

# GENDER ANALYSIS IN THE COFFEE VALUE CHAIN USING THE DO NO HARM APPROACH

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At the occasion of International Coffee Day, 1 October, we call attention to the issue of gender in the coffee value chain. Since this day - apart from celebrating coffee as a beverage – is also used to raise awareness for the plight of the coffee growers. Including women.

Doing a gender analysis remains a difficult task. Many organisations and individuals struggle with it. There are various methods to do a gender analysis, and there is not one method that suits all purposes. In this paper, we explore the Do No Harm *approach*, which is based on the Do No Harm *principle*.

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## 1. Introduction to Do No Harm (DNH)

### The DNH principle

Although the origin of the phrase is uncertain, the Hippocratic Oath includes the promise “to do good, and to abstain from doing harm”. From the 17<sup>th</sup> century this has become a guiding principle for physicians that, whatever the intervention or procedure, the patient's well-being is the primary consideration. Therefore, the “Do No Harm” *principle* has a long history as a basis and guide for ethical behavior in several traditions. “The wellbeing of the people we are trying to help must be the focus of our efforts to help them. In other words, the cure must not be worse than the disease and the intervention must not destroy (or harm) that which it is meant to help. The principle of “Do No Harm” demands that we consider their wellbeing apart from and beyond our intervention”. (Marshall Wallace, From Principle to Practice, A user’s guide to Do No Harm, revised 2016, [www.principletopractice.org](http://www.principletopractice.org)).

In 1994 the Red Cross Movement and many of the major humanitarian NGOs have adopted a 10-point Code of Conduct, of which ‘Do No Harm’ is one.

For gender equality this DNH principle means: an intervention should by no means in the end contribute to less gender equality in the given situation, also not in the form of an unexpected negative impact.

### The DNH approach

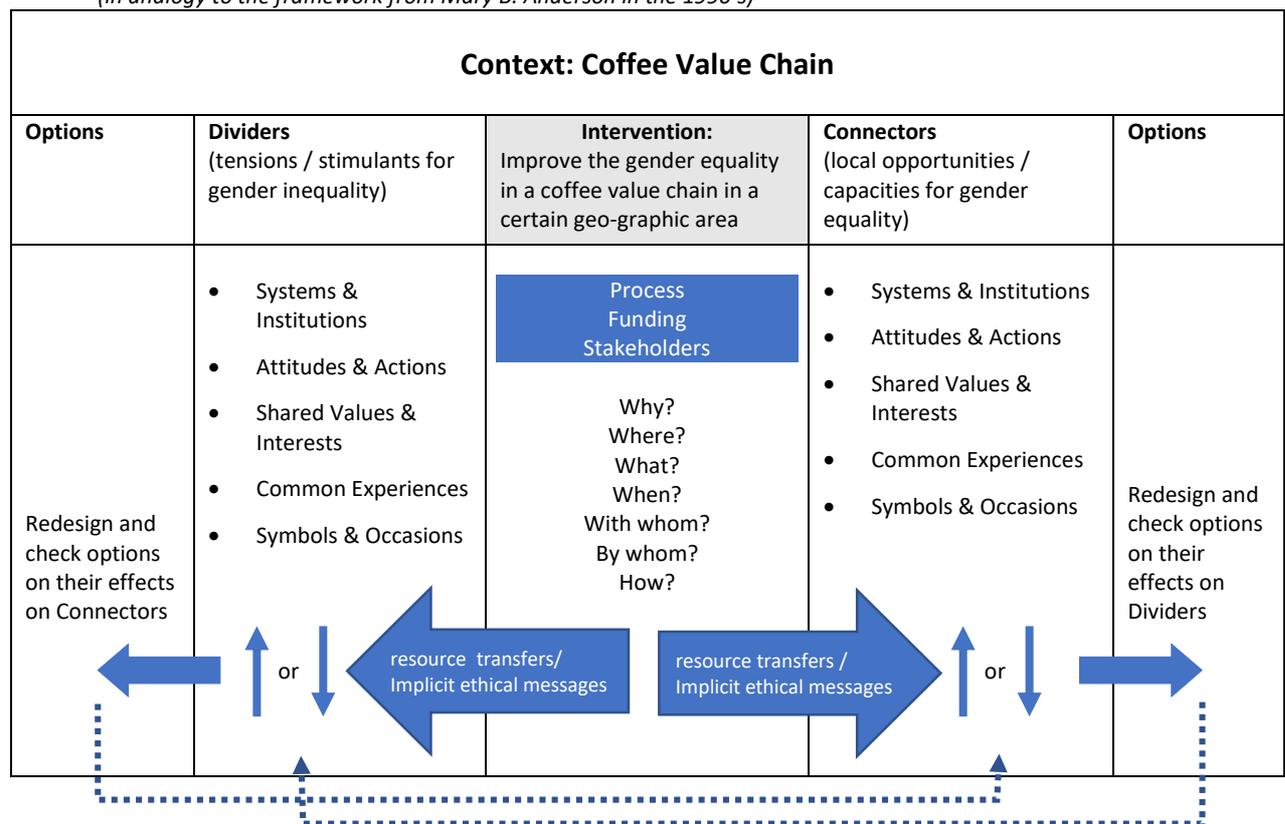
The Do No Harm *approach* was as a tool first developed by Mary Anderson and published by the organisation Collaborative for Development Action (CDA) in the 1990’s for the emergency and development settings. DNH field assessments help understand conflict at a project or community level. When local leaders understand

which activities divide or connect people, the development organization can partner with them to design projects or programs to minimize harm, and support local capacities to build peace. The use of integrating peacebuilding & conflict-sensitivity in programming by using DNH is widely spread, see for example World Vision <http://www.wvi.org/peacebuilding-and-conflict-sensitivity/do-no-harm>, including a link to World Vision's online eLearning module for Do No Harm. In general, DNH is a flexible tool which can be adapted to the various needs of organisations.

**This paper, another use of the same DNH tool**

In the present article, authors explore a further innovative use of this tool, namely as application for gender analysis in value chains, a in particular in coffee. To this end authors have adapted the DNH framework of Mary Anderson, when she was considering the ' impact of Aid on Conflict', as follows:

*Graphic: Framework for gender analysis in a coffee value chain, by using the Do No Harm principle and practices (in analogy to the framework from Mary B. Anderson in the 1990's)*



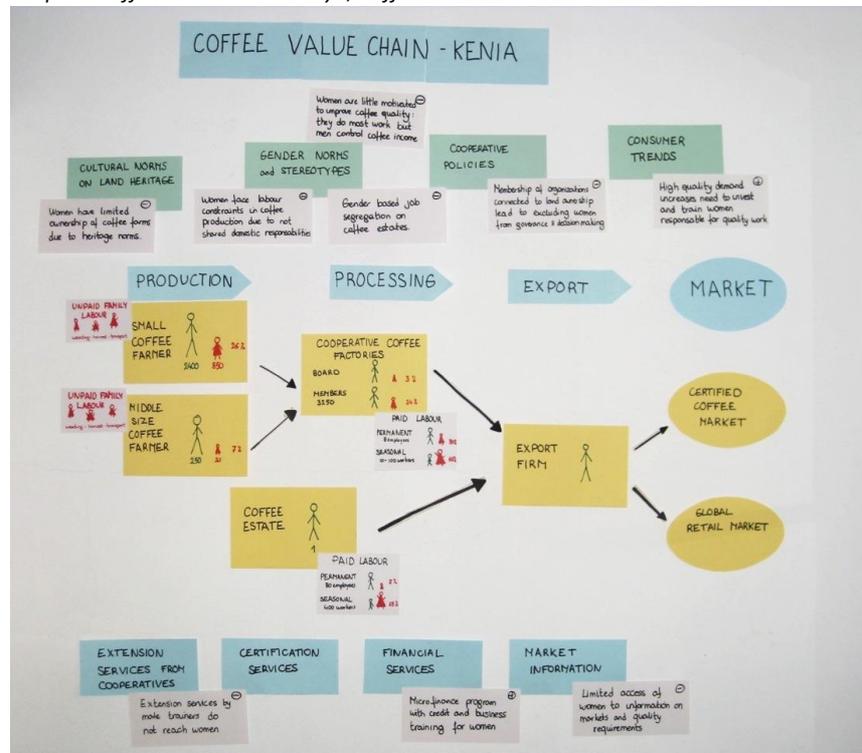
**The set-up of this paper**

With this paper, we aim to give stakeholders in the coffee sector a universal practical tool based on DNH to do a gender analysis, which will make it easier to compare the different micro contexts of coffee producers. For this article, we recognize the whole of the coffee value chain, but we limit ourselves to smallholder coffee farming households<sup>1</sup> with the aim to improving support provided to these farmers (M/F) in a gender friendly way. To this end we study first the gender context in which a coffee value chain normally operates (chapter 2), then we name the connectors to reach more gender equality in that context and the dividers for the same (chapter 3). The analysis of these connectors and dividers for this context, related to an intervention (chapter 4) is followed by mapping the constraints beyond our control. In the following chapters authors describe the consequences of actions and behaviour(6), gains and losses (7) different options to decrease dividers and increase connectors (8), and how with this knowledge to redesign an intervention improving gender equality in the coffee vale chain (9).

## 2. The gender context in which a coffee value chain normally operates

### Coffee value chain

Graphic: Coffee Value Chain Kenya, Coffee Toolkit 2015:20



Coffee ranks among the most important agricultural commodities traded in international markets in terms of both volume and value. Yearly, about 120 to 134 million 60 kg bags of green coffee beans are produced in 80 countries in Central and South America, Africa and Asia. Over 100 million people are engaged in producing and processing coffee. A clear majority of the world's coffee producers are smallholder farmers<sup>2</sup>, small farms that rely mainly on the family labour (both female and male), who are directly dependent on coffee for their livelihoods.

(Coffee Barometer 2012:3)

### Gender related Declarations and Conventions

There are several universal declarations and conventions which guide humanity all over the world, and which is not country -, culture - or religion specific, and therefore guide the worldwide context. The first is the Universal Declaration of Human Rights, which was published in 1948 and it articulates the rights and freedoms to which every human being is equally and inalienably entitled. Article 1 states: "All human beings are born free and equal in dignity and rights". A second important document is the Convention of all Forms of Discrimination against Women (CEDAW). Both form the context of applying Do No Harm in the coffee sector. All major coffee producing and consuming countries have signed both the Universal Declaration of Human Rights as well as CEDAW. By studying CEDAW country reports, one gets an impression of the most important gender issues in the specific country, such as land ownership, marriage and inheritance laws, gender based - and domestic violence.

### Power cube

Even though these documents are signed by most countries, the reality is far from these equal rights and freedoms. An important aspect, underlying much inequality between women and men in the world is power. The power cube ([www.powecube.net](http://www.powecube.net)) shows there are different types of power. Many gender issues are based on power issues, gender inequality is power inequality. It is important to be aware of this. (Hivos ToC Guidelines, The Hague, 2013:95-97).

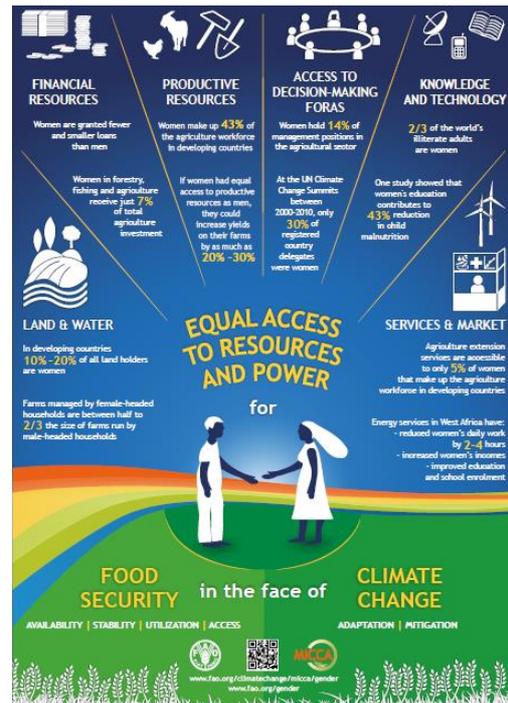
### Equal access to resources and power for food security in the face of climate change

More specifically relating to agriculture is the following *infographic as published by FAO in 2015:*

This picture shows women's unequal access to resources and power for land and water (10-20 %), financial resources (7%), productive resources (women making up 43 % of agricultural labour force in developing countries), access to decision making fora's (women holding 14% of management positions in the agricultural sector), knowledge (2/3 of the world's illiterate adults are women) and technology and services and markets (agricultural extension services are accessible to only 5 % of women).

### Gender inequality index GII

Another useful tool to get insight in the macro gender context in a specific country is the gender inequality index GII. The Global Gender Gap 2015 ranks 145 economies according to how well they are leveraging their female talent pool, based on economic, educational, health based and political indicators. The first report was published in 2006. The index gives the rank of a country out of 145 countries, and the score, 0.00 = equality 1.00 = inequality. Switzerland ranks number 1 (most gender equal), followed by Denmark and The Netherlands. Germany is 9, Japan 21 and the USA ranks 43. Of the coffee producing countries Vietnam ranks 71, Rwanda 84, Peru 86, Colombia 89, Brazil 92, Indonesia 105, Ethiopia 116, Uganda 121, Tanzania 129, and Kenya 135 (most gender unequal) ([hdr.undp.org/en/composite/GII](http://hdr.undp.org/en/composite/GII)). Even the most "equal" coffee producing country, is still much more unequal than most coffee consuming countries.



### Profit at the cost of what

When working in value chains, a major determining factor is whether gender equality contributes towards the objectives of the private sector. Businesses across the world are regarded as having a central purpose: to survive and grow. This objective of the organisations has been regarded by Friedman to present the fundamental right of the corporations. The conclusion drawn from the analysis of corporate responsibility and survival was that "the sole responsibility of the corporation is to make profit" (Machan and Chester 2002, p 13). However, this perspective has been challenged by others, who regard it to offer limited insight into the interplay between corporate social responsibility and profitability of an organisation (Primeaux & Stieber, 1994). The article, The sole responsibility of corporation is to make profit, ([www.mba-tutorials.com/ethics/2220-the-sole-responsibility-of-the-business-is-to-make-profit](http://www.mba-tutorials.com/ethics/2220-the-sole-responsibility-of-the-business-is-to-make-profit)) presents three arguments against the statement which asserts that businesses are only responsible for profit making. These are: 1) stakeholder theory and business responsibility, 2) principled based ethics and social responsibility and 3) justice based ethics and business responsibility. Ad 1. The community in which the organisation operates, the legal institutions other businesses in the industry, consumers and employees are some of the examples of stakeholders who are effected by the firm. Ad 2. Mc Donald (2014) has outlined key ethical principles that guide the accountability practices in business entities, including integrity, objectivity, honesty, etc. These principles allow the managers to make decisions that follow these generic ethical values. Ad 3. Justice based theory highlights fair treatment, including the equal employment opportunity and equity in compensation (Weiss, 2014) The article concludes that businesses have responsibility towards internal and external stakeholders, which can be fulfilled by making ethical and morally sound decisions, which would lead the organisation towards profitability and success. We will go more into this in chapter 6, Actions and behaviour have Consequences (ABC).

### 3. Connectors and dividers for reaching gender equality

In each society there are issues, factors and elements which **connect** men and women and can serve as local capacities for gender equality. There are also issues, factors and elements which **divide** men and women, and count as a source of tension between them.

Understanding what connects men and women despite inequality is critical into understanding how interventions reinforce and support or undermine those factors that might mitigate inequality or constitute positive forces for equality in society.

Dividers and connectors analysis is a technique that focuses attention on the key factors that, experience shows, we need to understand to think about the impact of social dynamics of any intervention. Organizing our experience into categories offers the opportunity for greater depth of understanding. People who use Do No Harm have seen that organizing into two categories provides significant understanding and insight (adapted from Marshall Wallace 2015, p. 16), while it is an easy tool to apply disregarding the culture.

**Some connectors and dividers relating to the players in the coffee value chain**

One aspect which serves as a major **divider** in the coffee chain, is the notion that *coffee is a men’s crop*, which makes the role and contributions of women invisible, not recognized, and therefore not valued. The examples of this are found in all coffee producing countries. The invisibility of women in the coffee sector led to a large-scale research by women into their role and contribution in Brazil<sup>3</sup>. Even the fact that women are the ones mostly buying the coffee in coffee consuming countries is not yet universally recognized.

1.

**Research** underlines this: Juliet Hunt did research into factors that contribute to positive changes on gender equality, and factors that undermine gender equality:

*Factors related to gender equality. Source: Zimbabwe Gender Equality and Change Study, Hunt et al. 2015: 133*

<b>Factors contributing to gender equality</b>	<b>Factors that undermine gender equality</b>
Equal rights laws and policies and their implementation	Men limited understanding of women’s human rights, fear of competition, and failure to accept positive changes – and men’s limited engagement in awareness raising activities on women’s and girls’ rights
Access to education and health services	Persistence of cultural practices that conflict with women’s rights, including wife inheritance, polygamy, property inheritance
	Women’s increased burden due to men not supporting the family financially
Increased confidence of women to engage in community leadership, decision making in the household, challenge gender based norms	Abusive home environments
	Churches not supporting women’s rights and reinforce damaging cultural practices
Women’s increased financial independence	Economic factors, poverty and lack of (self-) employment opportunities

2.

**Female land-ownership.** Many of the above-mentioned factors are valid in other contexts and countries as well. From the authors’ own experience, for example, the possibility of **ownership of land** by the wife, improves the gender equality. In South Sumatra, the eldest daughter of the family inherits the land from her parents by birth. This land is often used for rice, as a food crop, and partly cash crop. In Rwanda, after the genocide, women can and do also own land, often in the absence of men, who were killed in the war. In Kenya, in a project managed by Sustainable Management Services, men gave a part of their coffee land to their wives, so they could farm it and reap its benefits<sup>4</sup>.

3.

**The family income** is a complex factor. Often men and women all over the world have separate sources of income, and decide separately over it. Women in Uganda, Tanzania and Kenya side sell some of the coffee before the men can sell it, to have some of their own income from the coffee, which they want to use for the family. In South Sumatra, Indonesia, many wives and husbands discuss the income from coffee, but ultimately the men decide. In Vietnam, women are often in charge of the family income, and decide over its use. Enough money and agreement over its use is a connecting factor between husband and wife, as well as if men do not support the family, and poverty are dividers. All over the world, women form savings groups, which gives them funds when they need it, although often small amounts, and it also provides moral support among women.

4.

**Religious groups** (church, mosque) may offer connectors among men or both among men and women. It may depend on the role of church and mosque leaders (see example of Zimbabwe). In South Sumatra, Indonesia, music groups also perform a connecting role<sup>5</sup>.

5.

**Input suppliers** Coffee nurseries are often seen as a business opportunity for women, and women also often produce better quality seedlings than men. But strange enough input suppliers favour men in their supply and therefore stimulate that men decide on the nursery. The input suppliers often do not consider women’s

preferences even that they work the nursery. And even while women consider the health hazards of pesticides/herbicides more than men.

6.

**Technology.** The existence of eco- and women friendly technology can be a strong connector, for example biogas, which reduces the amount of domestic work for women if they must collect firewood, and it makes it easy for men to cook themselves easy dishes, such as breakfast.

7.

**Smallholder farmers – production.** Households are living and working together, when members of the household respect each other's contribution, and when women's and young men and women's economic and other (non-financial) contributions are valued, this is a **connector**. The healthier the family members are, the more labour and energy there is for domestic and productive activities. Land available for cash and food crops, and each household member contributes equally towards this unit.

8.

**Workload and benefit sharing.** The way the workload in the household unit is divided, may work as a **divider**. If the workload among women and men is not equally distributed, and men have more leisure time than women. Women do productive, household and community work, while men do mostly productive -, and less household work.

In East Africa, it was found that many men may spend much of coffee income on drinking and smoking, and less on children's education and household needs. Drunkenness often also results in domestic violence. Land is more used for cash crop, while there is not enough land available for food crops. Sources of income from different household members are not calculated.

9.

**Producer organisations may serve as input suppliers, processing and/or marketing of the coffee** They work as a **connector** when both women and men can join on an equal basis, and have an accepted function. The leadership capacity of both women and men of different age groups is accepted. Producer organisations work as a **divider** when producer organisation/cooperative/union adherence to traditional roles, capacities of women and men are not valued or developed. Policies, rules and regulations of organisation are not gender friendly. Often, the longer the history (from colonial background) of the cooperative rules and regulations the more difficult to change. Traditional patterns may be difficult to change. Nepotism in these organisations act as a divider. Through processing of coffee, water may be polluted, and clean drinking and washing water may not be available, women may complain, without being heard (Peru or Bolivia).

10.

**Local traders** give access to markets to both women and men, are within easy reach at any time, making them a **connector**, however the price is often low. Markets are however more accessible for men in cultures where the ladies are not supposed to go far from the house. In that case the ladies must organise her husband/son/uncle, and discuss with him his % of the sales.

11.

**International traders** are often further away, and they are usually men, making it more difficult for women to access them. These traders often have a strong focus on profit making alone, without obligations to their (external) stakeholders. They therefore more often act as a **divider** than local traders. After awareness raising/training, it is quite possible they can take gender into account in their operations, adhering to social justice as a business principle; in that case they can become a strong **connector**.

12.

**Service providers** that consider both women and men of all ages can be a strong **connector**, if they consider both women and men, value women's and men's position and contribution. However, extension is often directed towards men only, while it is often women also perform many of the tasks. It is usually assumed that men who are given extension services, will share that with members of the household, which is often not the case (limited trickle-down effect). Extension services are organised to reach mostly men (in terms of location, time, language, literacy level, method, pictures). Access to finance by women is also very low. Although women's savings and credit groups act as a **connector**, women's overall limited access to suitable finance for economic activities is severely limited and acts as a **divider**.

13.

**Standards** can be an important **connector**, especially when considering plantations, as based on ILO's core conventions, they set rules and regulations for enumeration, (maternity) leave, child labour, hazardous work, etc. However, there is scope for improvement at three levels: 1) the standard itself, 2) the guidelines and 3) the auditing process.

14.

Lastly, **donors**, in public private partnerships can be an important connector, if they make working towards gender equality a condition. However, they can also act as a **divider** when they do not at all consider gender relations to play a role, and set no conditions for funding.

#### 4. Critical gender details of an intervention in a coffee value chain

We will now review common details of often used interventions in coffee programmes aimed at smallholder farmer household units. In the Do No Harm approach these elements are called: “seven elements of circumstance”. They include: why, where, what, when, with whom, by whom and how. (Wallace 2016: 42)

**Why.** The reason for the programme is often to increase productivity of coffee production in an economically, environmentally and socially sustainable way (i.e. in the Coffee Partnership for Tanzania); to increase farm income from coffee. For the business: constant reliable supply of good quality coffee. The focus both for the smallholder household unit as well as the business is primarily focused on *coffee*. While this may be logical for the business, as their business is coffee, this may be less logic for the coffee smallholder family unit. They usually have different sources of livelihood, both cash and food crops, as well as other sources of income from non-agricultural products. By focussing on coffee, this crop gets more attention, and the gender-balance in the household unit, for example in terms of labour use, land use, and use of income, may get lost.

**Where.** The location, usually determined by the private sector players in the case of public/private partnerships, is the expectation that a reliable stream and sufficient quantity (and quality of) coffee can be obtained for that source. During the project life time, this expectation is often changed, and private sector players withdraw or stop buying from farmers. This has happened several times in the experience of one of the authors, disappointing the farmers considerably. Especially when under pressure of more cash crop production (men) the %% of land used for food crop (women) had gone down.

**What.** The most common input is usually training of farmers in Good Agricultural Practices (GAPs), with additional inputs such as supply of inputs (seedlings, fertilizer, pesticides, herbicides), market access (to the international trader/quality markets), improved technology (for example biogas, dryers), as well as capacity development of producer organisations. It often happens that farmers have been trained several times in GAPs by different projects and service providers, that the content of the messages is different, wasting scarce resources in repeating similar interventions to a limited group of persons (heads of households), confusing the farmers by giving different messages. This has also huge influence in the micro gender balance in the household between husband and wife, since they are a working-unit together but get out of their balance by mixed messages. Making them less empowered and less efficient together.

**When.** The project focus is short term, aiming at quick results to please the donors, while transformations including on the gender equality issues involved, may take longer, with incremental support, which may take different shape and forms over time. Usually the projects do not come to that, and the same intervention (GAPs) is repeated.

**With whom.** The target group is most often the (male) heads of households, which may include a few female headed households as well, if they farm their own coffee and own the land. These heads of households become experienced recipients of support, requesting “sitting allowance”, while focusing less on change. The other members of the household are excluded for efficiency reasons (too expensive to invite both husband and wife, or even adult children), and the assumption is that the one member will inform the other members of the household. Support is focused on one member of the household, without knowledge how this affects the household as a productive unit of different family members. What is the impact on how the labour (both productive and reproductive) is divided, the use of the land, the other income earning activities, how money is spent, etc.

**By whom.** The field officers of an organisation are often the most important people, as they are the ones dealing with the farmers. These field officers are often young men, trained in agricultural colleges, chosen for their technical skills. They may or may not be staff from the same area, in which case it is important to consider whether they are from the same ethnic background, having the same religion. For these men, it may be difficult to reach out to women, and they may not be skilled in gender sensitivity. If farmers are from different ethnic

backgrounds, it may be difficult to reach out to a different tribe, or they may favour farmers from their own ethnic background (authors have seen enough examples of this in the different coffee growing continents). In the way organisations search for staff, they may find it difficult to recruit female staff. Without a gender policy or knowledge by senior staff, they may remain gender blind.

**How.** The “How” differs from organisation to organisation and location to location. While field staff training promoter farmers is quite common in East Africa, with promoter farmers training from 20-50 other farmers, reaching quite large numbers, this is hardly the case in Indonesia. Here field staff often train small groups of farmers at home or in a classroom, with or without a model farm for actual practice. Outreach to farmers in Latin America is also often in small groups, with total outreach often not more than a few hundred farmers. Focus is often on male farmers at a time, duration and level of training which is suitable for them, featuring men if there are pictures at all. In all 3 continents as mentioned we observe still less female agricultural extension staff than male, while the national promotion to invite a surplus of female agricultural students is still lacking behind.

**In conclusion,** when looking at the critical details of the common interventions made in coffee support programs for smallholder farmers, it is found that they are often targeted at the (male) head of the household by male extension workers focused on coffee alone, without looking the implications for the whole family unit including the necessary food crops. If the interventions were targeting the household unit, looking at what resources are available and how they are being used, the intervention may become very different, and the outcome may be much more in favour of all the members of the household unit, including the nutrition level of next generation children.

## 5. Mapping constraints beyond our control

Planners and implementers do not have complete control over all critical details of their intervention. There are constraints that may influence the final results but are beyond control. In general three areas of these types of constraints can be distinguished, concerning Mandate, Fundraising & donors, and Headquarters.

### **Mandate**

If the mandate, in our case Increasing the gender equality in the coffee value chain, becomes too limited; e.g. if coffee production is less viable or becoming less suitable than another cash crop in a certain area. In such a case it may not create the intended impact, like improved income of female coffee-farmers.

### **Fund raising and donors**

The way the funds are raised and the type of donor available, always determines the type of intervention possible. This may not be the most suitable in a specific area. If funds need to be used for coffee improvements only, diversification of crops may not be financed, while improvements in food crops may be a priority of (female) farmers.

### **Headquarters**

The way organisations are structured internally can affect the way they plan and implement<sup>6</sup>. When the decision making is more decentralised, staff can adapt the intervention to the local circumstances, and decide more quickly also in favour of steps in increased gender equality that are locally accepted.

## 6. Actions and Behaviour have Consequences (ABC)

Actions and behaviour have consequences. Consequences are impact. Interventions have an impact through resource transfers and interventions have impact through the messages sent by behaviour (Wallace 2016: 57).

### **A. Interventions have an impact through resource transfer**

Wallace distinguishes five patterns of resource transfer: distribution effects, legitimization effects, market effects, substitution effects and theft. We discuss the first four.

#### **Distribution effects**

We have shown that most coffee smallholder interventions aim at (male) heads of households, leading to an imbalance at the household level in terms of labour, income, land use, decision making regarding how income is spent. If distribution is more inclusive, and targets men and women of different age groups in the family, both wives and younger women and men (adult children) are reached and a better balance in the household can be established. Recommendation: find ways to be inclusive in your distribution.

#### **Legitimization effects**

Too often we found that bad functioning and corrupt producer organisations are supported. In these types of dysfunctional producer organisations women often are discouraged to participate to the full. Recommendation: find ways to support good actors and to dissociate from bad actors. Or find ways to help bad actors become good actors.

#### **Market effects**

Very often interventions target to by-pass the local trader, and make his/her trading function obsolete. The way a local trader operates may contain more connectors for increased gender equality, such as proximity, availability at all times, provision of credit, which an international trader may not have. The good functions may therefore disappear together with the bad functions of low quality (for the international buyer) and low price (for the farmer). Recommendation: find ways to open economic opportunities that are broadly inclusive.

#### **Substitution effects**

By focussing an intervention solely on providing improved extension services by a trader or by a NGO, this same function that the local government should hold, may further wear out by the intervention instead of being reinforced. E.g. in the Coffee Partnership for Tanzania, local government in the Northern area (Same District) was presented with the results of the gender training provided by Hivos together with Tutunze. Local government showed keen interest in learning the methodology. In a similar fashion, the local NGO, Faida Mali, specialised in linking out-growers with traders of different value chains would always involve government officials in their training, so they would require the same skills as extension officers of traders<sup>7</sup>. Recommendation: find ways to involve local governing authorities and local organisations.

### **B. Interventions have an impact through the messages sent by behaviour**

Implicit ethical messages (IEM) can be sent by behaviour of organisations. Four aspects: respect, accountability, fairness and transparency (RAFT).

#### **Respect**

Until recently, traders would not know where they would get their coffee from, they would not see smallholder farmers as “clients”. This has changed in recent years, when traders have initiated programmes to support smallholders. However, the (male) extension agents and marketing agents deal mostly with the (male) heads of households, who are selling the coffee to them. Therefore, the wife of the male head who is putting in a lot of work in the coffee production and processing, remains invisible, and does not get the respect she deserves, neither the capacity upliftment she needs to contribute to more family income.

#### **Accountability**

Traders usually do not feel accountable to smallholder farmers. They only give pre-set prices to the men without discussing the margins. Unfortunately, many men do not share the price with their wives. When asked, women in Sumatra, Indonesia said they always asked the husband for the price he obtained for the coffee, however, this is not automatic in many other production countries and regions. In Kenya, it helped women if the cooperatives would list the price the coop would get for the coffee on a daily basis. Sometimes (international) traders stop buying from farmers in particular areas without giving a clear reason to farmers, leaving farmers with the coffee. This behaviour stimulates that farmers side sell to others.

#### **Fairness**

The price for coffee that is obtained by smallholder coffee farming families often does not cover their production costs, and usually is not enough to make a decent living solely from this one cash crop. As women are usually considered unpaid family workers, they often do not see any reward for their labour, as the husband frequently decides how the income from coffee is spend. But the ladies do see they cannot feed the children, causing her to work disproportionate extra hours in food production and additional income generating activities as selling eggs, making fruit-jellies, etc.

#### **Transparency**

How the coffee price is derived at, is often unclear to the farmers, and they do not understand how this is calculated. There are differences by country of the percentage the farmers get of the FOB price<sup>8</sup>, and this may vary considerably per country. Feedback on quality is often not given, even to the head of household, let alone to the women. Good quality is mixed with lesser quality, and no special price is given for good quality. Meaning the quality efforts by a farmer family are often not enough translated in a higher price.

## **7. Who gains and who loses?**

To conclude now, we can summarize who gains in the coffee sector in general, and in particular, who gains from the interventions of the traders to the smallholder coffee farmers.

## Gaining

In general, the most gain starts only after the producer and cooperatives have done their part, as dry processors, traders, exporters, roasters, retail and catering all make a profit from the coffee. Smallholder farmers often do not cover their operating costs from the sales of the coffee. Support usually goes to heads of households, who own a piece of land, on which they grow coffee plants. This can be male- or female headed households. Often, female headed households are included, and therefore both may gain from support.

## Losing

However, who is losing? It may be clear from the analysis, that wives and other members of male headed households lose, as they are usually invisible, their contributions are not seen, recognised and valued. Women do much of the domestic and coffee work, yet they do not benefit from the income from coffee. As the man may not prioritise his family in the use of the income, he may have other priorities, the family suffers. This may have an impact on the children not being fed sufficiently, or able to go to school. He himself also loses, as the marriage may suffer when the wife feels ignored, overworked and not benefitting. Input suppliers may also suffer, as they leave out a large portion of their possible clients (the women). The extension agency may also suffer, as they do not get the results of their extension as they ignore a large part of the labour force in the household, and do not get their messages across to the right audience. The traders, roasters and all further up the chain also suffer, as the production and primary processing is not done optimally, resulting in quality and quantity losses. They also lose, because an important resource, women and other family members, are not used optimally, resulting in negative publicity, and lowering social sustainability of the coffee chain.

### Are we missing or ignoring opportunities to reinforce connectors?

By focussing on men, both as male headed households, but also male input suppliers, extension workers, traders, and further up in the chain, we miss the contributions made by women and other members of the household. By not focussing on the household as a whole, many opportunities in terms of skills, etc. are not taken into account. The household is an important connector, therefore this should be reinforced. This accounts for inputs, assets, labour, benefits, services and standards.

## 8. Options to weaken dividers and strengthen connectors

Every intervention, to have more success and generate more impact, should in the approach of DNH contribute to weaken dividers and strengthen connectors. That means in the programme-design-stage one should generate as many options as possible on how to do what you intend to do, in such a way as to **weaken dividers and strengthen connectors**.

Applied to our subject - an intervention to increase gender equality in the coffee value chain- we have summarized all dividers and connectors per stakeholder and issue. If in the intervention you do what is said under the column 'divider', the gender equality will not improve or even get worse. If in the intervention you concentrate on the points in the column 'connector', the intervention will contribute to more gender equality.

Table: Dividers and connectors for increased gender equality in the coffee value chain

Stakeholder	Issue	Divider	Connector
Coffee sector	How is the sector seen	Coffee as a men's crop	Coffee as a family crop
Input supplier	Sexe of input supplier	Focus on men only	Focus on both men and women
	Sexe of client	Focus on men only	Focus on both men and women
Farmers	Land	In name of men	Joint land ownership and other forms that make it possible for women and youth to own land
	Labour	Women doing most of the domestic and coffee work	More equal division of domestic and coffee work
	Income	Men receive coffee income	Women get their fair share
	Decision making	Men take decisions how income from coffee is spent	Joint decision making
Producer organisations	Membership	Open for head of household only	Both men and women can join; one price per household
	Leadership	Men are the leaders	Sufficient number of qualified women

	Policy and procedures	By men and for men	Benefitting all male and female members
	Staff	Men	Both men and women
<b>Local traders</b>	Access		Buys from both men and women, off farm, often also offers credit
	Quality	No focus on quality	Give feedback to farmers on quality
	Price	Low price	Good price for higher quality
<b>International trader</b>	Access	Far away, buys from men	Closer to both female and male farmers
<b>Extension</b>	Policy and procedures	Focus on men only	Benefitting all male and female farmers
	Staff	Male and gender blind	Male and female and gender sensitive
	Target group	Geared towards men, high level	Geared towards both male and female farmers ensuring right level
	Curriculum	Good Agricultural Practices	Good Agricultural Practices and planning, gender issues
	Location, time and timing of training	Suits men	Suitable for both male and female farmers
	Technology	Suitable for men	Suitable for both men and women; benefits women in particular
<b>Standards</b>	Content	Insufficient focus on women	Focus on both men and women
	Guidelines	Not gender specific	Make gender specific
	Auditing	Male staff; gender blind	Both male and female staff who are gender sensitive

## 9. Test options and redesign the programme. Some examples.

The coffee sector does not have to start from scratch. Various stakeholders have implemented measures to weaken dividers or strengthen connectors, even without so much realizing they can be called like this. They have tested the options and redesigned (part of) the programme. They all have improved their programmes and increased impact in terms of resource transfers and implicit ethical messages.

To give some examples:

- a. **Global Coffee Platform:** has a work-stream on gender to make the coffee sector more aware of the gender issues in coffee; through the work of the Coffee Quality Institute Partnership for Equity Program prepares Implementation guidelines.
- b. **International Women in Coffee Alliance:** lobbies to make women coffee farmers visible both internationally as well as nationally
- c. **Nespresso:** works with TechnoServe in Kenya. Has made the extension services more gender sensitive, hired female staff, and gives extension to both male and female farmers
- d. **ECOM/SMS (Kenya, Tanzania and Indonesia):** has trained male and female farmers in both Good Agricultural Practice and Gender through the Gender Action for Sustainability at Scale approach. In Kenya SMS reached out to more than 4000 female - and 5000 male farmers, this has shift the focus from the male head of household to women and men in households. They often plan together, a number of men have given some land to their wives, they divide the labour better, and decide jointly on how to spend the income. In Indonesia, in addition, extension staff is both male and female, through training they are became more gender sensitive and made their extension to farmers also more inclusive.
- e. **TWIN** has gender as one of their six pillars of intervention. They also sell coffee produced by women to give women their own income from coffee.
- f. **Bukonzo Joint Cooperative Union** in Uganda the cooperative union with more than 5.000 members, has mostly female members, but also male. Women are in the board, and staff is gender sensitive. They train male and female farmers, who have increased their productivity and quality of coffee tremendously, through joint ownership of land, better division of labour, and women have a say in how the income from coffee is spend.
- g. **Root Capital** considers women as equally eligible to credit and invests in women's (coffee) businesses
- h. **Utz Certified** has developed a Strategic Partnership with the Dutch Government, which includes gender.

## 10. To conclude - authors & contact, endnotes, references

The Do No Harm Approach offers a useful tool to analyse gender equality in the coffee sector in general. It is expected that after analysing the specific contexts of dividers and connectors from a gender perspective in a given situation, this leads to better programming, resulting in more value in the coffee sector and empowered, visible female participation, and improved gender equality in the chain.

Once the analysis is done, the "Coffee Toolkit" and other resources offer practical guidance how to implement the needed changes.

### Authors & Contact

The authors are independent consultants, and both are ready to support you in this endeavour, either in doing a gender analysis (for example using the DNH approach). Or to facilitate a process of redesigning an inclusive programme. Or to do a mid-term or end-term evaluation with a high gender profile.

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### Endnotes

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<sup>1</sup> A household can be defined as a house and its occupants regarded as a unit. All persons living under one roof or occupying a separate housing unit, having either direct access to the outside (or public area) or a separate cooking facility. Where members of a household are related by blood or law, they constitute a family.

(business directory). Cambridge dictionary states: a group of people, often a family, who live together

<sup>2</sup> It is difficult to define "smallholder". In third world countries, smallholdings are usually farms up to 10 ha land supporting a single family with a mixture of cash crops and food crops (subsistence farming). It is often not the only indicator of size, but can also include market orientation, labour input, farm management responsibility, income, arming system, capacity, legal aspects and level of organisation, (Aid and environment, EFPL, Defining Smallholders, Lausanne, Amsterdam, 2013:11,12)

<sup>3</sup> See Catherine van der Wees' article: Women are invisible in coffee in Brazil. Amsterdam, October 2016.

<sup>4</sup> Communication with Peter Ndambiri from SMS, July 2017.

<sup>5</sup> Field experience Catherine van der Wees, December 2016

<sup>6</sup> Wallace 2016: 53

<sup>7</sup> Field experience by Catherine van der Wees

<sup>8</sup> FOB, "Free On Board", is a term in international commercial law specifying at what point respective obligations, costs, and risk involved in the delivery of goods shift from the seller to the buyer under the Incoterms 2010 standard published by the International Chamber of Commerce. FOB is only used in non-containerized sea freight or inland waterway transport. FOB terms do not define transfer of ownership of the goods.

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