesticide application and health risks, for example by providing information in local languages.

Step 2: Measurement

Figure 51: Suggested Measures of Gender-Equality Performance in the Supply Chain (Source: GRI & IFC, 2009)

Organizational objective	Measurement		
	Basic	Moderate	Advanced
Do business with organizations that respect gender equality	Description of gender equality in procurement policy and plans	Percentage of suppliers that have gender equality policies or programmes	Percentage of suppliers that report on their gender equality policies and practices
			Gender composition of supplier workforce
			Percentage of suppliers' managerial posts, by gender
Promote women's entrepreneurship and supplier diversity			Financial value and percentage of total procurement by supplier company and type of good or service, broken down by gender and type of supplier
			Male - female ratio suppliers' shareholders

Orange = qualitative performance measurement examples

Lime = quantitative performance measurement examples

Step 3: Reporting on achievements

Report regularly on achievements made. The management and reporting of sustainability issues, including gender, are typically considered the domain of large organizations, but are increasingly being embraced by SMEs within the global supply chain.

A scorecard developed by Oxfam for their Behind the Brand campaign gives useful indicators for following and reporting on achievements.

EXAMPLE I: PRODECOOP

Since its initial work to promote gender justice in 2003, PRODECOOP has managed to mainstream gender across all levels of the organization. In 2008, PRODECOOP approved and introduced a 5-year gender policy which included the following:

- 40% of leaders at PRODECOOP have to be women. The introduction of this quota has increased female leadership from 17 in 2008 to 104 in 2013.
- 1 USD of all Fairtrade premiums received per quintal (46 Kg) is invested in PRODECOOP's gender programme. PRODIMUJER was established: an economic development programme aimed at increasing female members' income and promoting diversification.
- An ongoing awareness campaign to make the role of women in coffee more visible.
- A training programme for field staff introducing specific methodologies for working with women farmers and ensuring women get access to technical assistance. Female membership increased and production levels went up.

With the support of external parties like WIEGO, a network established to support female farmers around the world, PRODECOOP also developed a clear communication strategy of the gender policy for all audiences. They are now known for their gender-sensitive organizational culture, combined with good performance as a smallholder coffee farmer organization and a reliable business partner.

EXAMPLE II: FRICH

The FRICH (Food Retail Industry Challenge Fund) project supports tea company Finlay's out-growers in Kenya to set up five new cooperatives. To ensure that female as well as male out-growers can join the cooperatives in their own name, the project bases membership eligibility on the grower having been assigned land where they have control over the produce: formal land titles are not necessary (which is important as most African women do not own land). Moreover, as women producers are often registered under their husbands' names even when the husband is not involved in farming, the project insists that, in such cases, the woman must be registered as the member. Finally, to ensure that women (and youth) are represented in the cooperatives' governance structures, quotas have been established at the various management levels: for example, each buying center must elect one older man, one older woman, one young man, and one young woman to form its committee.

Credits

Oxfam International, 2012, Gender equality, it's your business. Briefings for Business No 7. International Edition. © Oxfam International February 2012.

Oxfam "Behind the Brand" campaign, the scorecard.

Improving opportunities for women in smallholder-based supply chains: Research done on behalf of Bill & Melinda Gates Foundation by Man-Kwun Chan, 2010.

IFC & GRI, 2009, Embedding Gender in Sustainability Reporting, A Practitioner's Guide Executive Summary. IFC In partnership with the governments of Germany, Iceland, and Switzerland.

United Global Impact and UNIFEM, 2009, Women's Empowerment Principles. Equality Means Business.

In addition, a presentation providing an overview of the Women's Empowerment Principles can be found on Slideshare.

Twin, 2013: Empowering Women Farmers in Agricultural Value Chains, gender report

Tool 3.4 c - Business and the community

From Oxfam International, GRI & IFC and UNIFEM & UNGC

Why use this tool?

More than ever, communities are looking at the private sector to share resources and create meaningful change. This is not only the case in communities where businesses sell their products, but also where they source and/or produce. Businesses usually promote gender equality through their human resource and sourcing policies (see tool 3.4 b), but another way to engage with the wider community is through charitable contributions and investments. This tool provides tips on how to let the wider community benefit from your business.

What do you gain from using it?

An increased developmental impact can improve a companies' image and stimulate a more sustainable way of production, by:

- developing a more inclusive recruitment pool within the community
- building loyalty with customers and suppliers
- stimulating innovation within your business and potentially even opening up new market opportunities.

Who applies this tool and for whom?

This tool provides a checklist of possible actions to be taken by the management of a company. The checklist can also be used as a lobbying instrument by workers and others to encourage the management to address gender equality.

How does it work?

Step 1: Implementation and Practice

The following provides a range of steps you should consider when working on an organization-wide gender approach and community engagement strategy.

Achieving women's empowerment:

- Consult with women during the scoping process of community projects and ensure their representation when you identify and select community initiatives to fund. It is also important to include women in decision-making and governance structures of community engagement programmes, so they can participate in determining how funds will be spent, where and on whom.
- Find out if there are any existing public sector-supported initiatives with a gender focus that might be of interest to you. Consider whether such initiatives might be worth leveraging in a tripartite (private sector, community and government) arrangement.
- Ensure that any partnership (whether public or private) fits your views on gender.
- Work closely with local governments and communities on policies and practices that promote gender equality and the empowerment of women.

Building Women's Capacity:

- In order to enable women's effective participation in local community programmes throughout the design and implementation stages, it is important to identify women's learning needs and help ensure that these needs are addressed.
- Provide career information and training programmes designed for the local community that are accessible by and targeted at both women and men.
- Consider establishing programmes to encourage women to enter non-traditional areas (of work).

Step 2: Measurement

Carry out a social impact assessment.

- Ensure that gender-differentiated impacts on local communities are taken into account during an environmental and social impact assessment process, and that gender - disaggregated data are included in the baseline information obtained.

Step 3: Reporting

Transparency is considered to be a crucial element in corporate social responsibility. Therefore report regularly on achievements made. You can use the performance measurement examples as guidance for your report.

Figure 52: Suggested Measures of Gender-Equality Performance and the Community (Source: GRI & IFC, 2009)

Organizational objective	Measurement		
	Basic	Moderate	Advanced
Contribute to the well-being of women and men in the affected communities	Initiatives, including donations and grants, to address equality in the community	Management approach to the consultation of local women in devising community engagement/ investment programmes	
	Management approach to determining community engagement/ investment activities, including policy and criteria	Total number of community engagement/ investment programmes targeting women	Total number of direct beneficiaries of community engagement/ investment programmes, broken down by gender
		Management approach including gender impact assessments to address gender-related community impacts	Total monetary value of community engagement/ investment programmes, broken down by beneficiaries' gender

Orange = qualitative performance measurement examples

Red = quantitative performance measurement examples