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# A Study of Agribusiness Companies' Engagement in Women's Empowerment

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# A Study of Agribusiness Companies' Engagement in Women's Empowerment

## **Abstract**

*The Sustainable Development Goals (SDGs) are being viewed by companies as a guide to design, measure and account for their contribution to sustainable development. Many companies are expressing interest in addressing SDG Goal #5, for gender equality and women's empowerment; WOCAN undertook this research to identify the drivers and mechanisms agribusiness companies are using to address women's empowerment and gender equality goals. The desk research and online survey conducted with both companies and women's organizations highlighted gaps in the realization of these commitments; this report offers suggestions on ways to bridge these gaps, to build on the momentum within companies to understand women's empowerment and gender equality as a prerequisite for sustainable supply chains and growth of markets. The findings indicate the importance for companies to maintain strategic partnerships with women's organizations to effectively operationalize their gender goals and the need for a robust accountability measure to report their impact.*

## **Background**

There is a growing interest for companies and organizations to proclaim their goals and targets for women's empowerment and gender equality. Many of these companies are doing so in support of the UN's Sustainable Development Goal (SDG) #5, to "achieve gender equality and empower all women and girls".

Almost 1,000 companies from 90 countries around the world responded to the Price Waterhouse Coopers (PWC) SDG Engagement Survey 2015, which reported that 92% of businesses were aware of the 17 SDG goals; 71% of these are planning to address them<sup>1</sup>. Companies hailed the SDGs as setting "the new, *de facto* global standard for businesses to design, measure and account for their contribution to sustainable development<sup>2</sup>". They present a unique opportunity for businesses to align their programs and purpose to the needs of society — and in so doing, grow the business, reach new customers and markets, develop new products and boost their bottom line.

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<sup>1</sup>PWC, 2015. Make it your business: Engaging with the Sustainable Development Goals. London: Price Waterhouse Coopers

<sup>2</sup>Tuffy, M. September 22, 2016. *It's up to business to take the big next step on the SDGs*, Corporate Citizenship. Retrieved on September 26 <https://www.greenbiz.com/article/why-business-must-big-next-step-sdgs>

In June 2016, the office of the UN Global Compact sent a letter to Fortune 500 companies to call on them to commit to responsible business practices and adhere to universal principles of sustainability<sup>3</sup>. Companies were encouraged to take five steps to align their business with the SDGs: assess their impact against the 17 goals, engage with their boards, shareholders, and employees, and demonstrate this commitment to the public. Sixty-one companies endorsed the letter and the steps outlined therein to align their business with the SDG. However, only six out of the 61 companies expressed their commitment to women's empowerment.

There are other mechanisms for companies to make commitments to gender equality goals, such as the Women's Empowerment Principles (WEP) of UN Women. Since the launch of the Women's Empowerment Principles in 2010, 1,319 CEOs from around the world have signed the CEO Statement of Support for the WEPs, signaling their support for gender equality and compliance with the guidance provided by the Principles<sup>4</sup>. There are 68 companies involved with food production that have signed the Principles<sup>5</sup>.

According to the research conducted by the McKinsey Global Institute, \$12 trillion could be added to global GDP in 2025 in a scenario in which every country matched the fastest progress toward gender parity made within its region<sup>6</sup>. Closing the gender gap could increase agricultural output in the developing world by 2.5-4%, on average, with higher gains in countries where women are more involved in agriculture and the gender gap is wider<sup>7</sup>. Women comprise, on average, 43% of the agricultural labor force in developing countries, ranging from 20% in Latin America to 50% in Eastern Asia and sub-Saharan Africa<sup>8</sup>. Within Asia, the sub-regional averages range from about 35%<sup>9</sup>. Women are also the majority of the labor force in the supply chain of certain commodities, such as coffee. An estimated 25 million smallholder coffee farmers produce 80% of the world's coffee; women do much of the work on

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<sup>3</sup> UN Private Sector Forum, 2016. Announcement of support of the sustainable development goals. New York.

<sup>4</sup> *Women's Empowerment Principles*, 2016. *Weprinciples.org*. Retrieved 15 September 2016, from <http://www.weprinciples.org/>

<sup>5</sup> <http://www.weprinciples.org/Site/Companies/#search>

<sup>6</sup> McKinsey Global Institute, 2016. *The Power of Parity: How advancing women's equality can add \$12 Trillion to Global Growth*. London: McKinsey & Company.

<sup>7</sup> FAO, 2011. *The State of Food and Agriculture: Women in Agriculture-Closing the Gender Gap in Development*. Rome: UN Food and Agriculture Organization.

<sup>8</sup> *Ibid.*

<sup>9</sup> Status of Food and Agriculture Team, FAO. 2011. *The Role of Women and Agriculture*. ESA Working Paper No. 11-02. Rome: FAO. UN Food and Agriculture Organization.

smallholder coffee farms, including key cultivation and processing activities that affect coffee yields and quality<sup>10</sup>. But compared to men, women farmers and entrepreneurs face a number of disadvantages, including lower mobility, and less access to training, market information, financing and productive resources<sup>11</sup>.

## Purpose

In collaboration with the Responsible Business Forum, WOCAN decided to conduct this research in order to understand the various factors and perceptions driving this interest of companies in gender and women's empowerment, and to learn of the mechanisms companies are using to address these goals. This research will provide the basis for thought leaders engaged in gender and women's empowerment to develop strategies and recommendations to support this and build on the growing interest. The results of this study will inform participants in the RBF Sustainability Conference 2016, during a special side event organized by WOCAN to share insights and experiences amongst women farmers, entrepreneurs and agribusiness companies on ways in which these groups can collaborate to accelerate the results of these objectives.

## Methodology

The methodology of this study involved primary and secondary research methods, including desk research and survey questionnaires. Published reports, online publications, blogs and articles were reviewed to understand the landscape of the businesses and their commitments to various development goals, in particular, those of women's empowerment and gender equality. Two surveys were developed for companies and women's organizations/networks [see Annex 1]. The purpose of the survey for companies was to elicit information on their commitments to gender goals; for women's organizations, the survey aimed to obtain their perspectives on partnering with companies. The survey for the companies included four categories: 1) general information about their company, 2) perception of the role of companies on women's empowerment and gender equality, 3) understanding their commitments to gender goals, and 4) exploring their partnerships with NGOs and women's organizations. The survey for the women's organizations included the following categories: 1) general

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<sup>10</sup> Coffee Quality Institute, 2016. *The Way Forward: Accelerating Gender Equity in Coffee Value Chains*. Washington, D.C: Coffee Quality Institute.

<sup>11</sup> World Bank, FAO, and IFAD, 2009. *The Gender and Agriculture Sourcebook*. Washington, D.C. : World Bank.

information of their organization, 2) perception of the role of companies on women’s empowerment and gender equality, and 3) information about their engagement with companies.

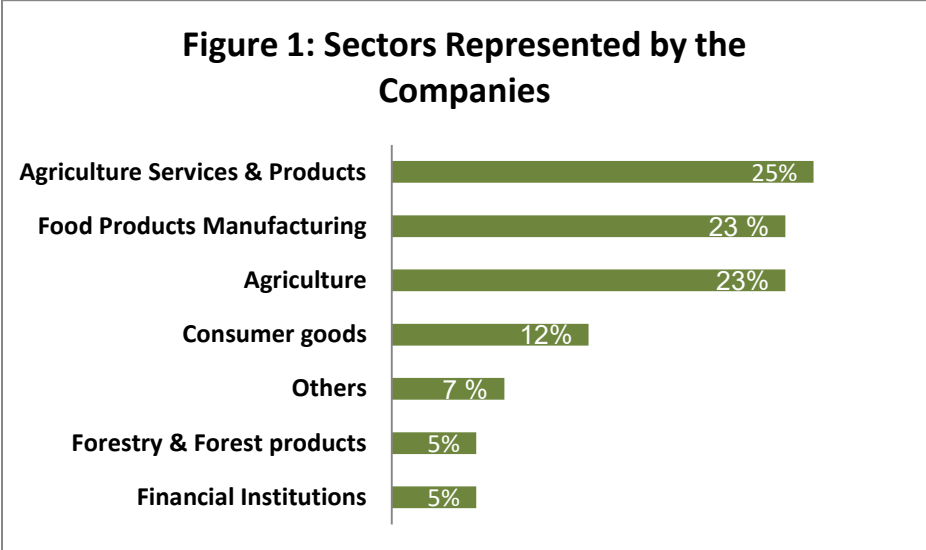
The survey was emailed in August 2016 to 40 women’s organizations engaged in agriculture in the Asia-Pacific region from WOCAN’s membership network, and the 135 companies of the Responsible Business Forum’s network of food and agriculture companies. One-fourth the women’s organizations (10 in total) and 44% of the companies (60 in total) responded to the surveys.

### Survey Findings

Findings from each group are presented separately, below.

#### A. Company responses

The companies that responded are engaged in various sectors, shown below:



Ninety-three percent of company respondents agreed that women’s empowerment and gender equality are highly relevant to their company, but only 67% have made commitments for women’s empowerment and gender equality goals. The companies that have not made commitments indicated two main reasons for not committing: 1) they lack skills to operationalize plans, and 2) it does not make business sense for their company.

Most of the survey respondents reporting commitments indicated that they have made internal commitments; about 15% have made commitments to the SDG Goal # 5 and 35% have signed onto the

Women’s Empowerment Principles. To measure and report on the results of their initiatives, 75% of respondents claimed to use the Women’s Empowerment Principles Guidelines, 10% have applied the ISO 26000 Social Responsibility Guidance Standard and 5% have used the Global Reporting Initiative (GRI) Standards. Fifteen percent indicated that they do not use any mechanism to measure results.

Most of the companies reported that they used staff engagement as the main mechanism to fulfill these commitments. The biggest barriers to realize their commitments are: 1) inadequate capacity and unavailability of staff to implement the initiatives, 2) competing priorities of the company, and 3) resource availability. Despite these barriers, 90% of the companies report they plan to continue and expand the initiatives.



Figure 2 shows that 60% of the companies ranked *social reasons for committing to gender equality as the main driver for committing to women’s empowerment and gender equality*. Thirty-five percent indicated that gender equality can also provide economic gains; 25% said that such a commitment would provide them with a competitive advantage; and 30% believed doing so would positively affect the sustainability of their supply chain. The interest and requirements of owners/stakeholders and senior management played a small role in focusing on gender equality.

The top two barriers/challenges were identified as: 1) inadequate capacity of the staff, and 2) financial constraints. A majority of the companies provide training and awareness raising on gender issues to

their staff to overcome the first barrier. Only five percent of the companies reported that they charge a premium on the price of their products to cover the extra costs of the activities.

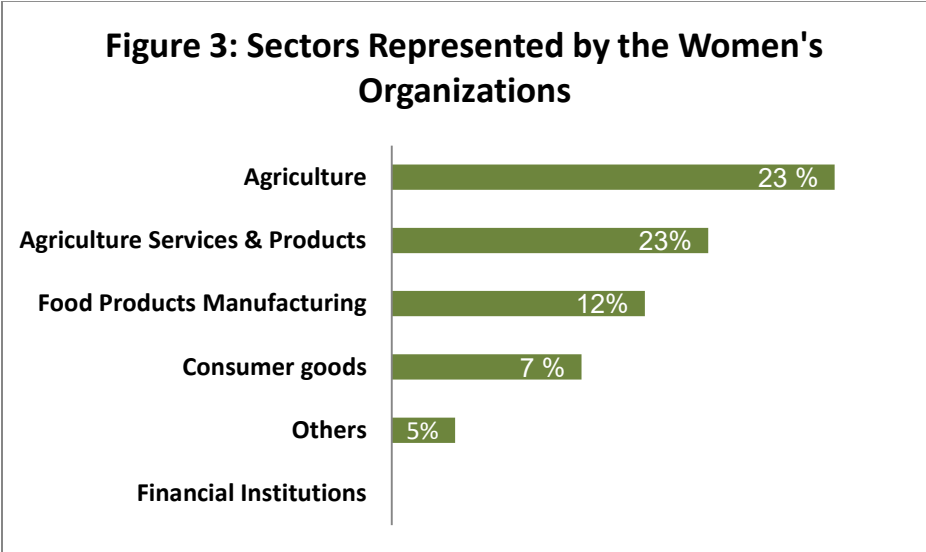
Forty-percent of the companies that have made commitments are working with external partners, mostly NGOs, to implement initiatives to meet their gender goals. Of this 40%, only 38% are engaging with women’s organizations as partners. The survey respondents stated that most of the women’s organizations provide technical support to implement projects and organize events.

The companies are also engaged directly in these initiatives and 60% of the companies reported that they provide technical support to collaborate and implement projects with their external partners; 30% of the companies have provided financial support to women’s organizations. The companies reported that the main reason to partner with women’s organizations is to avail of their capacity to work on the ground and show impact. They also reported a high level of staff engagement in events organized by women’s organizations.

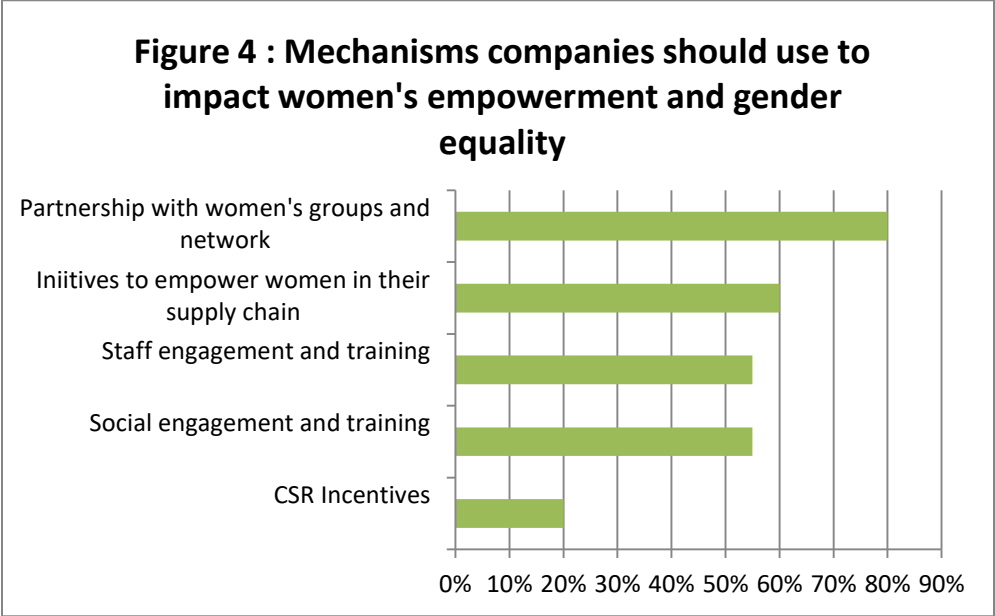
The top three reasons reported by companies for not using external partners are: 1) partners’ skills are not relevant to their business, 2) they lack contacts with appropriate women’s organizations, and 3) financial constraints.

**B. Women’s organizations responses**

The women’s organizations that responded are engaged in various sectors, shown below:



The 10 women’s organizations that responded to the survey acknowledged that companies can have an impact on women’s empowerment and gender goals. They ranked partnership with women’s groups and implementing initiatives to empower women in the supply chain as the top two mechanisms for companies to impact women’s empowerment and gender goals. Staff engagement and training, social enterprise initiatives and CSR incentives were ranked as lower priorities.



Only 20% of the respondents have partnered with companies to implement activities; these mainly focused on training, organizing events and providing links to women farmer groups. The companies mainly provided technical support and financial support totaling under 10,000 USD. The main advantage of working with companies is the non-financial support from the staff of the companies. All of them are planning to continue and expand the initiatives.

Sixty percent of the respondents ranked “inability to find appropriate companies for partnership” as the main reason for their lack of engagement with them; 30% reported that working with companies is against the vision of their organization. Seventy percent of the respondents claimed that they do have innovative initiatives to partner with companies and most of them are seeking funding but they are also looking for technical assistance and market access.



## Discussion

The survey findings show that though the companies are highly aware of the importance of women's empowerment and gender equality, not all of them have committed to gender goals. This is similar to the finding of the Asian Development Bank's study of 104 inclusive businesses which showed that only 13 explicitly aimed to empower women; three of these are in the agribusiness sector<sup>12</sup>. Some companies are still unable to realize the business potential of focusing on women's empowerment. Part of the reason could be the lack of clear understanding of how women and gender relations affect sustainable development, and the sustainability of supply chains that rely on women's labor inputs. Even the companies that have made commitments identify social gains as the main driver for their commitments, rather than economic returns and sustainable supply chains.

Some companies reported that they lack the knowledge to operationalize plans for gender commitments, which shows the need to build their knowledge of various approaches and mechanisms for gender equality and women's empowerment used by experts and those with more experience in these areas. There are also tools, including the SDG Compass<sup>13</sup>, which can be used to align company strategies to measure and manage their contributions to the realization of the SDGs. Companies can apply five steps to set or align their course, depending on where they are on the journey of ensuring that sustainability is an outcome of core business strategy.

The majority of the respondents who have made commitments to gender goals cited staff engagement as the main mechanism to fulfill their commitments. Staff are involved in providing technical support to their partners who organize events and training to raise awareness on women's empowerment and gender equality issues.

This echoes the characteristics of the social enterprise initiatives of the ADB's inclusive business model which supports gender-related activities, but remains small in scale and impact. As expressed by one civil society leader, "If all that the SDGs do is encourage businesses to report their CSR (Corporate Social

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<sup>12</sup> ADB, 2016. *How inclusive is inclusive business for women?* Manila: Asian Development Bank

<sup>13</sup> GRI, UNGlobal Compact and WBCSD, 2015. *SDG Compass- The guide for business action on the SDGs*. Boston: Global Reporting Initiative

Responsibility) without changing business factors around their sustainability in particular, then we are lost”<sup>14</sup>.

## Partnerships with Women’s Organizations

Of those that responded to the WOCAN survey, there are only a nine companies partnering with women’s organizations to implement their initiatives. Many cited a lack of contact with women’s groups. In fact, this same lack of contact was also echoed by women’s organizations as one of the main barriers for partnering with companies. This shows the need for platforms where companies and women’s organizations can engage and develop partnerships for solutions. Otherwise, this signals a lost opportunity to connect with, and benefit from, the historical and diverse experiences and insights of women’s organizations. Of the respondents reporting partnerships with women’s groups, only a few are providing them financial support. Research conducted by the Association of Women in Development (AWID) in 2014 highlighted that though there is much discussion and many initiatives focusing on ‘investing in women’, women’s organizations that have the experiences and perspectives to transform the position of women and girls in societies are not engaged appropriately<sup>15</sup>. Of this study, only 27% of the 170 initiatives supporting women and girls engaged women’s organizations as partners, and only 9% directly funded them.

Financial support from the private sector is critical in the current reality where funding for women’s organizations has fallen by more than half over the past five years, despite recent studies that suggest the work of such groups brings the greatest long-term improvement to women’s lives. A review of financial support given by major donor countries, conducted by Gendernet, a subsidiary body of the Organisation for Economic Cooperation and Development’s (OECD) Development Assistance Committee, found that just 0.5% (\$192m) of the billions of dollars allocated to promote gender equality in poorer countries in 2014 was reported as going to women’s rights organizations. The figure was down from 1.2% in 2011<sup>16</sup>.

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<sup>14</sup> Sriskandarajah, D., 2016. What we need to change to get business action on the SDGs. *Corporate Citizenship*. Retrieved on 29 September 2016. <https://www.greenbiz.com/article/what-we-need-change-get-business-action-sdgs>.

<sup>15</sup> Miller, J., Arutyunova, A. and C. Clark, 2013. *New Actors, New Money, New Conversations A Mapping of Recent Initiatives for Women and Girls*. Toronto: AWID.

<sup>16</sup> Ford, L., 2016. *Funding for Women’s Right Groups in Poor Country Falls*. Retrieved on 15 September 2016. <https://www.theguardian.com/global-development/2016/sep/08/funding-womens-rights-groups-poor-countries-falls-awid-forum-brazil>

Why invest in women’s organizations and groups? First, they focus on gender inequality, the most pervasive of inequalities. These organizations understand that empowering women can be transformative for households, communities, and the economy, and they often target the most disadvantaged segment of society. Second, they are organizations run by women for women. Third, these institutions provide critical support, particularly in times of need marked by food insecurity or weather extremes linked to climate change. Studies show that while families and peer groups provide the first line of support to households in times of need, formal institutions—such as affinity groups, federations, cooperatives, or NGOs—are the most accessible and effective institutions providing support at times of stress. Acting as institutional safety nets, these groups provide access to land resources, micro-credit, technical inputs, or links to the next level of public institutions such as local government. Finally, women’s groups usually do not have the resources or connections to attract enough resources to accomplish their mission, and thus channeling funds to these organizations is a uniquely rewarding opportunity for contributors and investors that are attracted to their mission<sup>17</sup>.

### Accountability

Accountability is another critical aspect of engagement between the private sector and women’s organizations. In our survey, 15% of the companies indicated that they do not have any mechanism to report the impact or results of their initiatives, and most of them indicated that they use internal mechanisms for reporting. It is crucial to have accountability mechanisms to ensure that those who profess to support women’s empowerment can account for their results. The women’s organizations that responded to our survey emphasized accountability as critical criteria for working with companies.

One mechanism to achieve accountability is the W+ Standard<sup>18</sup> that measures and verifies the results of women’s empowerment initiatives. The W+ Standard is a unique certification label developed by WOCAN that endorses projects that create increased social and economic benefits for women participating in economic development or environment projects, including those that provide renewable energy technologies, time and labor saving devices, forest and agriculture activities, and employment opportunities. The W+ measures women’s empowerment in six domains: Time, Income & Assets, Health, Leadership, Education & Knowledge and Food Security.

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<sup>17</sup> WOCAN, 2016. Accelerating Investments in Women through Certification: *A White Paper of the W+ Standard*. San Francisco: WOCAN

<sup>18</sup> [www.wplus.org](http://www.wplus.org)

## Financing

Financial constraints were reported by companies as a major reason they are not able to commit to women's empowerment and gender equality goals. The United Nations Conference on Trade and Development (UNCTAD) estimates that globally, the level of investment needed to achieve the SDGs will be \$5 to \$7 trillion per year, on average, over the period 2015-2030<sup>19</sup>. While public funding and development assistance remain important, the scale of the investment challenge requires new flows of private capital that can be tapped by companies to assist them to address their gender goals.

A survey conducted by Principles for Responsible Investment (PRI) - the world's leading proponent of responsible investment – found that 84% of respondents said that they would allocate capital to investments supporting the SDGs, and 89% would support regulatory reforms that promote the SDGs; 65% said that supporting the SDGs aligns with their fiduciary duty and 75% noted they were already taking some form of action<sup>20</sup>. Investors have found that SDGs are a useful framework for communications to simplify and articulate the relationship between investments and impact goals<sup>21</sup>.

In order to direct these responsible investment initiatives towards women's empowerment initiatives, there is a need to highlight the benefits of gender lens investment. The gender-lens investment<sup>22</sup> movement calls for investors to use gender as a category of analysis in company diligence, prioritizing bets on value opportunities in three types of firms: companies led by women, companies that promote gender equality, and companies that benefit women through products and services. Doing so would align the interests of investors in financing the SDG goal attainment with that of SDG Goal #5 specifically, to assure that women's empowerment is not left behind the funding support to be provided for the other 16 goals.

When companies cite financial constraints as a barrier, what they are not realizing is the opportunity for financial returns from focusing on women's empowerment and gender goals. Nielsen polled 30,000 consumers in 60 countries and found that 55% of the respondents were willing to pay extra (a premium)

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<sup>19</sup> PRI, UNEP Finance Initiative and UN Global Compact, 2014. *What do the UN Sustainable Development Goals Mean for Investors?* London: Principles of Responsible Investments.

<sup>20</sup> Share Action, 2016. *Transforming Our World Through Investment*. London: Share Action.

<sup>21</sup> GIIN, 2016. *Achieving the Sustainable Development Goals: The role of impact investing*. New York: Global Impact Investing Network.

<sup>22</sup> Anderson, J. and P. Alleman, 2015. *Gender Lens Investing in Asia*. Washington, D.C: USAID.

for products and services from companies committed to positive social and environmental impacts<sup>23</sup>. Out of the 55%, 49% of the respondents claimed that they are extremely concerned about promoting gender equality and empowering women. This signals possibilities for companies to brand products that bring benefits to women in a way that attracts and retains consumers. If the premium could be channeled back to the companies' funding for women's empowerment and gender equality initiatives, this could address the financial constraints that are posing a barrier to some companies.

This approach of generating economic value in a way that also produces value for society by addressing its challenges is termed 'shared value'<sup>24</sup>. According to Porter and Kramer, companies can do this in three distinct ways: by reconceiving products and markets, redefining productivity in the value chain and building supportive industry clusters at the company's locations. For example, Nestlé is creating shared value by redesigning its coffee procurement processes, working intensively with small farmers, which has led to higher yields and quality<sup>25</sup>. This not only increased the growers' incomes, but it also increased Nestlé's reliable supply of good coffee. This seems an approach well suited to companies producing products and services that rely on women farmers.

## Conclusion and Recommendations

The OECD-Development Assistance Committee (DAC) Network on Gender Equality adopts a broad definition of women's economic empowerment, which includes enhancing women's "capacity to participate in, contribute to and benefit from growth processes in ways that recognize the value of their contributions, respect their dignity and make it possible to negotiate a fairer distribution of the benefits of growth"<sup>26</sup>. Most companies acknowledge that women's empowerment and gender equality are critical social issues but they have not realized or internalized the gains or losses that can affect company profitability – the 'business case' of investing in women's empowerment. The focus has to shift away from companies thinking of women's empowerment or gender equality as a focus area for their CSR or SDG initiatives only, to understand women's economic empowerment as a prerequisite for sustainable development and growth of their market. One strategy is to develop and share business cases in each sector for women's empowerment and gender equality.

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<sup>23</sup> Nielsen, 2014. *Doing well by doing good- increasing, consumers care about CSR but does concern convert to consumption?* New York: Nielson.

<sup>24</sup> Porter, M. and M. Kramer, 2011. *Creating Shared Value*. Harvard Business Review. Jan-Feb 2011.

<sup>25</sup> Nestlé, 2015. *Nestlé in Society: Creating Shared Value and Meeting our Commitments 2015*. Vevey: Nestlé S.A.

<sup>26</sup> OECD, 2011. *Women's Economic Empowerment*. Paris: OECD. Retrieved on September 22, <http://www.oecd.org/dac/gender-development/womenseconomicempowerment.htm>

Partnering with women's organizations is an effective approach to bridge the knowledge gap of companies related to how to operationalize their gender goals. However, given the paucity of linkages between women's organizations and companies, there is a need for platforms where both can connect and develop effective initiatives.

Accountability is another critical issue that companies have to consider. There is a growing concern that companies might use SDGs as another 'checkbox' exercise buried in an index at the end of a sustainability report<sup>27</sup>. Thus having a clear mechanism for reporting results is critical for effectively addressing women's empowerment and gender goals. Applications of the W+ Standard and the SDG Compass are two ways to achieve accountability.

Financial constraints to address these goals needs to be addressed, and initiatives should focus on responsible investments and the creation of shared value. A shared value strategy can address the gender equality goals through an emphasis on women's empowerment in the value chain.

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<sup>27</sup> Tuffy, M., 2016. *It's up to business to take the big next step on the SDGs*. Corporate Citizenship Retrieved on September 26, <https://www.greenbiz.com/article/why-business-must-big-next-step-sdgs>

## ANNEX 1: Survey Questions

### Survey for Companies

#### 1. Information

- Name of your company
- Your Full Name
- Your title or role
- Location
  - Your office
  - Headquarters
- Your email
- Sector
  - Agriculture
  - Agricultural Services & Products
  - Consumer goods
  - Financial institution
  - Food Products Manufacturing
  - Forestry & Forest products
  - Others

#### 2. Do you find women empowerment and gender equality relevant to your business?

- Yes
- No

#### 3. On a scale from 1-5, 5 being the highest, how much impact do you think companies have on women empowerment and gender equality?

1    2    3    4    5

#### 4. Has your company made commitments to any goals for women's empowerment and gender equality?

- Yes
- No (Skip to question no. 5)

##### 4.1. If yes, which of the following goals has your company committed to?

- SDG Goal 5
- UN Global Compact
- Heforshe Campaign
- Women's Empowerment Principles
- Others (please specify)

##### 4.2. What mechanism is your company using to fulfill the commitment?

- Staff engagement
- CSR initiative
- Social enterprise initiative
- Others (please specify)

- 4.3. Provide a brief summary of the initiative or share a link to the website
- 4.4. What is the duration of this initiative?
- 4.5. Where does this motivation for the commitments come from?
- Financial motives, gender equality will provide economic return
  - Social motive, gender equality will provide social gains
  - Competitive advantage
  - Requirement from owner/stakeholder
  - Interest of senior management
  - Demand for sustainable supply chain
  - Other (please specify)
- 4.6. What were/are the biggest barriers and/or challenges in implementing \* these commitments?
- 4.6.1. Financial Constraints
- Inadequate capacity unavailability of staff
  - Lack of approval from shareholder
  - Other (please specify)
- 4.7. How did you overcome these barriers?
- Training of staff/stakeholders to realize the need for investment in this project
  - Sponsor/organize event for awareness
  - Charged a premium price to cover extra costs
  - Other (please specify)
- 4.8. How are you measuring your result?
- SDG compass
  - GRI reporting
  - ISO 26000 - Social Responsibility
  - Women Empowerment Principles
  - Other (please specify)
- 4.9. Are you planning to continue the initiative?
- Yes
  - No
- 4.10. Did you work with an external partner to realize these commitments?
- Yes
  - No (Skip to question no. 4.10.4)
- 4.10.1. If yes, who were the external partners you worked with?
- External business
  - One of our portfolio companies
  - NGO
  - Social Enterprise
  - Women's Organizations/Networks
  - Others (please specify)
- 4.10.2. What was the role of the external partner?
- Train your staff



- Technical support
  - Implement a project
  - Organize event
  - Others (please specify)
- 4.10.3. What did your company contribute to the external partner?
- Financial support under US\$10,000
  - Financial support over US\$10,000
  - Technical support
  - Others (please specify)
- 4.10.4. If no, what are the reasons for not utilizing an external partner?
- Not relevant to our business
  - Financial constraint
  - Cannot find/identify appropriate women's organization/network to implement the initiative
  - Other (please specify)
5. What are the reasons for not committing to any goals for women's empowerment and gender equality?
- Don't know how to incorporate women's empowerment strategy in our companies strategies
  - Women's empowerment initiative does not make business sense for our company
  - Other (please specify)

**Survey for women's organizations**

1. Information
- Name of your organization or network
  - Location of your Headquarters
  - Your Full Name
  - email
  - Designation
  - Location of your office
  - Sector
    - Agriculture
    - Agricultural Services & Products
    - Food Products Manufacturing
    - Forestry & Forest products
    - Consumer Goods
    - Forestry & Forest products
    - Others, please specify
2. On a scale from 1-5, 5 being the highest, how much impact do you think companies have on women empowerment and gender equality?

- 1 2 3 4 5

3. What mechanisms should company use to impact women’s empowerment and gender equality?

- Partnerships with women’s groups and networks
- Initiatives to empower women in their value chain
- Staff Engagement and Training
- CSR Incentive
- Social Enterprise Initiative
- Others, please specify \_\_\_\_\_

2. Have you partnered with a company to implement a project or initiative?

2.1. If yes, please provide the following information. If not, please go to Question # 2.2

- Brief summary of the initiative (or share a link to a website page that describes it)
- Name of the partner company
- Contact person
- Full Name
- Email
- Duration of this initiative
- What is/was your organization’s role in the initiative? Check all that apply.
  - Train staff of the comany
  - Provide technical support
  - Implement project
  - Provide link to women farmers and groups
  - Organize events
  - Other (please name)
- What was the contribution of the company?
  - Financial support under US\$10,000
  - Financial support over US\$10,000
  - Technical support
  - Others, please specify \_\_\_\_\_
- What are the advantages of working with companies?
  - Additional financial resources
  - Non-financial support from their staff
  - Higher visibility and recognition of our work
  - Opportunity to scale up our initiatives
  - Other
- What were/are the challenges of working with private sector partners?
  - Requires approval of our Board/senior management
  - High expectation of quality work with limited funding
  - Reputational risk
  - Others (please specify)
- How did you overcome these challenges?
  - Organize events to raise awareness on partnerships with companies
  - Communicate more closely with company partner to inform them of our challenges

Others (please specify)

2.2. If no, What are the reasons for not partnering with company

- Couldn't find appropriate partner
- Working with private sector is against the vision of our organization/network.
- Companies are not interested to work with women's organizations/networks.
- Other

3. Do you have innovative initiative for which you are seeking to partner with a private sector partner?

- If yes, what do you seek from a private sector partner for this initiative?
  - Funding
  - Advise
  - Market access
  - Increased numbers of personnel to implement initiative
  - Other
- Please provide a description of your initiative that can be shared with companies who may be seeking partnerships.



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