



PrivABoo

PrivABoo Module on Value Creation through Mainstreaming Gender in Adaptation Finance – In-person workshop

Training Manual

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1. Introduction

Brief overview of the training

This fully customizable training package, designed for delivery either online or in person, targets small and medium-sized enterprises seeking to enhance the gender inclusiveness of their business and the products or services they offer.

During the training, participants will discover what it truly means for a company to apply a **gender lens**, and why this approach is especially vital for organizations working in the climate-change adaptation space. They'll learn how integrating this lens can enable them to better understand and serve their target group by tailoring both product development and marketing strategies. The training also explores how to **create a conducive environment for fostering talent** within the enterprise, building inclusive workplaces where diverse individuals can thrive. Moreover, attendees will gain insight into **meeting investors' gender- and inclusion-related criteria**, ensuring their business aligns with evolving expectations from financiers. Finally, the program demonstrates how to **leverage a Gender Gap Analysis and Gender Action Plan** to set clear goals and implement actionable steps towards achieving gender inclusivity.

The Private Adaptation Investment Bootcamp (PrivABoo)

The training module has been developed as part of the Private Adaptation Investment Bootcamp (PrivABoo). PrivABoo is a peer-learning approach targeting practitioners (entrepreneurs, start-ups, companies, investors, accelerators, enterprise support organizations, ...) at various stages of climate change adaptation investments and finance, mixing & matching different learning formats (networking, dialogue, training and individual advisory services), with the aim to equip small- and medium-sized enterprises (SMEs) and impact investors with tools, information, and skills to scale up SMEs with business models in the field of climate change adaptation & resilience, build a network that enables knowledge sharing, business creation and acceleration, and innovation partnerships, and develop a scalable approach to promote private adaptation finance and investments.

PrivABoo is a product of the project Private Adaptation Finance (part of the global GIZ climate project NDC Assist II), which is implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, on behalf of the German Federal Ministry for Economic Cooperation and Development, until the end of 2025.

2. Workshop Objectives

The aim is to equip participants with a foundational understanding of the intersection between gender and climate change, and the critical importance of applying a gender lens within adaptation-focused SMEs. Participants will connect with one another, clarify their expectations, and align on shared goals for the workshop and beyond. They will explore the business and social value of gender-responsive products, services, and workplace practices, learning specific strategies to foster gender inclusivity and equity across their operations and value chains. Through tools such as the Gender Gap Analysis and the development of a tailored Gender Action Plan, participants will assess their current practices, identify areas for improvement, and gain actionable insights into better serving female customers while driving both impact and revenue growth.



Expected key takeaways

- ✓ The participants will have a solid understanding of the core concepts of gender, gender equality, and gender inclusion. You will be equipped with the basic language and knowledge to develop your business model into one that is more inclusive and equitable.
- ✓ They will have a good understanding of the interface between gender and climate adaptation that will serve as a basis for tailoring adaptation products & services to female customer needs.
- ✓ The SMEs will gain a deeper understanding of the importance of gender inclusion in the workplace, identify challenges your SME faces, and the strategies and initiatives that can be implemented to promote it.
- ✓ They will have a good understanding of the importance of gender-inclusion and diversity in your value chain, including tangible avenues to promote these.

3. Product Overview

This Value Creation through Mainstreaming Gender in the Adaptation Finance Module will be composed of a two-day in-person workshop. Optionally, you can organize an additional day with interviews and a networking walk at the end of the workshop.

This manual was created for the in-person version of the module. However, it can also be offered in the online version only. For this purpose, participants can be assigned tasks after the online sessions. A specific set of slides has been designed to support it. Please refer to the **Gender Module Online Folder**.

Day 1 – Basics of gender, diversity, and equity / Inclusive adaptation products & services

Objective: Understand the relevance and importance of applying a gender lens in business operations, especially in climate change adaptation. Explore different ways to foster equity within your workplace. Understand how you can leverage your position in order to improve livelihoods and contribute to gender equality along your value chain. Examine components in your value chain that can be leveraged for greater diversity and gender inclusiveness.

Day 2 - Gender & Diversity in the Workplace / Inclusive Value Chains

Objective: Explore how making products/services more gender-sensitive can not only increase your company's revenue, but also the impact of your work. Deep dive to better understand female customers, and develop your personalised Gender Gap Analysis and Gender Action Plan.

Optional: Day 3 - Interviews & Networking Walk

Objective: Learn about SMEs' current status, potential challenges, and how to address them. Connect and strengthen the group through outdoor activity.

4. Training Methods

To enhance participant engagement and learning, the Workshop uses a variety of interactive methods. The sessions include Icebreakers, where participants share a short personal experience related to adaptation, fostering connection, and setting the stage for discussion. A hands-on Exercise allows participants to apply their learning by developing a mini-adaptation communication plan, ensuring practical application and a deeper understanding of the concepts discussed. Additionally, there is a guest speaker session included to provide some direct insights into practical application and needs in the field.

The sessions would encompass the following training methods:

- **Lecture:** Provide theoretical knowledge and key concepts.
- **Group Discussion:** Encourage exchange of ideas and peer learning
- **Hands-on Exercises:** Engage in practical activities to reinforce learning
- **Peer learning presentation:** Participants share their results of an exercise or group work with the plenary
- **Guest Speaker Sessions:** Gain insights and inspiration from experienced practitioners, including entrepreneurs, investors, and industry experts.

Also is relevant to consider elements such as:

- **Cultural Sensitivity & Inclusivity:** Participants may come from diverse backgrounds and contexts. Encourage open discussions while respecting different perspectives on climate adaptation.
- **Tailoring Content:** Adapt the training materials to suit the specific knowledge level and expertise of the participants and their contexts in their countries.

5. Agenda & Schedule

Please find below the proposed times and durations for every session and its respective topics to develop. You can find the detailed agenda for the online session in the Running Order in the **“Gender Module In Person”** folder.

General remarks before the In-person workshop

- Send calendar invitations with a link to online workshops, preparation materials, agenda, and reminders to participants.
- Prior to the meeting, remind participants to take a look at the recommended literature.

Day 1 – Add date – Basics of gender, diversity, and equity / Inclusive adaptation products & services

Time	Activity / Topics	Place
09:00	Welcome remarks & session introduction <ul style="list-style-type: none"> • Introduction to the agenda of the day and objectives of the workshop 	Plenary
09:30	Check-in and SMEs introduction <ul style="list-style-type: none"> • Introduction of participants • Icebreaker exercise • Expectations for the workshop 	Plenary
10:30	Break	
11:00	Gender 101: Essential Concepts for Gender-Inclusive Climate Adaptation <ul style="list-style-type: none"> • Basic definitions and concepts • Gender dimensions of climate change adaptation • The business case for gender inclusion in Adaptation SMEs 	Plenary
12:00	Gender inclusive adaptation products and services <ul style="list-style-type: none"> • Why tailor products and services? The importance of knowing your target group • Impact monitoring & reporting 	Plenary
13:00	Lunch	
14:00	Exercise: Inclusive Customer Analysis <ul style="list-style-type: none"> • Individual analysis on the company level, using the tool provided 	Breakout rooms
15:20	Break	
15:40	Peer discussions: Inclusive Customer Analysis SMEs present their exercise to their peers.	Breakout rooms
16:45	Wrap up and closing <ul style="list-style-type: none"> • Outlook on the second day 	Plenary

Day 2 - Add date - Gender & Diversity in the Workplace / Inclusive Value Chains

Time	Activity / Topic	Place
09:00	Welcoming remarks, introduction to the agenda of the day, & Check-in <ul style="list-style-type: none"> Recap of the first session Introduction to the agenda of the day and objectives of the session 	Plenary
09:30	Gender & Diversity in the Workplace <ul style="list-style-type: none"> Introduction to gender and diversity in business incl. Q&A Strategies to foster an inclusive workplace 	Plenary
10:00	Exercise: Challenges & Solutions to Gender Inclusion. 1st part. <ul style="list-style-type: none"> Individual analysis on the company level, using the tool provided 	Plenary
10:30	Break	
11:00	Exercise: Challenges & Solutions to Gender Inclusion. 2nd part. <ul style="list-style-type: none"> Individual analysis on the company level, using the tool provided 	Plenary
12:00	Diversity in the value chain <ul style="list-style-type: none"> Why (gender) diversity in the value chain is important How SMEs can leverage their position to contribute to (gender) diversity in the value chain Introduction to the Inclusive Value Chain Analysis tool 	Plenary
12:30	Exercise: Gender Gap Analysis: Self-assessment <ul style="list-style-type: none"> Individual analysis on the company level, using the tools provided 	Breakout rooms
13:00	Lunch	
14:00	Exercise: Gender Action Roadmap <ul style="list-style-type: none"> Individual analysis on the company level, using the tools provided 	Breakout rooms
14:40	Peer discussions: Gender Gap Analysis and Gender Action Plan. 1st part. SMEs present their exercise to their peers.	Breakout rooms
15:25	Break	
15:55	Peer discussions: Gender Gap Analysis and Gender Action Plan. 2nd part. SMEs present their exercise to their peers.	Breakout rooms
16:15	Closing and wrap-up Plenary session <ul style="list-style-type: none"> Formal feedback Next steps 	Plenary

Day 3 - Add date - Interviews & Networking Walk

Time	Activity / Topic	Place
09:00	SME interviews <ul style="list-style-type: none"> 15-minute slot for each SME to share successes and challenges and provide feedback on the program 	Plenary
12:30	Lunch	



13:30	Pathways to Partnership – Connect and Climb <ul style="list-style-type: none">Core Group networking, where we invite participating companies for a joint walk/hike to foster networking and connections among them as they explore nature	Plenary
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6. Classroom Guidelines

Establish Ground Rules for a Collaborative Learning Environment

To create a productive and inclusive learning space, it is essential to establish ground rules at the beginning of the training. These rules should be agreed upon by participants to ensure a respectful and engaging environment. Some suggested ground rules include:

- Listen actively and respectfully to others.
- Encourage open and honest discussions.
- Be mindful of speaking time to allow everyone to contribute.
- Maintain confidentiality where necessary to create a safe space.
- Keep mobile phones on silent and minimize distractions.
- Approach disagreements with curiosity rather than conflict.

Trainers should facilitate a discussion with participants to co-create and document these ground rules, making sure they are visible throughout the training.

Encourage Active Participation, Peer Learning, and Respect for Diverse Perspectives

A successful training session relies on active engagement from all participants. To foster this, trainers should:

- Use a variety of interactive techniques such as group discussions, role-playing, and hands-on exercises.
- Encourage participants to share their experiences, insights, and perspectives.
- **Promote peer learning** by fostering collaboration and knowledge-sharing among participants.
- Create an inclusive atmosphere by ensuring that all voices are heard and valued.
- Respect different learning styles by balancing lectures with participatory activities.
- Provide opportunities for reflection and peer feedback.

Peer learning plays a crucial role in reinforcing concepts and enhancing practical understanding. By exchanging insights and best practices, participants can collectively strengthen their adaptation impact strategies.

Use Visual Aids and Storytelling for Effective Communication

Visual aids and storytelling techniques can enhance understanding and retention of key concepts. Trainers should:

- Use slides, infographics, and videos to present complex ideas in a clear and engaging way.
- Incorporate real-life case studies and success stories to illustrate key points.
- Encourage participants to share their own experiences through structured storytelling exercises.
- Utilize charts, diagrams, and other visual elements to simplify data-heavy content.
- Adapt visual and storytelling techniques to suit the audience's needs and preferences.

By integrating these methods, trainers can make the learning experience more engaging, relatable, and impactful.

7. Exercises, Activities, Case Studies & Assignments Overview

In this section of the manual, the facilitators can find all the materials and exercises that participants should prepare before the sessions, during the in-person meeting, and after the workshop.

Preparation Exercises and Materials

7.1 In-Person Workshop Preparation

In order to be able to make the most out of the in-person meeting, invite the participants to take a look at the recommended literature.

7.2 During the In-Person Workshop

All exercises can be found in the Annex of the Presentation “Value Creation through Mainstreaming Gender in Adaptation Finance In Person”. Every exercise comes with its respective indications.

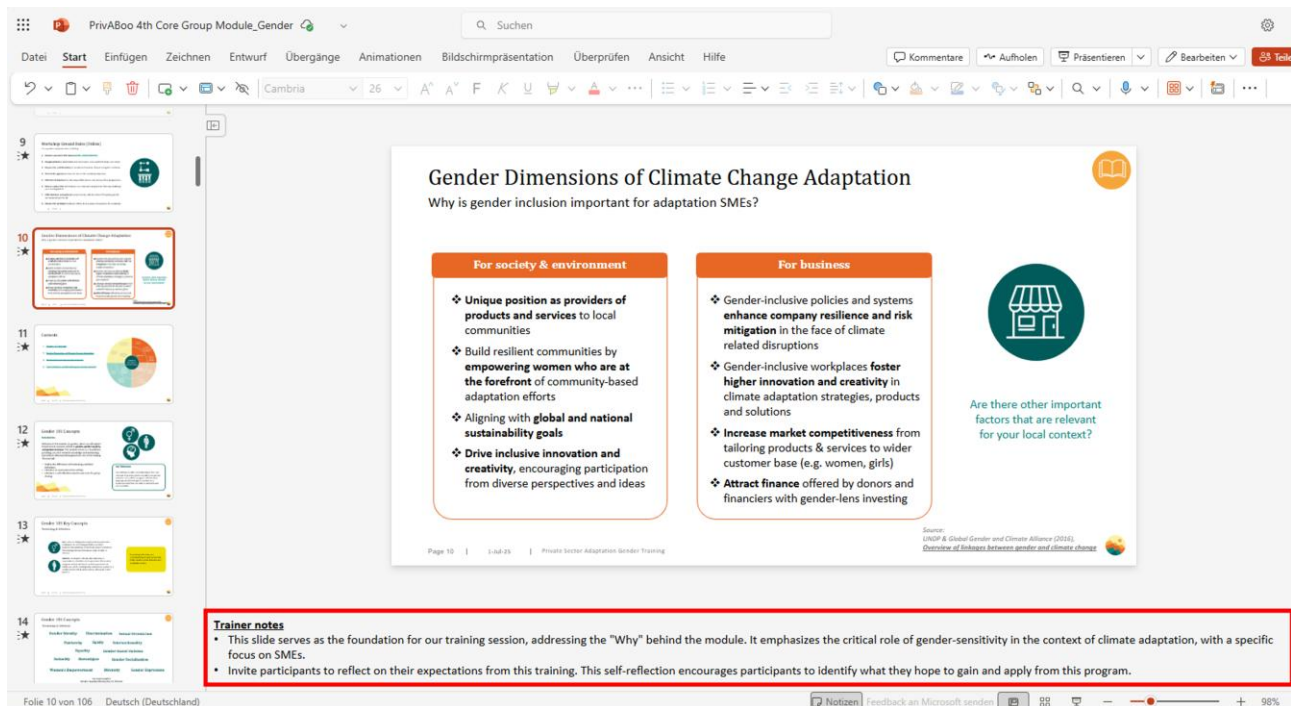
7.4 At the end of the In-Person Workshop

Feedback questionnaire.

8. Presentation Notes and Running Orders for Trainers

8.1 Background slides

The Background Slides for the In-Person Meeting are designed to provide trainers with a structured approach to providing content efficiently. For the sessions, the slides contain notes and instructions, as shown below in the red frame, providing essential guidance for facilitators on developing both short and long training sessions, ensuring key messages are conveyed clearly, and incorporating interactive elements to enhance participant engagement. Trainers should use the slides as a foundation but adapt them as needed to fit the audience's level of expertise and engagement style.



The screenshot shows a PowerPoint presentation titled "Gender Dimensions of Climate Change Adaptation" with the subtitle "Why is gender inclusion important for adaptation SMEs?". The slide content is divided into two main sections: "For society & environment" and "For business".

For society & environment:

- ❖ Unique position as providers of products and services to local communities
- ❖ Build resilient communities by empowering women who are at the forefront of community-based adaptation efforts
- ❖ Aligning with global and national sustainability goals
- ❖ Drive inclusive innovation and creativity, encouraging participation from diverse perspectives and ideas

For business:

- ❖ Gender-inclusive policies and systems enhance company resilience and risk mitigation in the face of climate related disruptions
- ❖ Gender-inclusive workplaces foster higher innovation and creativity in climate adaptation strategies, products and solutions
- ❖ Increase market competitiveness from tailoring products & services to wider customer base (e.g. women, girls)
- ❖ Attract finance offered by donors and financiers with gender-lens investing

On the right side of the slide, there is a circular icon of a storefront and the text: "Are there other important factors that are relevant for your local context?".

At the bottom of the slide, the source is cited: "Source: UNDP & Global Gender and Climate Alliance (2016). Overview of linkages between gender and climate change".

Trainer notes

- This slide serves as the foundation for our training session, addressing the "Why" behind the module. It emphasizes the critical role of gender-sensitivity in the context of climate adaptation, with a specific focus on SMEs.
- Invite participants to reflect on their expectations from this training. This self-reflection encourages participants to identify what they hope to gain and apply from this program.

8.2 Facilitator Running Orders

For the In-Person Workshop, facilitators will use Running Orders as a structured guide to effectively conduct the workshop. These Running Orders serve as a key tool, outlining the flow of activities, required materials, and exercises to be executed at specific times. They also include key remarks, messages, and essential information that participants need to develop throughout the workshop, ensuring a smooth and impactful learning experience. These can be found in the **"Gender Module In Person"** folder that comes with this Manual.

9. Evaluation & Follow-Up

Evaluation is a crucial component of the training process as it allows both trainers and participants to assess the effectiveness of the workshop, identify key takeaways, and highlight areas for improvement. Gathering feedback helps ensure that learning objectives are met and provides insights for refining future training sessions. Additionally, evaluation fosters a culture of continuous learning by encouraging participants to reflect on their progress and how they can apply the acquired knowledge and skills in their professional contexts.

For this purpose, 2 key activities are defined.

- **Review and recap session:** at the end of the workshop where participants should discuss personal key learnings and findings from the workshop, and what next steps they can implement to establish or further develop the impact measurement and communication at the level of their companies.
- **Feedback Questionnaire:** Collect insights on workshop effectiveness.

10. Other recommended Handouts & Resources

Facilitators can send the following materials to participants before online sessions to help them familiarize themselves with key concepts that will be covered during the workshop. These materials not only support participants in building a foundational understanding but also provide facilitators with deeper insights, enhancing their ability to guide discussions and address questions effectively.

1: Gender 101

- Bboxx.com <https://www.bboxx.com/>
- Driving Growth and Improved Business Performance: The opportunity of investing in gender inclusive strategies by Shell Foundation and Value for Women https://shellfoundation.org/app/uploads/2022/10/Gender-Report_VFW-Revised_Oct.pdf
- Gender and Climate Change – Overview of linkages between gender and climate change (2016) by UNDP & Global Gender and Climate Alliance <https://www.undp.org/sites/g/files/zskgke326/files/publications/UNDP%20Linkages%20Gender%20and%20CC%20Policy%20Brief%201-WEB.pdf>
- Gender Equality Glossary by UN Women <https://trainingcentre.unwomen.org/mod/glossary/view.php?g=2>
- Gender Equality Toolbox by Bill & Melinda Gates Foundation <https://www.gatesgenderequalitytoolbox.org/>
- Getting Real About Inclusive Leadership: Why Change Starts With You (2019) by Dnika J. Travis, Emily Shaffer, and Jennifer Thorpe-Moscon
- The Mix that Matters (2017) by Boston Consulting Group (BCG) <https://www.bcg.com/publications/2017/people-organization-leadership-talent-innovation-through-diversity-mix-that-matters>
- Woman Power: The Rise of the Sheconomy (2010) by Time <https://content.time.com/time/magazine/article/0,9171,2030913,00.html>
- Women in Business and Management: The business case for change (2019) by International Labor Organisation (ILO) https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_700964.pdf
- Why Diversity and Inclusion Matter (2020) by Catalyst <https://www.catalyst.org/research/why-diversity-and-inclusion-matter/>
- 2X Criteria - Gender-smart investment and impact assessment framework (2021) <https://www.2xglobal.org/what-we-do/#2xc>

2: Gender Inclusivity at the Workplace

- Applying a gender lens to climate actions: Why it matters, Climate Talks Series: CARE for South Asia Project (2021) by ADPC https://wrd.unwomen.org/sites/default/files/2021-11/2021-q74Xpc-ADPC-Gender_Mainstreaming_Policy_Brief-ADPC.pdf
- Gender and Climate Change – Overview of linkages between gender and climate change (2016) by UNDP & Global Gender and Climate Alliance <https://www.undp.org/sites/g/files/zskgke326/files/publications/UNDP%20Linkages%20Gender%20and%20CC%20Policy%20Brief%201-WEB.pdf>
- Gender & Climate Investment: A strategy for unlocking a sustainable future (2020) by GenderSmart <https://www.2xglobal.org/knowledge-hub-blog/gendersmart-climate-and-gender-presentation>
- 2X Global Case Studies: Good Nature Agro and Global Partnerships <https://www.2xglobal.org/case-studies/good-nature-agro-gp>
- Gender Lens Investing – The PFAN Gender Strategy (2021) by UNIDO – The Private Financing Advisory Network <https://aweap.africa/wp-content/uploads/2021/06/PFAN-Gender-Lens-Presentation-June-2021.pdf>

3: Gender inclusive adaptation products and services

- Applying a gender lens to climate actions: Why it matters, Climate Talks Series: CARE for South Asia Project (2021) by ADPC [https://wrd.unwomen.org/sites/default/files/2021-11/2021-q74Xpc-ADPC-Gender Mainstreaming Policy Brief-ADPC.pdf](https://wrd.unwomen.org/sites/default/files/2021-11/2021-q74Xpc-ADPC-Gender%20Mainstreaming%20Policy%20Brief-ADPC.pdf)
- Gender and Climate Change – Overview of linkages between gender and climate change (2016) by UNDP & Global Gender and Climate Alliance <https://www.undp.org/sites/g/files/zskgke326/files/publications/UNDP%20Linkages%20Gender%20and%20CC%20Policy%20Brief%201-WEB.pdf>
- Gender & Climate Investment: A strategy for unlocking a sustainable future (2020) by GenderSmart <https://www.2xglobal.org/knowledge-hub-blog/gendersmart-climate-and-gender-presentation>
- 2X Global Case Studies: Good Nature Agro and Global Partnerships <https://www.2xglobal.org/case-studies/good-nature-agro-gp>
- Gender Lens Investing – The PFAN Gender Strategy (2021) by UNIDO – The Private Financing Advisory Network <https://aweap.africa/wp-content/uploads/2021/06/PFAN-Gender-Lens-Presentation-June-2021.pdf>

4: Gender & Diversity in the Value Chain

- Exotic EPZ Ltd. website <https://www.exoticepz.co.ke/home> (last accessed 28 September 2023)
- Gender in Business - Lessons Learned for Last Mile Distributors (2022) by Value for Women: <https://www.globaldistributorscollective.org/gender-in-business-lessons-learned-for-last-mile-distributors> (last accessed: 14 August 2023)
- Gender equality in global supply chains (2021) by International Labour Organisation (ILO): https://www.ilo.org/wcmsp5/groups/public/---europe/---ro-geneva/---ilo-rome/documents/genericdocument/wcms_824714.pdf (last accessed 28 September 2023)
- Gender Lens Investing in Public Markets: It's More Than Women at the Top (2020) by Glenmede: https://www.glenmede.com/files/gender_lens_investing_in_public_markets.pdf (last accessed: 14 August 2023)
- The CFC supports a female-led macadamia nuts exporter from Kenya (2022) by the Common Fund for Commodities (CFC): <https://www.common-fund.org/cfc-supports-female-led-macadamia-nuts-exporter-kenya> (last accessed 28 September 2023)

Disclaimer

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Welcome to the

PrivABoo Module on Value Creation through Mainstreaming Gender in Adaptation Finance –

in-Person workshop



Implemented by:



Toolkit Introduction: Note to trainers

- The developers of this training recognize that gender is not a binary concept. We also understand that cultural, religious, and societal beliefs about sexuality may vary widely.
- It is important to acknowledge and respect the rich diversity of gender identities that exist beyond the categories of “male” and “female”. Similarly, sexuality can exist beyond heterosexuality.
- When delivering this training, it is essential for trainers to be aware of the diverse cultural and political sensitivities that exist within different communities. This may mean respecting the fact that gender may still be largely perceived in the binary of “male” and “female”.
- Please adapt the slides to suite the training cohort as appropriate.
- Trainers are encouraged to approach discussions about gender with cultural humility and sensitivity, ensuring that training content is tailored to respect the cultural values and norms of the audience.



Toolkit Introduction: Objective & Target Group

The "Value Creation through Mainstreaming Gender in Adaptation Finance" training is dedicated to exploring the integral role of gender within private sector adaptation initiatives. The training aims to achieve these key objectives:

- **Awareness Enhancement:** This training enhances participants' awareness of gender-related issues, fostering a deeper understanding of the challenges and opportunities presented by gender dynamics.
- **Capacity Strengthening:** The tools and materials enhance participants' capacity to effectively integrate gender considerations into their day-to-day business operations, their products and services, and value chain.

While this training was initially tailored for small and medium enterprises (SMEs) operating in the climate adaptation sector under the PrivABoo SME Core Group, it is also relevant to **any SME with environmentally conscious business models** seeking to enhance their gender inclusion efforts.



Welcome remarks & session introduction



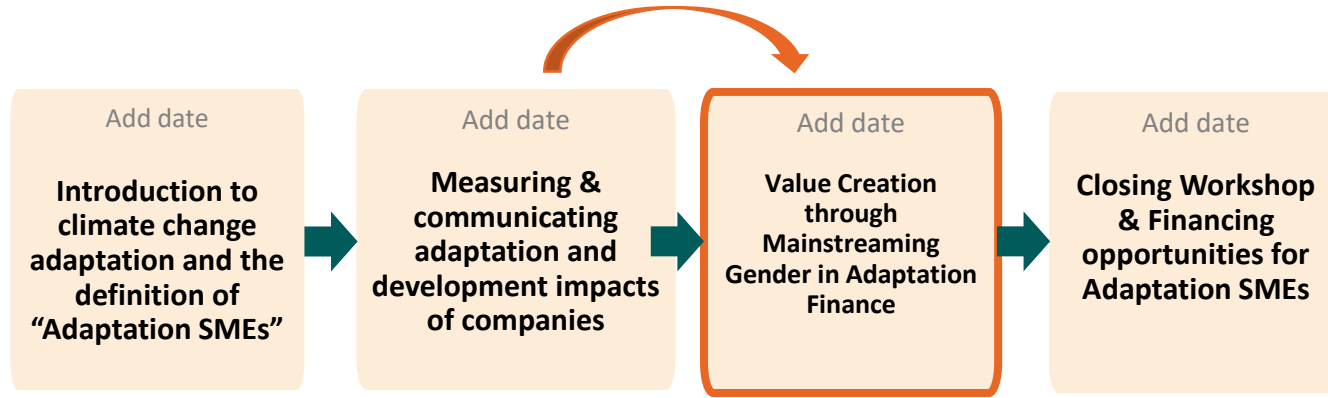
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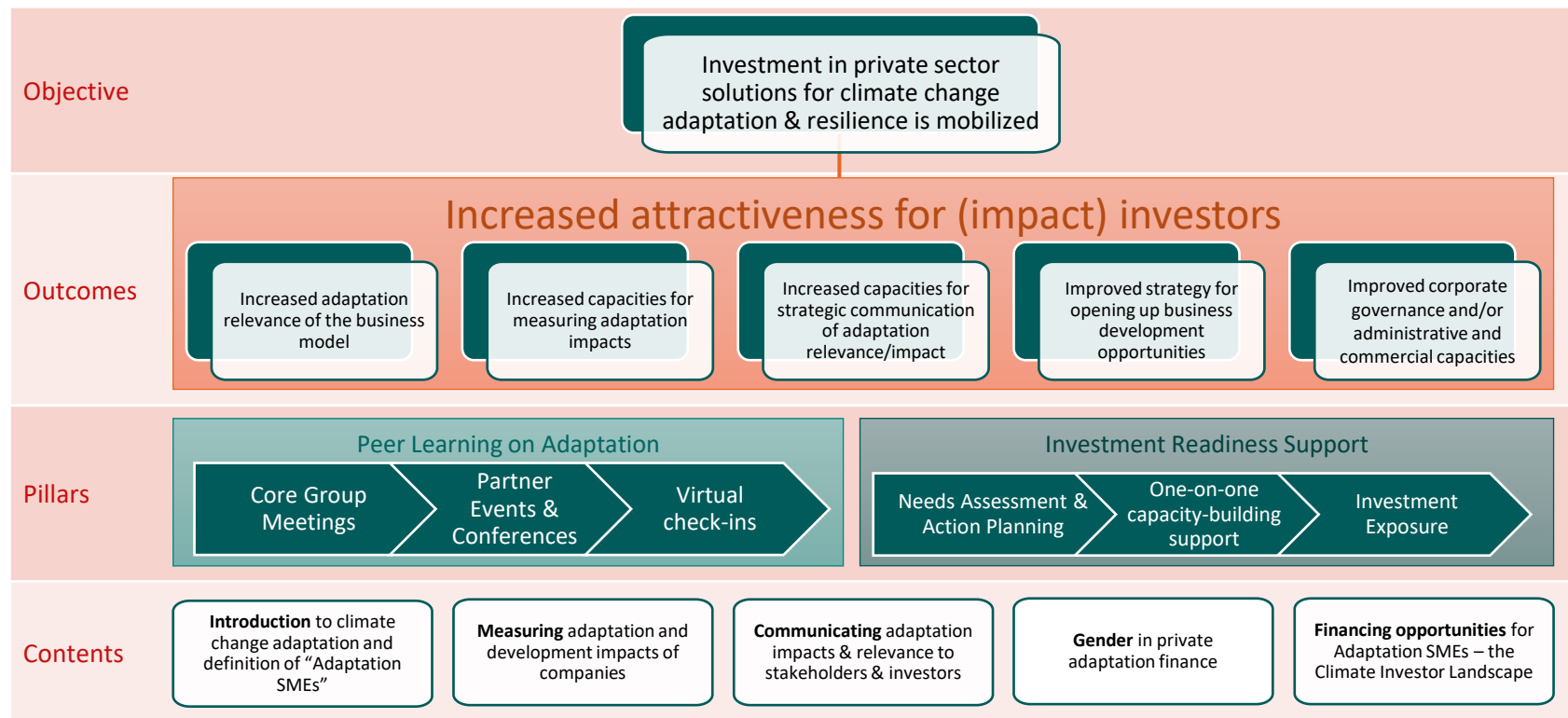
PrivABoo

Where are we coming from? & Next Steps

PrivABoo – Peer Learning on Adaptation



PrivABoo SME Core Group Process



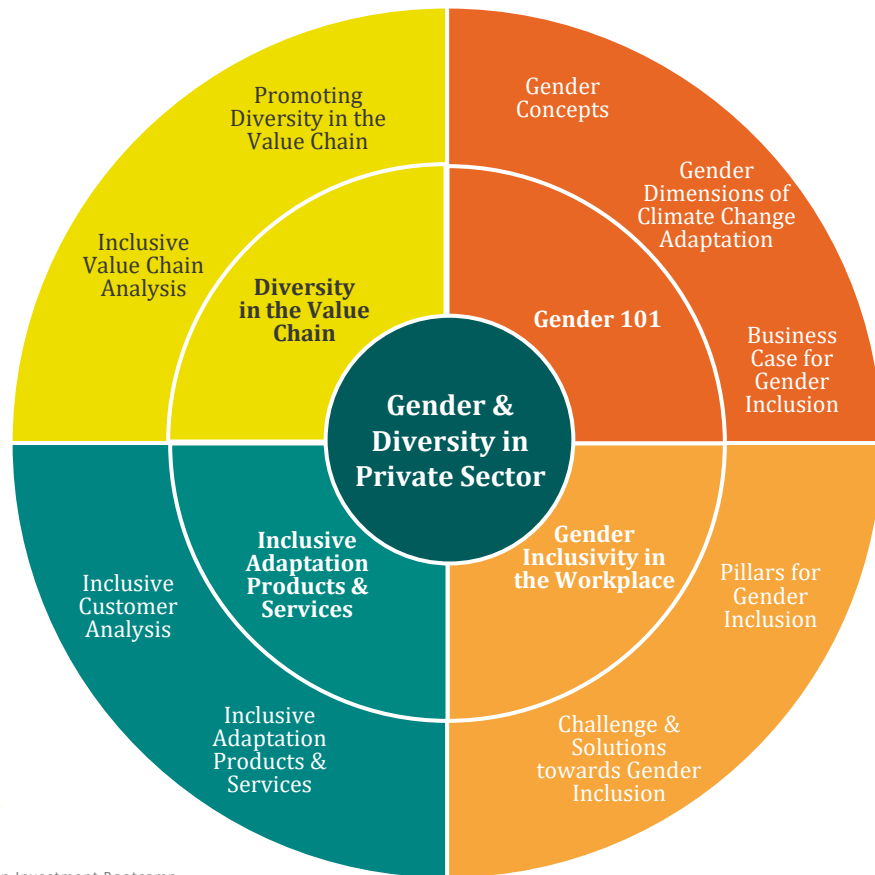
Value Creation through Mainstreaming Gender in Adaptation Finance

What do we want to explore in this workshop?

- ⇒ What it means to apply a gender lens as a company and why it's **especially important for Adaptation SMEs**;
- ⇒ How a gender lens can help you **better serve your target group** and tailor your products and marketing strategy;
- ⇒ How you can create a conducive environment for **fostering talent** within your enterprise;
- ⇒ What **investors** are looking for and how you can meet their gender- and inclusion-related criteria.



Workshop Introduction: Sub-Modules



OUTPUTS

Inclusive Customer Analysis

Inclusive Value Chain Analysis

Inclusion in the workplace

Gender Gap Analysis

Gender Action Plan





Gender Dimensions of Climate Change Adaptation

Why is gender inclusion important for adaptation SMEs?

For society & environment

- ❖ **Unique position as providers of products and services** to local communities
- ❖ Build resilient communities by **empowering women who are at the forefront** of community-based adaptation efforts
- ❖ Aligning with **global and national sustainability goals**
- ❖ **Drive inclusive innovation and creativity**, encouraging participation from diverse perspectives and ideas

For business

- ❖ Gender-inclusive policies and systems **enhance company resilience and risk mitigation** in the face of climate related disruptions
- ❖ Gender-inclusive workplaces **foster higher innovation and creativity** in climate adaptation strategies, products and solutions
- ❖ **Increase market competitiveness** from tailoring products & services to wider customer base (e.g. women, girls)
- ❖ **Attract finance** offered by donors and financiers with gender-lens investing



Source:
UNDP & Global Gender and Climate Alliance (2016),
Overview of linkages between gender and climate change





Day 1

Basics of gender, diversity and equity / Inclusive adaptation products & services



Implemented by:



Agenda – Day 1

Basics of gender, diversity and equity / Inclusive adaptation products & services

- 09:00 | **Welcoming remarks;** Introduction to the agenda
- 09:30 | **Getting to know each other and check-in on expectations for the workshop**
- 10:30 | **Coffee Break**
- 11:00 | **Plenary session:** Gender 101: Essential Concepts for Gender-Inclusive Climate Adaptation
- 12:00 | **Plenary session:** Gender-inclusive adaptation products and services
- 13:00 | **Lunch**
- 14:00 | **Exercise:** Inclusive Customer Analysis
- 15:20 | **Coffee Break**
- 15:40 | **Peer discussions:** Inclusive Customer Analysis
- 16:45 | **Closing of Day 1**






Introduction of Participants – who is in the room?

Introduce yourself briefly by stating your

- Name
- Company
- Adaptation relevance

- Favorite movie, book or TV series (and why!)





Your expectations for the workshop

Write your KEY expectation for the workshop on a card.



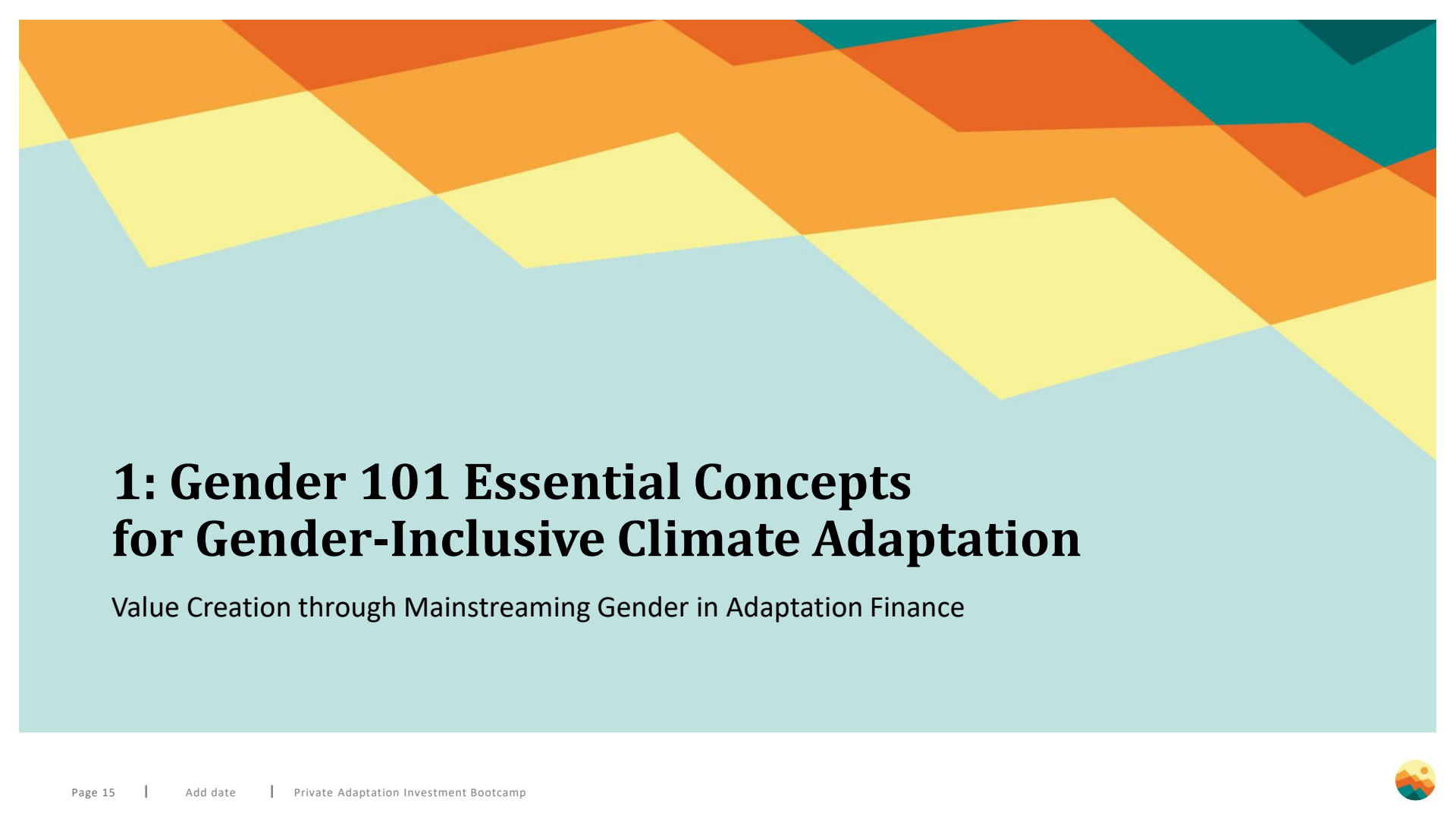
Coffee Break

20 min



Implemented by:





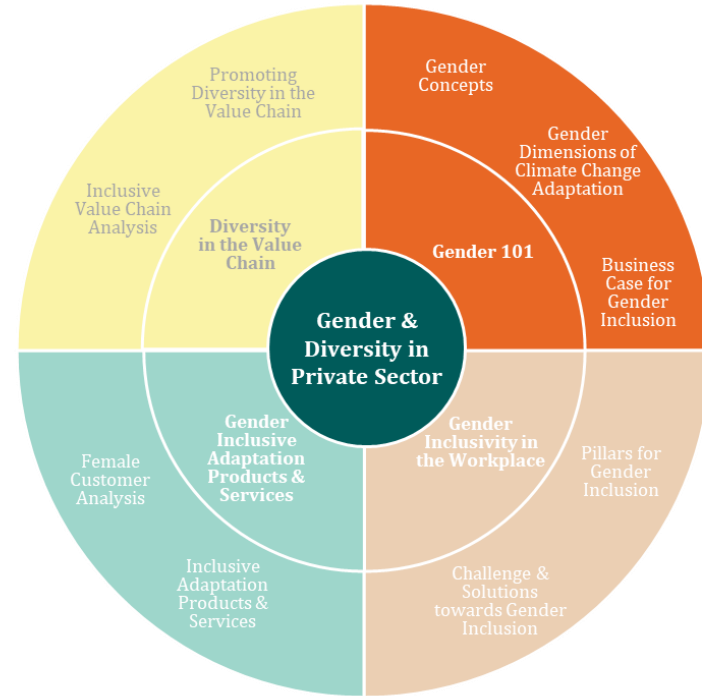
1: Gender 101 Essential Concepts for Gender-Inclusive Climate Adaptation

Value Creation through Mainstreaming Gender in Adaptation Finance



Contents

1. Gender 101 Concepts
2. Gender Dimensions of Climate Change Adaptation
3. The Business Case for Gender Inclusion
4. Data Collection and Monitoring for Gender Inclusion



Gender 101 Concepts

Introduction

Welcome to this module on gender, where we will explore fundamental concepts related to **gender, gender equality, and gender inclusion**. This module serves as a foundation, providing you with essential knowledge and terminology that will be referenced throughout the rest of the training. This tool will:

- Outline the differences of terminology and their definitions
- Introduce an unconscious bias activity



Key Takeaways

You will have a solid understanding of the core concepts of gender, gender equality, and gender inclusion. You will be equipped with the basic language and knowledge to develop your business model into one that is more inclusive and equitable.





Gender 101 Key Concepts

Terminology & Definitions



Sex: refers to biological and physical characteristics relating to sex, including genitalia and other reproductive anatomy, chromosomes and hormones. This distinguishes individuals as male, female or intersex.



Gender: social and cultural roles, behaviours, expectations, identities and expressions that society assign to individuals based on their perceived sex. Unlike sex which is biologically determined, gender is a social construct that varies across cultures and time periods.

Promoting inclusivity and understanding of gender diversity helps create a more inclusive and equitable society.



Gender 101 Key Concepts



Activity: Implicit Association Quiz

You will now play a word association game. You should respond quickly and instinctively as possible, by associating the words with the categories male or female.

You can assign between 1 and 5 points for each category where 1 means “male” and 5 means “female”.

Career

Domestic

Competitive

Family

Professional

Collaborative

Leadership

Dependent

Confident

Support

Independent

Submissive

Assertive

Compassionate

Technical

Nurturing

Ambitious

Creative



Join Menti with the QR code





Gender-Focused Trainings: Empowering All Genders

Discussion: Empower individuals of all genders, promote understanding, empathy, and collaboration

Why is important?

✓ **Unlearning Gender Stereotypes**

✓ **Empowering Men as Allies**

✓ **Enhanced Inclusivity**

✓ **Strengthening Relationships**

✓ **Comprehensive Approach and Solutions**

✓ **Inspiring Positive Change**

Gender-focused trainings are not only for women. **Men play an equally significant role** in challenging harmful stereotypes and promoting gender equality.



Gender Dimensions of Climate Change Adaptation

Introduction

Climate change poses significant challenges that require urgent action, and it impacts individuals and communities differently based on their gender. In this sub-module, we will dive into the intersection of gender and climate change, exploring why **gender considerations are essential for effective and inclusive climate change adaptation**. Understanding these is vital to developing your comprehensive and equitable adaptation business model. This sub-module will:

- Introduce three overarching aspects of the intersection of gender and climate change adaptation.
- Reflect on how different genders experience climate change differently.



Key Takeaways

You will have a comprehensive **understanding of the gender dimensions of climate change adaptation** and be equipped with the awareness and knowledge to bring into other tools to develop gender-responsive strategies for sustainable development.



Gender Dimensions of Climate Change Adaptation

How the gender gap intersects with issues of climate change



Climate change affects women and men differently owing to the intersection of **social, economic, environmental, and political** factors, that contribute to their different vulnerabilities.

Both women and men have **valuable knowledge and skills to adapt to climate impacts**. For example, women who experience extreme weather events have developed unique ways to cope with them, which can help reduce vulnerabilities.

By taking gender into account and promoting fair treatment, we can **develop better strategies to adapt to climate change** that consider the experiences and needs of both women and men (gender-responsive actions).





Gender Dimensions of Climate Change Adaptation

How the gender gap intersects with issues of climate change

There are three overarching aspects where gender gaps intersect with climate change adaptation:

Livelihoods strategies & access to resources	<ul style="list-style-type: none">• Activities, choices, and approaches to sustain lives and meet basic needs (e.g., income generation, food production, employment)• Ability to obtain and utilise essential assets (e.g., land, water, finance, technology, education, healthcare) to pursue livelihoods
Impacts and ability to respond to natural disasters & climate change	<ul style="list-style-type: none">• Effects and consequences that occur as a result of extreme weather events and environmental disruptions (e.g., ecosystem, infrastructure, livelihoods, human health, social systems)• Capacity to anticipate, cope with, adapt to, and recover from the impacts of disasters (e.g., preparedness measures, early warning systems, resilience-building initiatives, policy frameworks, and coordination mechanisms)
Levels of participation in decision-making	<ul style="list-style-type: none">• The extent and inclusiveness of one's involvement and influence in the processes of identifying, shaping, and implementing decisions that affect them, ranging from low or no involvement to high levels of active participation and shared decision-making power





Gender Dimensions of Climate Change Adaptation

Further considerations: Climate Change & Gender Gap

Livelihoods strategies & access to resources

- Traditional gender roles usually mean women are often dependent on climate-sensitive natural resources (e.g., subsistence agriculture, **water collection**, and non-timber forest produce collection), which make them highly vulnerable to income and livelihood loss in the face of extreme weather events.
- Extreme weather makes natural resources less reliable, increasing the time women and girls spend on these collection activities.
- Women also tend to have **insecure access to and control over land, e.g., not having their names on land titles, which makes it difficult to secure financial loans** to improve their agricultural work, access better inputs, and acquire new technologies.
- Women tend to engage in a higher rate of **unpaid care work** compared to men, which limits the amount of time they have to allocate to paid activities (or decision-making, education, or leisure), hence reducing their capacity to accumulate savings and cope with climate and economic stressors and shocks.

Do these differences reflect your realities?

Impacts and ability to respond to natural disasters & climate change

- In situations where food supply is low, women often reduce their own nutritional intake to ensure enough food for their families, which has a lasting impact on their physical health.
- Particularly for women in rural areas who face **cultural constraints on women's mobility** would lack access to early warning information systems, which may target communication channels accessed by men, such as town centres, radio, and smartphones.
- Women and girls report increased instances of **sexual violence in post-disaster contexts** in emergency shelters that are unsafe, overcrowded, and lack privacy.

Do these differences reflect your realities?

Levels of participation in decision-making

- Women are still underrepresented in climate-related decision-making at all levels. These reflect the discriminatory beliefs and policies at national, institutional, community, and household levels. Additionally, women, people with disabilities, members of indigenous, religious, and ethnic minorities are disproportionately impacted by intimidation in public spaces and their households, which discourages their engagement in politics, endangers their lives, and diminishes their voice in decision-making processes.

Do these differences reflect your realities?

Sources:

UN Women [“Fact Sheet - Women, Gender Equality and Climate Change”](#)

UNFCCC [“Dimensions and examples of the gender-differentiated impacts of climate change”](#)



Gender Dimensions of Climate Change Adaptation

Further considerations: Climate Change & Gender Gap



Women-led businesses receive only **3% of global venture capital funding**, and this number is even lower in Africa (IFC, 2021)

Women are **14 times more likely to die** during a natural disaster compared to men.

e.g. lack of access to healthcare, basic menstrual hygiene, and reproductive health services

Globally, women **earn 24% less than men** and hold only 25% of administrative and managerial positions in the business world

9 in 10 countries have laws impeding women's economic opportunities, such as those that bar women from factory jobs, working at night, or getting a job without permission from their husbands.

70% of agricultural workers in Sub-Saharan Africa are women, yet they have less access to land, credit, and technology, making them more vulnerable to climate impacts (FAO, 2018)



Source:
UNDP & Global Gender and Climate Alliance (2016),
Overview of linkages between gender and climate change





Gender Dimensions of Climate Change Adaptation

Gender gap and climate change adaptation exercise

Reflect and write down how climate change adaptation is affecting genders differently in your local context

	Men	Women	Others
Livelihoods strategies & access to resources			
Impacts and ability to respond to natural disasters & climate change			
Levels of participation in decision-making			



The Business Case for Gender Inclusion in Adaptation SMEs

Introduction

Why care about gender inclusion?

In this sub-module, we will explore **the critical link between gender inclusion, adaptation finance**, and the compelling business case for integrating gender perspectives into climate adaptation strategies for SMEs. Using case studies and examples, **we examine how gender-responsive approaches can lead to improved business outcomes**, increased community resilience, and positive economic returns.



Key Takeaways

This module will equip you with the knowledge to make a **compelling business case for gender inclusion** in your climate adaptation business.



The Business Case for Gender Inclusion in Adaptation SMEs



Organisations with higher gender diversity perform better



TALENT ATTRACTION & RETENTION

- **Lower** levels of employee **turnover**
- Increased employee job satisfaction and commitment to the company
- Higher trust and increased engagement at work



INNOVATION & PERFORMANCE

- 59.1% increase in creativity, innovation, and openness¹
- Reduce groupthink and enhance decision-making
- Inclusion contributes to **49% of problem solving**; 18% of employee innovation²



*RISE IN THE "SHECONOMY"⁴

- Greater gender equality leads to a rise in professional advancement, income growth, and consumer power of women, making them an influential target market



REPUTATION & RESPONSIBILITY

- Boosts company reputation by 57.8%¹
- Mixed-gender corporate boards have fewer instances of fraud
- Diversity strengthens ESG performance



FINANCIAL PERFORMANCE

- Associated with improved cash flow, EBITDA, gross & net margins
- Companies with higher diversity in management earn 38% more of revenues than those with lower diversity³
- Attract gender-focused impact investors

Sources:

Catalyst (2004) [The bottom line: Connecting Corporate Performance and Gender Diversity](#)

1: ILO (2019) [Women in Business and Management: The business case for change](#)

(Ref Annex 1, 1.2 - A probabilistic model is applied to survey findings (70 countries, 12,940 enterprises) to assess the extent business outcomes are enhanced by several key factors)

2: Dnika J. Travis, Emily Shaffer, and Jennifer Thorpe-Moscon (2019) [Getting Real About Inclusive Leadership: Why Change Starts With You](#)

3: BCG (2017) [The Mix that Matters](#)

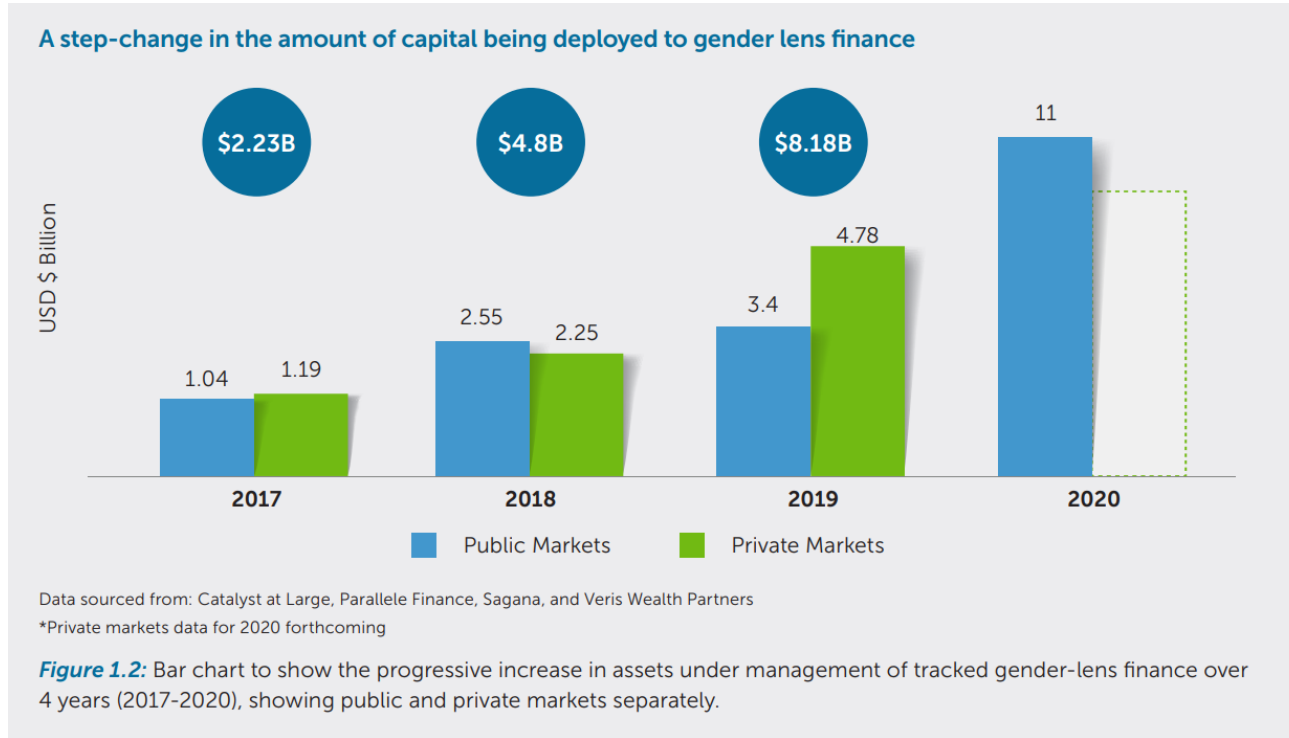
4: Time (2010) [Woman Power: The Rise of the Sheconomy](#)





The Business Case for Gender Inclusion in Adaptation SMEs

Gender-lens investments are increasing





The Business Case for Gender Inclusion in Adaptation SMEs

Perspectives from Impact Investors

Increasingly more investors and financiers are looking at gender-impacts to award finance. **2X Global** have published a list of criteria that make investments gender-inclusive.

		Threshold
Direct Criteria	1 Entrepreneurship	1A. Share of women ownership 51% OR 1B. Business founded by a woman Y/N
	OR	
	2 Leadership	2A. Share of women in senior management 30% OR 2B. Share of women on the Board or IC 30%
	OR	
3	Employment	3A. Share of women in the workforce 30 - 50%* AND 3B. One "quality" indicator beyond compliance Y/N
	OR	
	4 Consumption	4. Product or service specifically or disproportionately benefits women Y/N
	AND	
Indirect	5 Investments through Financial Intermediaries (FIs)	5A. On-Lending facilities: Percent of the Investor/FI loan proceeds or percent of FI's portfolio supporting businesses that meet direct criteria 30% OR 5B. Funds: Percent of portfolio companies that meet the direct criteria 30%



A global network of **impact investors, development finance, fund managers, asset funds, multi-lateral development banks, philanthropy donors, foundations, and corporations** committed to gender-sensitive and gender-smart investing

How many of these criteria does your organisation fulfil?





The Business Case for Gender Inclusion in Adaptation SMEs

Perspectives from Impact Investors

Increasingly more investors and financiers are looking at gender-impacts to award finance. **2X Global** have published a list of criteria that make investments gender-inclusive.

1. ENTREPRENEURSHIP & OWNERSHIP

- Share of women ownership: **51%**
- OR**
- Business founded by a woman: **50%**

2. LEADERSHIP

- Share of women in senior management: %
Varies*
- OR**
- Share of women on the Board or Investment Committee: % Varies*
- (*See country & sector-specific thresholds)

3. EMPLOYMENT

- Share of women in the workforce: Varies*
- AND**
- One "quality" Employment indicator beyond compliance: Yes/No

4. SUPPLY CHAIN

- Commitment to women in the supply chain: Yes/No
- AND**
- One "quality" Supply Chain indicator beyond compliance: Yes/No

5. PRODUCTS & SERVICES

- Product(s) or service(s) enhance(s) well-being of women/girls and/or drives gender equity: Yes/No

6. PORTFOLIO

- Investments through financial intermediaries that are aligned with the 2X Criteria through the intermediary's portfolio.



A global network of **impact investors, development finance, fund managers, asset funds, multi-lateral development banks, philanthropy donors, foundations, and corporations** committed to gender-sensitive and gender-smart investing

How many of these criteria does your organisation fulfil?



The Business Case for Gender Inclusion in Adaptation SMEs

Case Study

BBOXX Rwanda: Gendered Approaches In Customer Education

Profile

Bboxx operates in 11 African and Asian countries, delivering affordable, dependable, and clean energy solutions through pay-as-you-go home solar systems.

Challenge

Bboxx's customer education training initially focused on "primary registered customers," usually the male head of the household, which resulted in **overlooking women customers who are often the actual end users of Bboxx products**. Consequently, Bboxx encountered issues such as failed installations, repeat installations, defaults, and payment problems.

Strategy & Action

To enhance customer satisfaction and system utilization, Bboxx implemented **a tool that specifically targets female end users through installation and customer education visits**. This approach aims to reduce technical issues and improve repayment rates by actively engaging women in the process.

Results

By targeting the primary product end user, typically the woman of the household, **Bboxx achieved a 5.2% decrease in technical issue-related calls**. Furthermore, involving both the man and woman in the customer education process led to **a 9% reduction in the overall default rate**, as both parties assumed accountability for product payment, resulting in fewer missed payments.



Video: Bboxx "Breaking the Gap – Rwanda"
<https://youtu.be/ERN6BI5eIZs?t=18>

Sources:

Shell Foundation (2022) *Driving Growth and Improved Business Performance*
Bboxx.com <https://www.bboxx.com/>
Images from bboxx.com





Data Collection and Monitoring for Gender-Inclusion

You will embark on your journey towards gender-mainstreaming and gender-inclusion. Effective gender-inclusion strategies and actions require robust data collection and ongoing monitoring. Here's why:



Progress tracking:

Monitoring gender-inclusion efforts helps **measure impact** and identify areas for improvement.

5. PRODUCTS & SERVICES

•Product(s) or service(s) enhance(s) well-being of women/girls and/or drives gender equity: **Yes/No**



Advocacy and accountability:

Strong data supports advocacy for gender inclusion by presenting evidence of disparities and their impact.



Identifying challenges and opportunities:

Data analysis highlights patterns and trends, enabling stakeholders to address barriers and replicate successful practices.

Ex: Women applying to jobs.



Attracting & reporting to financiers:

Demonstrate to donors, banks, and investors the tangible outcomes and impacts of the projects they support.





Data Collection and Monitoring for Gender-Inclusion

Methods



QUANTITATIVE

A **structured and measurable approach** to track progress and assess the effectiveness of interventions over time

- Employee surveys and questionnaires
- Workforce composition analysis, e.g., gender-disaggregated data
- Employment and wage data analysis (e.g., promotion tracking, training participation)
- Customer and stakeholder surveys



QUALITATIVE

Subjective experiences, perceptions, and narratives of individuals and groups, useful to answer “why” questions

- In-depth interviews
- Focus groups
- Participant observation
- Case studies

Are you currently tracking gender inclusiveness impact indicators in your SME?
Please share your experiences & challenges.



Further Reading (1)

- Bboxx.com <https://www.bboxx.com/>
- Driving Growth and Improved Business Performance: The opportunity of investing in gender inclusive strategies by Shell Foundation and Value for Women https://shellfoundation.org/app/uploads/2022/10/Gender-Report_VFW-Revised_Oct.pdf
- Gender and Climate Change – Overview of linkages between gender and climate change (2016) by UNDP & Global Gender and Climate Alliance
<https://www.undp.org/sites/g/files/zskgke326/files/publications/UNDP%20Linkages%20Gender%20and%20CC%20Policy%20Brief%201-WEB.pdf>
- Gender Equality Glossary by UN Women <https://trainingcentre.unwomen.org/mod/glossary/view.php?g=2>
- Gender Equality Toolbox by Bill & Melinda Gates Foundation <https://www.gatesgenderequalitytoolbox.org/>
- Getting Real About Inclusive Leadership: Why Change Starts With You (2019) by Dnika J. Travis, Emily Shaffer, and Jennifer Thorpe-Moscon



Further Reading (2)

- The Mix that Matters (2017) by Boston Consulting Group (BCG) <https://www.bcg.com/publications/2017/people-organization-leadership-talent-innovation-through-diversity-mix-that-matters>
- Woman Power: The Rise of the Sheconomy (2010) by Time <https://content.time.com/time/magazine/article/0,9171,2030913,00.html>
- Women in Business and Management: The business case for change (2019) by International Labor Organisation (ILO) https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_700964.pdf
- Why Diversity and Inclusion Matter (2020) by Catalyst <https://www.catalyst.org/research/why-diversity-and-inclusion-matter/>
- 2X Criteria - Gender-smart investment and impact assessment framework (2021) <https://www.2xglobal.org/what-we-do/#2xc>





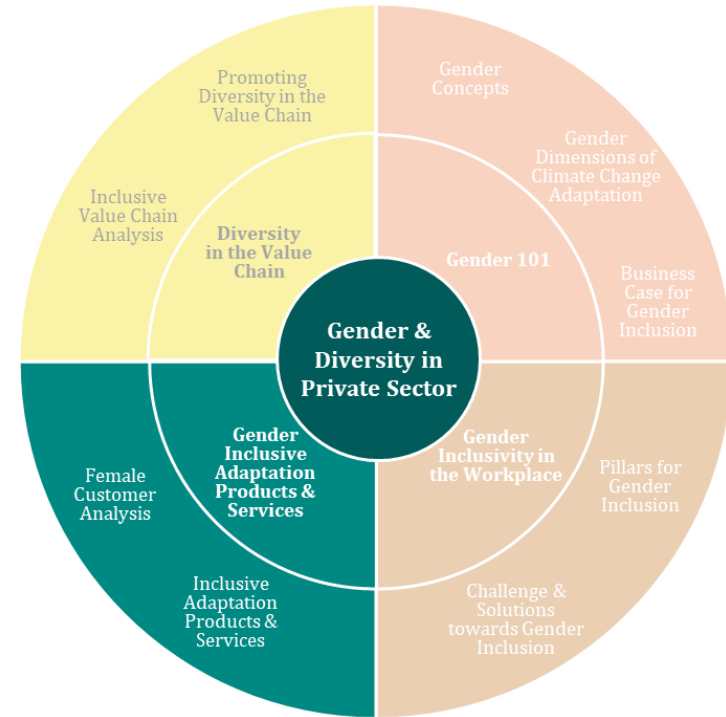
2: Gender-inclusive adaptation products & services

Value Creation through Mainstreaming Gender in Adaptation Finance



Contents

1. Deep-Dive: Gender and Climate Adaptation
2. Gender-inclusive adaptation product and service portfolio
3. Impact Monitoring and Reporting



Deep-Dive: Gender and Climate Adaptation

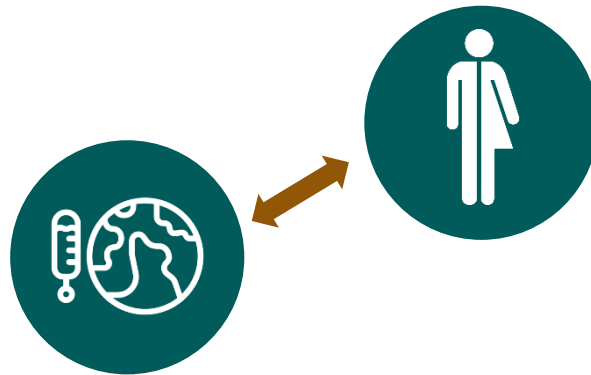


Introduction

This sub-module aims to provide more detailed insights into the intertwined concepts of climate change adaptation and gender. This will serve as a basis to better understand why female customers may have different needs and requirements for adaptation products and services.

This sub-module will:

- Outline why women tend to be more vulnerable and face greater challenges than men in adapting to climate change.
- Highlight climate-induced risks and opportunities for women and girls.



Key Takeaways

You will have a good understanding of the interface between gender and climate adaptation that will serve as a basis for tailoring adaptation products & services to female customer needs.



Deep-Dive: Gender and Climate Adaptation



Key reasons why women tend to be more vulnerable/ face greater challenges than men in adapting to climate change:

Normative barriers: Socio-cultural gender norms, which shape the roles and responsibilities of men and women in public and private spaces.

Example: In some cases, the responsibilities of women in caring for children or taking care of household chores can limit their ability to engage in economic activities.

Capacity barriers: Women's limited access to knowledge and information, extension, training, innovation, and technology.

Example: Especially in rural areas, school enrolment of girls is substantially lower than for boys, leading to lower education rates and lower job prospects.

Structural barriers: Unequal distribution of wealth and opportunities, like ownership of land and access to natural resources.

Example: Women are often poorer and have less access to resources (e.g. drought resistant crops, access to electricity, and electrical appliances).

Decision-making barriers: A Gap that exists in women's representation in decision-making at political, community, and household levels.

Example: The lack of political representation of women results in having less of a voice in decisions related to climate change programs and policies. **For instance, as of February 2024, only 3.9% of seats in Nigeria's parliament were held by women, highlighting a disparity in political participation**

Source:
UNDP & Global Gender and Climate Alliance (2016),
Overview of linkages between gender and climate change

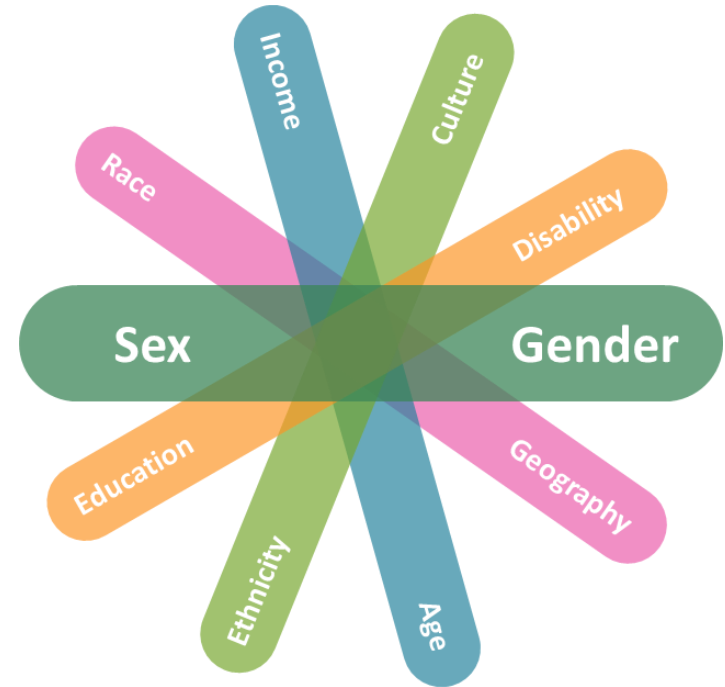


Deep-Dive: Gender and Climate Adaptation



Gender is not the only discriminating factor...

- Certain social groups are particularly vulnerable to climate crises, for example, **female-headed households, children, persons with disabilities, Indigenous Peoples and ethnic minorities, landless tenants, migrant workers, displaced persons, sexual and gender minorities, older people, and other socially marginalized groups.**
- The root causes of their vulnerability lie in a combination of their **geographical locations**, their **financial, socio-economic, cultural, and gender status**, and their **access to resources, services, decision-making power, and justice.**





Deep-Dive: Gender and Climate Adaptation

Turning risks into business opportunities

Gendered impacts of climate change

- Climate change is not gender-neutral
- Gender-based inequities lead **women to face more adverse climate change impacts** than men
- **Women are particularly exposed to disaster risks** and are likely to suffer higher rates of mortality, morbidity, and post-disaster ruin to their livelihoods



Gender-smart & climate-smart opportunities

- Women are not just victims of climate change
- **Women's expertise, leadership, purchasing power and lived experience** help unlock gender-smart and climate-smart opportunities to strengthen climate innovation and progress
- There is **growing recognition of the unfulfilled potential of gender equality** to support more prosperous, just, and stable societies



Women climate champions



Elizabeth Mpofu (Zimbabwe) is a prominent farmer and advocate for agroecology and women's rights in agriculture. She is the General Coordinator of La Via Campesina, a global movement **representing small-scale farmers and rural communities**. Elizabeth's work centres on **promoting climate-resilient farming practices**, empowering women in agriculture, and advocating for the rights of farmers in the face of climate change.



Hindou Oumarou Ibrahim (Chad) is an environmental activist and advocate for the rights of Indigenous communities. She is the Coordinator of the Association for Indigenous Women and Peoples of Chad (AFPAT), where she works to preserve traditional knowledge and **support climate adaptation efforts in Indigenous communities**. Hindou is also a global ambassador for indigenous peoples and represents their voices in **international climate negotiations**.



Constance Okollet (Uganda) is a farmer and climate activist from Eastern Uganda. She is the Chairperson of the Osukuru United Women Network, which focuses on empowering rural women to combat climate change. Constance has been actively involved in initiatives related to sustainable agriculture, renewable energy, and **advocacy for climate-resilient livelihoods in her community**.



Titilope Gbemisola Akosa (Nigeria) An environmentalist, climate justice advocate, and lawyer, Titilope is the founder and executive director of the Centre for 21st Century Issues (C21st). She has been instrumental in **advocating for gender-responsive climate policies in Nigeria** and has **represented** women's and gender non-governmental organizations at international climate negotiations, including the **2015 Paris Climate Treaty**.

Sources & Photos: <https://sdgs.un.org/panelists/ms-elizabeth-mpofu-29743>
<https://sdgs.un.org/panelists/ms-hindou-oumarou-ibrahim-29948>
<https://news.globallandscapesforum.org/collection/constance-okollet/>
<https://www.wheelcentre.com/people/ursula-rakova/>



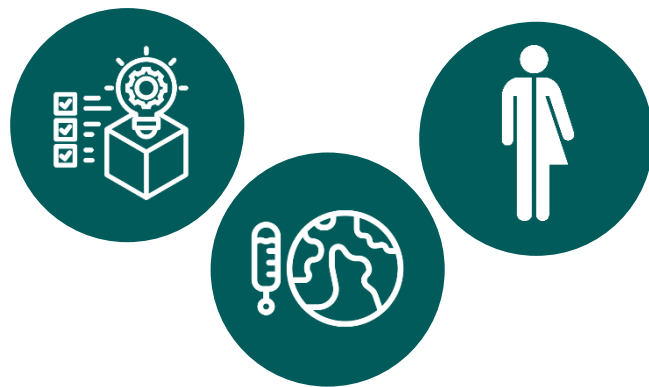
Gender-inclusive adaptation product and service portfolio

Introduction

In this sub-module, we will explore the **reasons why investing in gender-sensitive adaptation products and services makes business sense**. We will review the **key aspects that help tailor adaptation products and services to the needs of female customers**.

This sub-module will:

- Make the business case for gender-inclusive products & services.
- Outline key aspects of tailoring the adaptation product and service portfolio to female customer needs.



Key Takeaways

You will be aware of the **main arguments of tailoring adaptation products & services to female customer needs**. You will be equipped with a **tool to analyse the needs** of your female customers to tailor your product/ service portfolio accordingly.





Why invest in gender-inclusive products & services?

Reasons for Small & Medium-Sized Enterprises

Mitigate risk

Ignoring gender can create a **market risk, an operating risk, or even a reputational risk!**

Women are not a minority group: they constitute at least 52% of the global population (in Nigeria, 49 %).

Drive long-term value

Applying an integrated gender and climate lens to all opportunities means gaining a **competitive advantage in talent, innovation, markets, products and services, value chains, and governance.**

Enterprises can **track how gender-sensitive approaches will result in better outcomes!**

Meet investors' expectations

Impact considerations have become mainstream even for institutional investors!

See also [criteria of 2X Challenge](#) as global industry standard for gender-lens investing including “Product(s) or service(s) enhance(s) well-being of women/girls and/or drives gender equity.

Increase competitiveness & dip into new markets

Addressing gender in product or service design may **unlock products and services that are more responsive to market needs.**

And as consumers, **women make 80% of household buying decisions worldwide!**



Key questions on gender-smart product & service development



Product development

- Are women **involved in the research and design of your products and services** (e.g., design of agricultural services or access-to-water products)?
- **Are women the primary end-users of your products and services**, or do women and men use products and services differently? How does the **design and marketing of products and services respond to these differences**?

Consumption

- How is a **gender lens being considered across your sales and marketing pipeline**? Is this leading to smarter customer segmentation?
- Is there a **gender lens in after-sales service**? How does this lead to customer safety and loyalty?



Gender-inclusive adaptation product and service portfolio



Case study

Good Nature Agro (GNA)

<u>Sector:</u>	Agriculture
<u>Focus countries:</u>	Zambia and Malawi
<u>Business model:</u>	For-profit enterprise that works with rural, small-scale farmers to supply the region with high-quality legume seed and commodities.



Gender-inclusive products & services:

- GNA's model helps farmers – of which 37% are female farmers – **diversify into legume markets**, which can provide upwards of 50% improved margins over maize;
- GNA also **fosters climate resilience** by selecting **legume seeds that are drought/pest/disease resistant** and helping farmers incorporate **adaptive and sustainable farming practices**;
- Based on a farmer-focused gender study, GNA recently also offers **targeted gender-smart activities** such as **asset financing, pre-harvest payments** to support household consumption/harvest preparation during lean months, and **co-registering spouses to drive more equitable access to GNA's payment/saving programs**, including digital banking, while enabling shared visibility and household dialogue around finances



**Foster farmer
climate resilience**



**Offer gender-smart
products & services**



**Increase farmer
income**





Impact monitoring & reporting

The importance of data

Gender & climate investment – key questions investors would ask of their investee companies:

- How does the climate adaptation business model of an investee company impact women?
- How do the company's products and services **impact the lives of women and girls**?
- Are we missing out on potential growth or an impact opportunity by ignoring a key market segment?
- How do the company's products and services impact climate and environmental sustainability (in terms of contributing to adaptation and resilience)?

Think about the type of data and information needed to answer these questions like sex-disaggregated data on your current and potential customer base!



Impact monitoring & reporting

The importance of data



How robust data collection can inform gender-inclusive product & service portfolios?



Market assessment: Gather sex-disaggregated market data to understand women customers' needs, preferences, and contexts.



Gender-inclusive portfolio: Design products and services that are beneficial to women and respond to their needs, preferences, and contexts.



Marketing & sales: Design gender-inclusive and gender-specific marketing strategies, such as tailored messaging that appeals to women or using distribution channels that women use or are likely to access.



Further Reading

- Applying a gender lens to climate actions: Why it matters, Climate Talks Series: CARE for South Asia Project (2021) by ADPC
https://wrd.unwomen.org/sites/default/files/2021-11/2021-q74Xpc-ADPC-Gender_Mainstreaming_Policy_Brief-ADPC.pdf
- Gender and Climate Change – Overview of linkages between gender and climate change (2016) by UNDP & Global Gender and Climate Alliance
<https://www.undp.org/sites/g/files/zskgke326/files/publications/UNDP%20Linkages%20Gender%20and%20CC%20Policy%20Brief%201-WEB.pdf>
- Gender & Climate Investment: A strategy for unlocking a sustainable future (2020) by GenderSmart
<https://www.2xglobal.org/knowledge-hub-blog/gendersmart-climate-and-gender-presentation>
- 2X Global Case Studies: Good Nature Agro and Global Partnerships
<https://www.2xglobal.org/case-studies/good-nature-agro-gp>
- Gender Lens Investing – The PFAN Gender Strategy (2021) by UNIDO – The Private Financing Advisory Network
<https://aweap.africa/wp-content/uploads/2021/06/PFAN-Gender-Lens-Presentation-June-2021.pdf>



Lunch

1 hour



Implemented by:



Inclusive Female Customer Analysis

Exercise – Tool





When?

In order to design products and services that are beneficial to women and respond to their needs, preferences, and contexts, there's no way around knowing your existing and potential female customers inside out. Go back to this tool as you gain new information about female customers. It's also a good idea to use it when you plan on adding a new customer group.

What?

Customers stand in the centre of any successful business. With women making 80% of household buying decisions worldwide, they represent a market segment often still untapped. But women customers are not necessarily a homogeneous group, and identifying the different female customer segments in the first step helps you to learn more about them. Once you have stepped into your customers' shoes, you can target your product or service and marketing activities better.

How?

Sit down with your team to think about what characteristics separate your existing and/or potential female customers into groups. Once you have identified the customer segments, it's time to go out and speak with your existing/ potential female customers to gain a better understanding of their needs and to draw conclusions for your current adaptation product/ service portfolio.

Steps

- 01 Identify female customer segments
- 02 Understand your female customer
- 03 Draw conclusions for adaptation product/ service design



Key outcomes

- Get to know your existing and potential female customer segments with regard to demographic, psychographic, and behaviouristic characteristics.
- Set the basis to build a gender-inclusive and customer-centric business model.
- Create products that are beneficial to women and respond to their needs, preferences, and contexts.





Step 1

Identify customer segments

Your female customers may not be a homogeneous group. If this is the case, you should divide them into smaller groups with similar needs and demands, the so-called “customer segments”. The characteristics identified can serve as an indicator for the needs and demands of your female customers.

Customers can be roughly segmented with the following characteristics:

Demographics

- Age
- Ethnicity
- Religion
- Location
- Education
- Occupation
- Income
- Marital status
- Family size

Psychology

- Attitudes
- Beliefs
- Values
- Family stage
- Lifecycle stage
- Hobbies
- Interests
- Lifestyle

Behaviour

- Buying frequency and volume
- Special buying occasions
- Loyalty
- Most valued product/service feature (price, quality, convenience etc.)
- Preferred distribution channel

These and similar questions will help you to identify the factors that mark the differences among your female customers:

- What will influence the preferences of potential female customers towards your product or service? Have their preferences changed because of climate-related impacts?
- Will women in rural areas have different expectations and needs from urban female citizens? What about women in City/District X and City/District Y? Do they have different needs because of different climate risks?
- Will female customers who have different knowledge about your product or service have different purchasing and usage patterns? Will they be aware of climate change and value low-carbon and climate-resilient products?

✓ *Female customer segments identified*

✓ *Ability to tailor your products and services in a focused, efficient manner to the needs of female customers*

✓ *Concentrate your marketing efforts on those who are most likely to need your product and who are willing and able to buy it.*





Step 1

Your female customer segments – Example: *Drip irrigation vegetable farming*

Segment	Ranking	Demographic Characteristics	Psychological Characteristics	Behaviouristic Characteristics
A: Urban female heads of household	1	Located in the capital city, married with 2-4 kids, secondary school education/ academic career, part-time occupation	Value freshness and constant supply of vegetables over price; decision-makers, when it comes to food supply, like to buy a variety of vegetables from one single supplier to save time	Buy in bulk once a week; value organic products and local produce; convenience is highly rated due to their occupation
B: Female-led local stores	2	Located in rural centres and along main roads, owners have basic education & business skills	Price is very important; learns about new offers/ suppliers mainly through mouth-to-mouth propaganda	Personal relationship to supplier very important; very loyal to supplier once relationship is built; interested in variety of legumes to offer to their customers – especially crops they cannot easily source locally
C. Schools for girls	3	Catholic schools for girls only located in rural centres, female principal as decision maker; between 35-50 years old; academic background	Value price and reliability; schools have small garden where they grow their own vegetables (cannot meet the school's demand) – agriculture is also part of the school's curriculum	Need vegetables in large quantities; prefer female distributors/ contact person; interested in cooperation partner who can also provide inputs for agriculture lessons





Step 1

Your female customer segments



Segment	Ranking	Demographic Characteristics	Psychographic Characteristics	Behaviouristic Characteristics





Step 2

Understand your customers

Out of the female customer segments you identified in Step 1, select the ones that appear most important for you, for example, because of their size, because they are most likely to buy your product, or because they are the easiest ones for you to reach.

For each of your key female customer segments, complete the WORKSHEET *Your Empathy Map*. We provided up to three *Empathy Maps*, but you do not have to complete them all.

The *Empathy Maps* ask you to step into your female customers' shoes: What does she think, say, see, do, feel, and hear? You can answer the questions best by speaking with your potential customers. Only then will you know how your enterprise can fulfil their needs, and design a product/service that women and girls are willing and able to pay for. Discussions with your team and internet research, etc., can help as well.

It's easier to answer the questions if you imagine one person or organisation that stands for each segment. Write the name and age of that representative female or organisation in the middle of the *Empathy Map*, in addition to the title of the female customer segment.

You will find relevant key questions for your EMPATHY MAP after your female customer segments worksheet.

- ✓ *Empathy Maps for your female customer segments developed*
- ✓ *Understanding of your female customers developed*





Step 2

Relevant key questions for your Empathy Map

How is she impacted by climate change?

- How is her vulnerability/resilience influenced by her gender?

What does she think?

- What matters most to her? What moves her? What are her dreams? Which may be her worries?

What does she say?

- What does she tell others? What is her attitude? Does she influence others?

What does she see?

- What kind of products/services does your female customer see in the market? What attempt is being made to influence her?

What does she do?

- What is she constantly trying to improve? What activities does she cherish doing? How does she spend their time?

How does she feel?

- What does she experience in relation to your product or service domain? This experience can be negative or positive.

What does she hear?

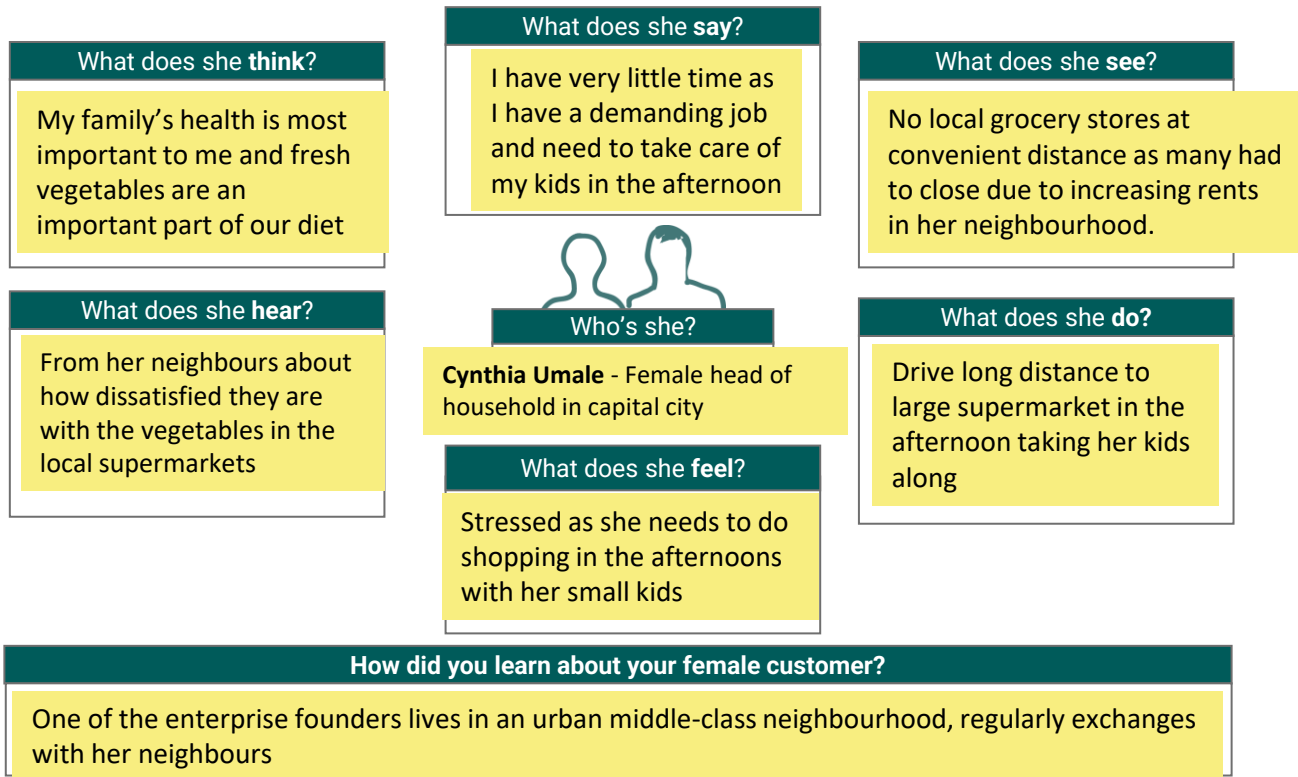
- What do friends say? What do her influencers say? What media channels influence her opinions on products and services?





Step 2

Your Empathy Map – Example: *Drip irrigation vegetable farming*






Step 2

Your Empathy Map 1



What does she think?	What does she say?	What does she see?
What does she hear?	 Who's she?	What does she do?
	What does she feel?	
How did you learn about your female customer?		





Step 3

Draw conclusions for product/ service design

Based on the insights gained from Step 1 & 2, what conclusions can you draw for your climate adaptation product/service in terms of overall value proposition, the specific features and/or the marketing and distribution channels?

	Value Proposition	Product/ service features & innovation	Marketing and distribution channels
Guiding questions:	<ul style="list-style-type: none">• What specific values does your product/ service create for your female customers?• How can you better tailor your value proposition to female customers' needs and preferences (e.g. to tackle their specific vulnerabilities to climate change)?	<ul style="list-style-type: none">• How can your existing adaptation product/service features be further adjusted to meet the needs of female customers?• What might be new adaptation products/ services to consider for your portfolio to better target female customers?	<ul style="list-style-type: none">• What marketing and distribution channels are used/ accessible to existing and potential female customers?• How can you better tailor your messaging to reach female customers?





Step 3

Draw conclusions for adaptation product/ service design – Example: *Drip irrigation vegetable farming*

Customer Segment	Value Proposition	Product/ service features & innovation	Marketing and distribution channels
A: Urban female heads of household	Healthy families are happy families – Choose us for a variety of organic, fresh quality vegetables delivered to your doorstep!	Offer organic food box on subscription model – female heads of households can choose quantity and type of vegetables to be delivered each week	<ul style="list-style-type: none">• Door-to-door marketing campaign in urban upper middle-class neighbourhoods focusing on convenience & quality of product offer• Use personal touchpoints when delivering food boxes to learn about customer needs & preferences
B: Female-led local stores	Top up your shelves with our affordable fresh vegetables not readily available in the market	Offer niche products not readily available in the region to complement local store's offer	Female marketing/distribution staff to pay personal visits to local stores to advertise their offer – invest in relationship building
C. Schools for girls
..			





Step 3

Draw conclusions for adaptation product/ service design

Customer Segment	Value Proposition	Product/ service features & innovation	Marketing and distribution channels



Coffee Break

20 min



Implemented by:





Plenary discussion

- How useful did you find the tool?
- Would you propose any changes to be made to it?



Day review & Closing



Implemented by:





Plenary discussion

- What are personal key learnings / findings from today?
- What have you learned from your peer SMEs?





Day 2

Gender & Diversity in the Workplace / Inclusive Value Chains



Implemented by:



Session introduction



Implemented by:



Agenda – Day 2 Gender & Diversity in the Workplace / Inclusive Value Chains

09:00	Welcoming remarks & introduction to the agenda and previous day review
09:30	Plenary session: Gender & Diversity in the Workplace
10:00	Exercise: Gender & Diversity in the Workplace (Part 1)
10:30	Break
11:00	Exercise: Gender & Diversity in the Workplace (Part 2)
12:00	Plenary session: Diversity in the value chain
12:30	Exercise: Gender Gap Analysis
13:00	Lunch
14:00	Exercise: Gender Action Roadmap
14:40	Peer discussions: Gender Gap Analysis and Gender Action Plan (Part 1)
15:25	Break
15:55	Peer discussions: Gender Gap Analysis and Gender Action Plan (Part 2)
16:15	Closing: Wrap-up, feedback, next steps



Check-in

PrivABoo Core Group Meeting



Implemented by:





Plenary discussion

- How useful did you find the Inclusive Customer Analysis tool?
- Would you propose any changes to be made to it?





Plenary discussion

- What are personal key learnings / findings from yesterday's session?
- What have you learned from your peer SMEs?





3: Driving Gender Inclusivity at the Workplace

Value Creation through Mainstreaming Gender in Adaptation Finance



Workshop Introduction: Sub-Modules



OUTPUTS

Inclusive
Customer
Analysis

Inclusive Value
Chain Analysis

Inclusion in the
workplace

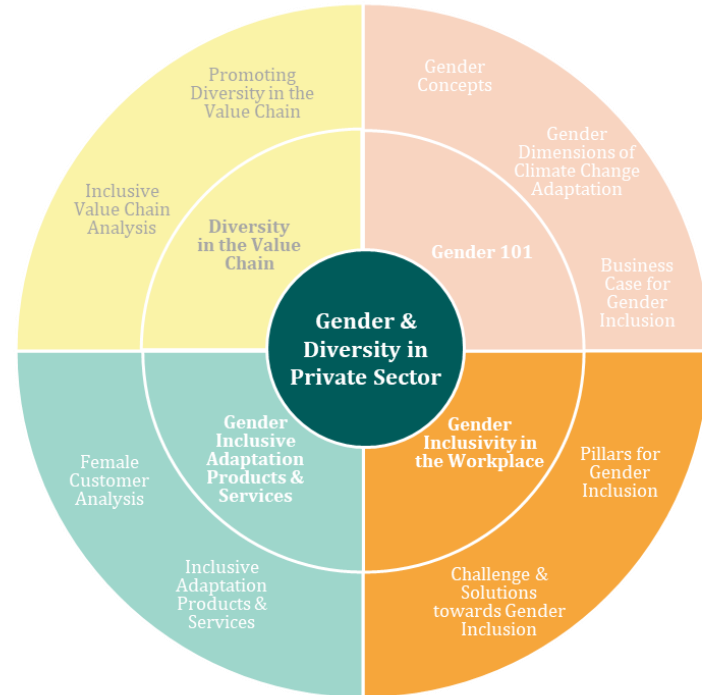
Gender Gap
Analysis

Gender Action
Plan



Contents

1. Gender Inclusivity in the Workplace
2. Challenges & Solutions towards Gender Inclusion



Gender Inclusivity in the Workplace

Introduction

SMEs as providers of adaptation products and services are well placed to address challenges of climate adaptation, and thus have a responsibility to ensure the efforts are gender inclusive. By fostering an inclusive and diverse workplace, organisations can unlock the full potential of their workforce and drive innovation, productivity, and inclusive growth. We will explore:

- i) **Organisational pillars to consider gender inclusion**
- ii) Barriers to achieving a gender-inclusive workplace
- iii) Strategies to create environments where diverse perspectives thrive, leading to more robust and effective climate adaptation strategies.



Key Takeaways

You will have gained **a deeper understanding of the importance of gender inclusion in the workplace**, identified challenges your SME faces, and the strategies and initiatives that can be implemented to promote it.



Gender Inclusivity in the Workplace



Pillars to examine gender inclusivity in the workplace



Gender Inclusivity in the Workplace

ILO Employment Standards

The standard for measuring quality employment is usually determined by local and international quality employment measurement standards. These standards and related indicators are outlined in the **International Labour Organisation's (ILO) framework**, which serves as an important reference in assessing your progress.

Countries have established **labour laws and regulations** that prohibit or limit certain forms of labour. Some laws abolish certain types of work, such as forced labour and child labour, while other rules regulate working conditions, including maximum working hours and worker safety regulations.



ADAPTATION RELEVANCE

Compliance and reputation

By integrating gender considerations, adaptation SMEs adopt an inclusive approach and can demonstrate their commitment to social responsibility and compliance with relevant regulations. Additionally, **adaptation SMEs can appeal to potential financiers as many investors, customers, and partners prioritise gender equality and sustainable practices.**



Further Reading

- Applying a gender lens to climate actions: Why it matters, Climate Talks Series: CARE for South Asia Project (2021) by ADPC
https://wrd.unwomen.org/sites/default/files/2021-11/2021-q74Xpc-ADPC-Gender_Mainstreaming_Policy_Brief-ADPC.pdf
- Gender and Climate Change – Overview of linkages between gender and climate change (2016) by UNDP & Global Gender and Climate Alliance
<https://www.undp.org/sites/g/files/zskgke326/files/publications/UNDP%20Linkages%20Gender%20and%20CC%20Policy%20Brief%201-WEB.pdf>
- Gender & Climate Investment: A strategy for unlocking a sustainable future (2020) by GenderSmart
<https://www.2xglobal.org/knowledge-hub-blog/gendersmart-climate-and-gender-presentation>
- 2X Global Case Studies: Good Nature Agro and Global Partnerships
<https://www.2xglobal.org/case-studies/good-nature-agro-gp>
- Gender Lens Investing – The PFAN Gender Strategy (2021) by UNIDO – The Private Financing Advisory Network
<https://aweap.africa/wp-content/uploads/2021/06/PFAN-Gender-Lens-Presentation-June-2021.pdf>





Exercise: Challenges & Solutions to Gender Inclusion (in the workplace)

Individual analysis on company level, using the tool provided





When?

This tool serves to assess the current level of inclusion under different pillars of an organisation. This tool is applied when your organisation is in the process of transformational change – in times when you are assessing areas for improvement or re-structuring roles and responsibilities.

What?

This tool guides you to assess the level of inclusion under different pillars of your organisation. It will examine 6 pillars of an organisation: i) Policies & Procedures, ii) Leadership & Talent (incl. Recruitment), iii) Training & Education, iv) Work-life Balance & Flexibility, v) Pay Equity, Benefits & Employee Support, vi) Culture & Communication. After identifying gaps, you will brainstorm ideas for strategic solutions to close these gaps.

How?

This tool is best applied with the management team and the Human Resources department. You might want to involve a trusted team member who knows the needs of the team well – perhaps your Operations Manager, who knows the processes and workflows, as well as the sector you operate in, very well.

Steps

- 01 Assess your SME on each pillar & identify gaps
- 02 Brainstorm ideas for strategic solutions
- 03 Develop indicators for monitoring progress
- 04 *Bonus: Verify these solutions with the wider team

Key outcomes

- Assessment of your SME on the level of gender inclusion under different pillars.
- Develop strategies and solutions to improve gender inclusiveness in your organisation.





Guiding Questions

In a group, consider the pillars presented earlier to identify any gaps for improvements your SME is facing.

Step 1 Assess your SME on each pillar & identify gaps

- What are the main barriers or challenges your organisation faces under each pillar?
- Are there any specific barriers that hinder further inclusion in your organisation?
- Try to put yourselves in the shoes of your female team members: how would they think or feel?

Step 2 Brainstorm ideas for strategic solutions

- What strategies or initiatives could help overcome these barriers and foster further inclusivity?
- Consider both short-term and long-term solutions, and think about actionable steps that can be implemented within your organisation.

Step 3 Develop indicators for monitoring progress

- How will you measure progress on this action?
- Make sure the indicators are quantifiable

*Step 4 Bonus: Verify these solutions with the wider team

- Do they agree with the barriers and challenges you listed?
- Do the solutions make sense and are they feasible for affected employees?

ADAPTATION RELEVANCE

Strengthening enterprise resilience

Gender-inclusive practices contribute to a diverse and inclusive work culture. When employees feel valued and included, they are more likely to be engaged and committed to the organisation, leading to higher retention rates as well as diverse and inclusive decision-making, hence making enterprises more resilient to economic and climate shocks.



Challenges & Solutions to Gender Inclusion



Assess your SME on each pillar & identify gaps

Step 1

	Pillars for Gender Inclusion	Self-Rating	Challenges & Gaps
	Policies & Procedures	No efforts Excellent efforts	
	Leadership & Talent (incl. Recruitment)	No efforts Excellent efforts	
	Training & Education	No efforts Excellent efforts	
	Work-life Balance & Flexibility	No efforts Excellent efforts	
	Pay Equity, Benefits & Employee Support	No efforts Excellent efforts	
	Culture & Communication	No efforts Excellent efforts	



Coffee Break

20 min









Implemented by:



Challenges & Solutions to Gender Inclusion



Brainstorm ideas for strategic solutions and develop indicators to measure progress

PILLARS FOR GENDER INCLUSION	Step 1.2	Step 2	Step 3
	CHALLENGES <i>Identify key challenges from Step 1</i>	SOLUTIONS <i>Brainstorm strategic solutions</i>	INDICATORS <i>Measure progress</i>
 Policies & Procedures	• ...	• ...	• ...
 Leadership & Talent (incl. Recruitment)	• ...	• ...	• ...
 Training & Education	• ...	• ...	• ...
 Work-life Balance & Flexibility	• ...	• ...	• ...
 Pay Equity, Benefits, Employee Support	• ...	• ...	• ...
 Culture & Communication	• ...	• ...	• ...



Challenges & Solutions to Gender Inclusion



Brainstorm ideas for strategic solutions and develop indicators to measure progress

PILLARS FOR GENDER INCLUSION



Policies & Procedures



Leadership & Talent
(incl. Recruitment)



Training & Education



Work-life Balance
& Flexibility



Pay Equity, Benefits,
Employee Support



Culture & Communication

Step 1.2

CHALLENGES

Identify key challenges from Step 1

Pregnancy & maternity leave

Low number of women applicants for job openings

Currently only 1 woman in decision-making position (a 60% women team)

Gender pay gap – 20% difference between men & women

Step 2

SOLUTIONS

Brainstorm strategic solutions

Develop checklist for sourcing diverse candidates

Advertise job ads in women groups

Adjust pay differences in the next quarter

Upskill & training programme to develop manager skills

Regular feedback mechanisms to solicit input from female employees

Step 3

INDICATORS

Measure progress

of women applicants increased by 50%

Increase # of women in decision making roles

Reduce the gender pay gap to at least 10%

*Step 4

VERIFY

Get feedback from team

HR team

Verify with female team members





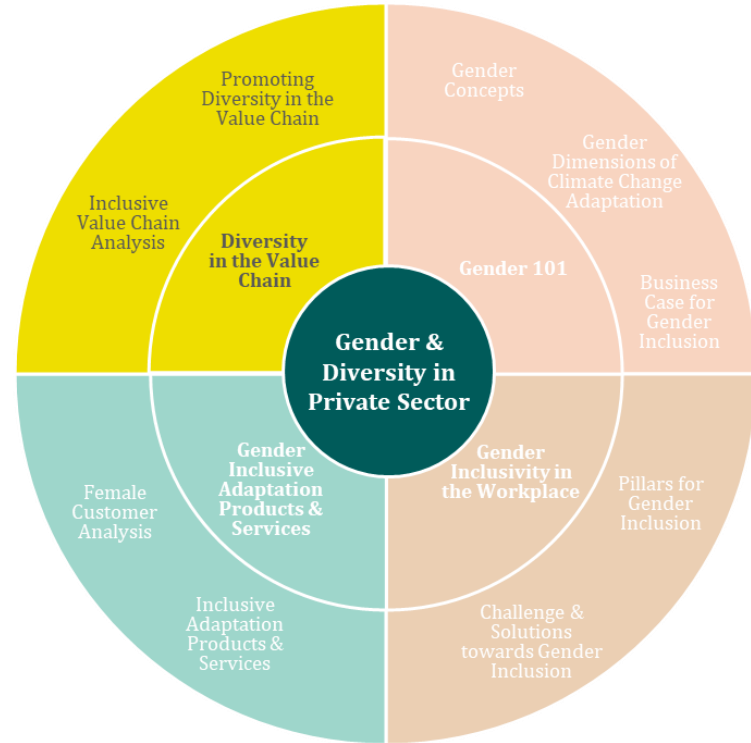
4: Diversity in the Value Chain

Value Creation through Mainstreaming Gender in Adaptation Finance



Contents

1. Diversity in the value chain
2. Inclusive value chain analysis (tool)



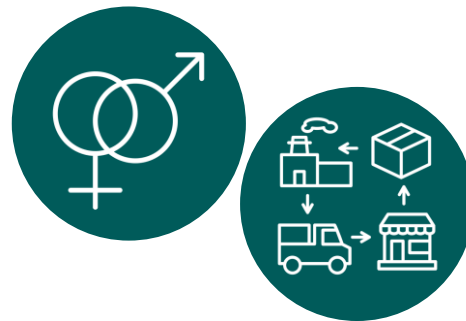
Diversity in the value chain

Introduction

This sub-module will dive into the topic of **why gender-inclusive and diverse value chains are an important success factor for adaptation SMEs**. In doing so, it will shed light on why and how to improve diversity in the supply chain as well as in the company's distribution networks.

This sub-module will:

- Outline the advantages of gender-inclusive and diverse supply chains and distribution networks
- Highlight opportunities to leverage diversity and gender-inclusion in the areas of supply and distribution/sales



Key Takeaways

You will have a good understanding of the importance of gender-inclusion and diversity in your value chain, including tangible avenues to promote these.





Diversity in the value chain

Why is it important?

- Around **190 million women** work in global supply chains
- Disproportionately represented in **lower-skilled and low-wage production jobs** in the lower tiers of the supply chain
- Women workers are exposed to various gender-related risks, including **occupational segregation, precarious work, poor access to maternity rights and childcare, long working hours and overtime, unsafe working conditions, lack of freedom of association, limited access to education and skills development, violence and harassment**
- Reliance on migrant, young, female labour with the lowest bargaining power and little union representation

Basic steps of enterprise value chain:





Diversity in the value chain

Why is it important from a business perspective?

1. Diverse businesses are more resilient and competitive	➡	Having strong and resilient business partners enhances their reliability and climate resilience
2. Mitigation of potential reputational risks	➡	Any issues of suppliers/ distributors (e.g. racial/ gender discrimination) may fall back on the enterprise
3. Supply chain actors are closely intertwined with product & service development	➡	More diverse suppliers/ distributors can help develop more innovative and gender-inclusive adaptation product & service portfolios





Diversity in the value chain

How to increase (gender-) diversity in the value chain?



Include diversity criteria in Requests for Proposals/ procurement decisions to proactively attract (gender-) diverse suppliers



Provide supplier/ distributor diversity programmes (e.g. workshops, trainings) (Sugarcane industry)



Conduct regular supplier/ distributor consultations & monitoring



Gender-inclusive value chain

Case study



Exotic EPZ Ltd (Kenya)

Sector: Agriculture

Business model: Exotic is a **female-owned processor and exporter of sustainably sourced macadamia nuts** from smallholders in Kenya. Of the company's workforce, 85% are women and 75% are youth.



Gender-diversity challenge & strategies:

- Although the macadamia nut industry is a promising one for Kenya's economy, **gender-related constraints hamper women's opportunities in the value chain**. Women generally participate in labour-intensive farming or processing activities, while men are marketing the nuts.

Strategy to tackle gender-diversity issues:

- Exotic is breaking this cycle by being the first and **only 100% female-owned processor sourcing** macadamia nuts directly from over 2,000 small farmers.
- By training female farmers, **providing linkages to health insurance funds, and use of mobile payment** and traceability tools to monitor farm details and crop yields, Exotic incentivizes female farmers to become more independent and increase income.





Inclusive Value Chain Analysis

Tool Introduction



Implemented by:





When?

This tool addresses issues with gender inclusiveness and diversity affecting the enterprise's value chain or constituting opportunities to increase on the performance of business partners. **It includes understanding where issues in the value chain are related to diversity/gender inclusiveness**, respectively, where the enterprise could have a leveraging effect on business partners to increase diversity.

What?

This tool offers a structured approach to identify aspects in your value chain that are related to diversity and gender inclusiveness. It helps you to look into potential performance issues of existing business partners and to tackle diversity-related aspects to improve on the different steps, including sourcing, assembly, production, distribution, marketing, sales, and after-sales services.

How?

This tool builds on interactive steps to look into diversity in your existing value chain: From mapping the key steps and activities of your value chain (step 1), to identifying potential entry points to increase diversity (step 2), to ultimately developing gender-inclusive and diversity-promoting actions and strategies (step 3). At the end of this tool, you will have defined concrete ways of boosting diversity in your enterprise's value chain.

Steps

- 01 Map your value chain
↓
- 02 Identify potential entry points to increase diversity
↓
- 03 Developing actions & strategies to promote diversity
↓



Key outcomes

- Mapping the key steps of your value chain
- Highlight entry points and issues of your value chain related to diversity and/or gender inclusiveness
- Develop strategies and actions to improve your value chain performance by leveraging diversity and gender inclusiveness





Step 1

Map your value chain

The first step is about mapping all of your enterprise's activities, including the respective business partners from production/service to after-sales services. Here, it is important to include every aspect of operations, since each may hold potential to integrate diverse aspects.

The basic steps of a value chain are:



The following questions may help to identify relevant activities:

- Which raw materials or components need to be supplied?
- Which steps are involved in assembly and production?
- Which are your business's important distribution channels?
- Through which markets or shops do you reach your customers?
- Which steps are involved in your after-sales strategy?

Use the Worksheet on the next page to identify the key steps of your value chain, which activities you perform under each step, and who your business partners are. Activities can be the supply of raw materials, different production steps, transport, storage, sales in store xy etc.

Step 2

Identify potential entry points to increase diversity

Step 2 consists of analysing your value chain to **identify potential entry points to promote diversity and gender inclusion**.

Have a look at the identified activities/ steps and business partners mapped in Step 1 and highlight the ones where you see potential to increase diversity and/or gender equity. The following guiding questions may help to reflect on relevant aspects:

- **Which of the identified business partners are female-led/ representing marginalised groups** (e.g., minority groups, people with disabilities)
- **In which instances do you mainly deal with female contact persons** or representatives from marginalised groups? (e.g., female farmers as suppliers, customers representing a minority group in a specific region)?
- Where do you see **potential risks for your operations** (e.g., business partners do not perform as expected, conflicts between certain ethnic groups may affect your business)

Use the Worksheet on the next page to highlight all aspects of your value chain where diversity and inclusion could potentially be enhanced.





Diversity in the value chain - Example: Rain-fed vegetable production

Step 1

Step	Key steps of your value chain					
	Sourcing	Cultivation	Processing	Distribution	Sales	After-Sales
Activities for each step	Seed import	Planting of crops & cultivation management	Picking of vegetables	Door-to-door sales (capital city)	Marketing (road billboards and flyers)	Hotline & personal feedback
Business partner	Grains Unlimited Ltd.	<i>In-house staff</i>	Female pickers Kumulu village	Commission-based sales agents	Faina and Company	<i>In-house staff & sales agents</i>
Entry points to promote diversity	Not always reliable when it comes to timely seed supply, rumours of internal issues with discrimination against staff from minority groups	----	Women from nearby village – rather unreliable as to their family chores, have to bring their children to work	20% female sales agents with the highest success rate	Women-led enterprise with 60% women staff members, very reliable, providing innovative marketing content	Sales agents collect feedback from customers/ deal with complaints

Step 2





Diversity in the value chain

Step 1



	Key steps of your value chain					
Step	Sourcing	Cultivation	Processing	Distribution	Sales	After-Sales
Activities for each step						
Business partner						
Entry points to promote diversity						

Step 2





Step 3

Developing actions & strategies to promote diversity in the value chain

In Step 2, you have identified potential entry points and issues with gender-inclusiveness and diversity in your value chain. Step 3 will focus on strategies and actions to tackle the identified issues, respectively promote diversity in your value chain.

Think about possible ways to tackle issues or use entry points to foster diversity and gender-inclusiveness with the identified business partners. Consider each of the following approaches and add the potential action in the table:

- **Provide additional support/ benefits to business partners** that are female-led or represent marginalised groups to increase their performance/ make them more reliable partners
- Think about **alternative business partners** to improve on certain steps in your value chain (e.g., engaging more female sales agents to better target female customers)
- **Analyse balance of power with business partners** to check on leveraging effects when it comes to promoting diversity and gender-inclusiveness (e.g., in terms of fair employment and anti-harassment policies)





Step 3

Developing actions & strategies to promote diversity in the value chain

Example: Rain-fed vegetable production

Activity	Business partner	Issue/ entry point for diversity in the value chain	Actions
Sourcing	Grains Unlimited Ltd.	Not always reliable when it comes to timely seed supply, rumours of internal issues with discrimination against staff from minority groups	Seek an alliance with other buyers who are customers at Grains Unlimited to find out about rumours of discrimination. Use the leveraging effect as a buyer alliance to push for anti-discrimination policies/ offer advice on how to raise awareness on diversity/ gender-sensitive issues.
Processing	Female pickers Kumulu village	Women from the nearby village, rather unreliable, have to bring their children to work	Analyse why female pickers are unreliable – assumptions are that they might experience harassment when returning home late (dark hours), and bringing their children to work makes it difficult for them to work on a regular basis. Provide child care support and transportation means/ allowance to increase reliance and retention of female pickers, also reducing costs for recruitment/ training of new pickers.
Distribution	Commission-based sales agents	20% female sales agents with the highest success rate – mainly selling to females making purchasing decisions for their households	Analyse success factors of female sales agents – use as good practice for all sales agents; consider increasing the number of female sales agents as the majority of customers are female and seem to respond more to female agents (conduct customer survey to prove assumptions).





Step 3

Developing actions & strategies to promote diversity in the value chain

Activity	Business partner	Issue/ entry point for diversity in the value chain	Actions



Further Reading

- Exotic EPZ Ltd. website
<https://www.exoticepz.co.ke/home> (last accessed 28 September 2023)
- Gender in Business - Lessons Learned for Last Mile Distributors (2022) by Value for Women:
<https://www.globaldistributorscollective.org/gender-in-business-lessons-learned-for-last-mile-distributors>
(last accessed: 14 August 2023)
- Gender equality in global supply chains (2021) by International Labour Organisation (ILO):
https://www.ilo.org/wcmsp5/groups/public/---europe/---ro-geneva/---ilo-rome/documents/genericdocument/wcms_824714.pdf (last accessed 28 September 2023)
- Gender Lens Investing in Public Markets: It's More Than Women at the Top (2020) by Glenmede:
https://www.glenmede.com/files/gender_lens_investing_in_public_markets.pdf
(last accessed: 14 August 2023)
- The CFC supports female-led macadamia nuts exporter from Kenya (2022) by Common Fund for Commodities (CFC):
<https://www.common-fund.org/cfc-supports-female-led-macadamia-nuts-exporter-kenya>
(last accessed 28 September 2023)





Exercise: Gender Gap Analysis & Gender Action Plan

Individual analysis on company level, using tool provided





Gender Gap Analysis

Introduction

Gender inclusiveness and diversity are important levers to increase business performance, touching upon various areas such as fair employment, inclusive leadership, and talent, as well as gender-inclusive product and service portfolio, and diversity in the value chain. This tool helps enterprises get a better picture of where they stand on gender inclusiveness and diversity in order to identify key intervention areas to further mainstream these topics into business operations.

What?

This tool is designed as a self-assessment where you assess the different areas where gender inclusiveness and diversity have a leveraging effect on your business operations. The final summary helps to identify strengths and gaps to improve gender inclusiveness and diversity in the enterprise.

How?

All relevant team members should come together, such as representatives from management, human resources, procurement/ supplier management, product design/ operations, to provide input on the respective areas of the assessment. For some areas, it might be advisable to seek further information, e.g., from female staff members or business partners to get a full picture.

We recommend using the Excel Tool "Gender Gap Assessment" for automatic score calculation. Alternatively, you can use these slides for assessment, but score calculations will be manual.

Key Takeaways

- Discover strengths and gaps of gender-inclusiveness and diversity across key business areas
- Identify the tools needed to improve gender inclusiveness and diversity in the respective business areas



Gender Gap Analysis: 1) Gender-inclusivity & diversity at organisation level



Step 1.1 People and Team Development

By fostering an inclusive and diverse leadership and talent, organisations can unlock the full potential of their workforce and drive innovation, productivity, and sustainable growth.

To what extent do the following points apply to your organisation?

Leadership:

- The proportion of women decision-makers reflect the % of female workforce

Score (0-5)

Recruitment processes:

- We actively seek diverse candidates for recruitment of new staff members
- We employ unbiased selection criteria such as inclusive language, structured interview processes, blind recruitment

Training & Education:

- All staff members are provided with training on gender sensitivity and inclusive practices
- Women are supported to equally participate in career development training as their male peers

Step 1.2 Gender-inclusive Benefits, Support and Culture

Employment components such as employee compensation, benefits, support system and culture affect the level of gender inclusivity in an organisation

To what extent do the following points apply to your organisation?

Benefits & Employee Support:

- At every level of the team, both men and women are compensated equally (equal pay)
- Work environment supports work-life balance and the flexibility needs of diverse employees

Score (0-5)

Culture & Communication:

- All employees feel comfortable expressing their views, ideas, and concerns
- Employees actively promote gender inclusion and equality in various activities (e.g., women-only support groups, mentorship programmes, use of inclusive language, and celebrating diversity)

Policies:

- Company policies address equal opportunities, non-discrimination, and harassment prevention



Gender Gap Analysis: 2) Gender-inclusive adaptation products & services



Step 2.1

Gender & climate change

Climate change is not gender-neutral, and in order to develop targeted climate adaptation products and services, enterprises need to be aware of and consider the respective gender-based inequities.

To what extent do the following points apply to your organisation?

Interlinkage between gender & climate change:

Score (0-5)

- We are aware of the reasons that women tend to be more vulnerable and face greater challenges than men in adapting to climate change

Climate adaptation value proposition

- Our value proposition towards female customers/ end-users considers their specific climate adaptation needs

Step 2.2

Gender-inclusive products and services

Investing in gender-sensitive adaptation products and services portfolio makes business sense; hence, enterprises need to ensure to tailor adaptation products and services to female customers needs.

To what extent do the following points apply to your organisation?

Product development:

Score (0-5)

- Our products/ services actively support female customers in adapting to the impact of climate change
- We actively involve women in the research and design of products and services to reflect their specific needs and contexts.

Consumption:

- Female customers and other social groups that are particularly vulnerable to climate crises are among our key market segments.
- We specifically target female customers in our sales & marketing strategies.



Gender Gap Analysis: 3) Gender & diversity in the value chain



Step 3.1

Gender-diverse value chains

Diverse supply chains can reduce risks of supply chain disruption and potentially improve the quality of inputs. At the same time, diverse supply chains often generate additional benefits, including increased efficiency and market share and access to new revenue opportunities.

To what extent do the following points apply to your organisation?

Value chain actors:

- We undertake proactive efforts to attract gender-diverse suppliers and/or vendors.
- We actively support women-led or women-inclusive businesses in our network through channelling procurement, financing, or providing training opportunities/ technical support.

Score (0-5)

Step 3.2

Gender-inclusive distribution network

Women make the majority of household purchasing decisions, and as such, should be a key focus for any sales efforts. Women sales agents are often better able to connect with women customers as they can more easily relate to their context and needs.

To what extent do the following points apply to your organisation?

Sales agents:

- We employ female sales agents to target female customers/ women who are primary users of our products/ services.
- We provide targeted support for women sales agents/ distributors (e.g., training; provision of technology like mobile phones or transportation means) to increase their sales performance.

Score (0-5)



Gender Gap Analysis: 4) Data Collection and Monitoring for Gender-Inclusion



Step 4.1

Tracking gender-inclusion & diversity

Effective gender-inclusion strategies and actions require robust data collection and ongoing monitoring. Therefore, gender-inclusion and diversity indicators should form part of the overall monitoring applied to keep track of all business operations.

To what extent do the following points apply to your organisation?

Organisational data and information:

Score (0-5)

- We collect gender-disaggregated data about our employees (e.g., gender, job level, hiring and promotion rates, employee satisfaction and engagement, and harassment and discrimination complaints)

Customers and target markets:

- We gather sex-disaggregated market data to understand women customers' needs, preferences, and contexts

Value chain:

- We collect data on women representation in our supplier network

Your final score out of 115:



Lunch

1 hour



Implemented by:





Gender Action Roadmap for SMEs

Introduction

Use this template to work on your gender-inclusive change strategies and actions.

This template will help you establish a monitoring and evaluation system to measure the impact of your gender equality efforts. Each section corresponds to an exercise or tool used in the workshop. After completing each tool, document the outputs on the Gender Action Roadmap for future reference.

By tracking progress, collecting data, and analysing outcomes, you will be able to identify areas for improvement, celebrate successes, and continuously enhance your gender-inclusion initiatives.

Gender Action Roadmap for SMEs

Organisation name: _____

GENDER INCLUSIVE WORKPLACE		
CHALLENGES/GAPS	SOLUTIONS	INDICATORS

PRODUCTS & SERVICES: CUSTOMER ANALYSIS	
PRODUCT & SERVICE FEATURES & INNOVATION	MARKETING AND DISTRIBUTION CHANNELS

GENDER INCLUSIVE VALUE CHAIN		
ACTIVITY	ENTRY POINT FOR DIVERSITY	ACTION



Gender Action Roadmap for SMEs

Organisation name: _____



PRODUCTS & SERVICES: CUSTOMER ANALYSIS	
PRODUCT & SERVICE FEATURES & INNOVATION	MARKETING & DISTRIBUTION CHANNELS

GENDER INCLUSIVE WORKPLACE		
NEXT STEPS		INDICATORS

GENDER INCLUSIVE VALUE CHAIN		
ACTIVITY	ENTRY POINT FOR DIVERSITY	ACTION





Plenary discussion

- How useful did you find the tools?
- Would you propose any changes to be made to them?



Coffee Break

20 min



Implemented by:



Wrap-up & Closing

- Feedback
- Next steps



Gender Gap Analysis

Introduction

Gender inclusiveness and diversity are important levers to increase business performance, touching upon various areas such as fair employment, inclusive leadership, and talent, as well as gender-inclusive product and service portfolio, and diversity in the value chain. This tool helps enterprises get a better picture of where they stand on gender inclusiveness and diversity in order to identify key intervention areas to further mainstream these topics into business operations.

What?

This tool is designed as a self-assessment where you assess the different areas where gender inclusiveness and diversity have a leveraging effect on your business operations. The final summary helps to identify strengths and gaps to improve on gender inclusiveness and diversity in the enterprise.

How?

All relevant team members should come together, such as representatives from management, human resources, procurement/ supplier management, product design/ operations, to provide input on the respective areas of the assessment. For some areas, it might be advisable to seek further information, e.g., from female staff members or business partners to get a full picture.

We recommend using the Excel Tool "Gender Gap Assessment" for automatic score calculation. Alternatively, you can use these slides for assessment, but score calculations will be manual.

Key Takeaways

- Discover strengths and gaps of gender-inclusiveness and diversity across key business areas
- Identify the tools needed to improve gender-inclusiveness and diversity in the respective business areas



Gender Gap Analysis: 1) Gender-inclusivity & diversity at organisation level



Step 1.1 People and Team Development

By fostering an inclusive and diverse leadership and talent, organisations can unlock the full potential of their workforce and drive innovation, productivity, and sustainable growth.

To what extent do the following points apply to your organisation?

Leadership:

- The proportion of women decision-makers reflect the % of female workforce

Score (0-5)

Recruitment processes:

- We actively seek diverse candidates for recruitment of new staff members
- We employ unbiased selection criteria such as inclusive language, structured interview processes, blind recruitment

Training & Education:

- All staff members are provided with training on gender sensitivity and inclusive practices
- Women are supported to equally participate in career development training as their male peers

Step 1.2 Gender-inclusive Benefits, Support and Culture

Employment components such as employee compensation, benefits, support system and culture affect the level of gender inclusivity in an organisation

To what extent do the following points apply to your organisation?

Benefits & Employee Support:

- At every level of the team, both men and women are compensated equally (equal pay)
- Work environment supports work-life balance and the flexibility needs of diverse employees

Score (0-5)

Culture & Communication:

- All employees feel comfortable expressing their views, ideas, and concerns
- Employees actively promote gender inclusion and equality in various activities (e.g., women-only support groups, mentorship programmes, use of inclusive language, and celebrating diversity)

Policies:

- Company policies address equal opportunities, non-discrimination, and harassment prevention



Gender Gap Analysis: 2) Gender-inclusive adaptation products & services



Step 2.1

Gender & climate change

Climate change is not gender-neutral, and in order to develop targeted climate adaptation products and services, enterprises need to be aware of and consider the respective gender-based inequities.

To what extent do the following points apply to your organisation?

Interlinkage between gender & climate change:

Score (0-5)

- We are aware of the reasons that women tend to be more vulnerable and face greater challenges than men in adapting to climate change

Climate adaptation value proposition

- Our value proposition towards female customers/ end-users considers their specific climate adaptation needs

Step 2.2

Gender-inclusive products and services

Investing in gender-sensitive adaptation products and services portfolio makes business sense; hence, enterprises need to ensure to tailor adaptation products and services to female customers needs.

To what extent do the following points apply to your organisation?

Product development:

Score (0-5)

- Our products/ services actively support female customers in adapting to the impact of climate change
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Consumption:

- Female customers and other social groups that are particularly vulnerable to climate crises are among our key market segments.
- We specifically target female customers in our sales & marketing strategies.



Gender Gap Analysis: 3) Gender & diversity in the value chain



Step 3.1

Gender-diverse value chains

Diverse supply chains can reduce risks of supply chain disruption and potentially improve the quality of inputs. At the same time, diverse supply chains often generate additional benefits, including increased efficiency and market share and access to new revenue opportunities.

To what extent do the following points apply to your organisation?

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Score (0-5)

Step 3.2

Gender-inclusive distribution network

Women make the majority of household purchasing decisions, and as such, should be a key focus for any sales efforts. Women sales agents are often better able to connect with women customers as they can more easily relate to their context and needs.

To what extent do the following points apply to your organisation?

Sales agents:

- We employ female sales agents to target female customers/ women who are primary users of our products/ services.
- We provide targeted support for women sales agents/ distributors (e.g., training; provision of technology like mobile phones or transportation means) to increase their sales performance.

Score (0-5)



Gender Gap Analysis: 4) Data Collection and Monitoring for Gender-Inclusion



Step 4.1

Tracking gender-inclusion & diversity

Effective gender-inclusion strategies and actions require robust data collection and ongoing monitoring. Therefore, gender-inclusion and diversity indicators should form part of the overall monitoring applied to keep track of all business operations.

To what extent do the following points apply to your organisation?

Organisational data and information:

Score (0-5)

- We collect gender-disaggregated data about our employees (e.g., gender, job level, hiring and promotion rates, employee satisfaction and engagement, and harassment and discrimination complaints)

Customers and target markets:

- We gather sex-disaggregated market data to understand women customers' needs, preferences, and contexts

Value chain:

- We collect data on women representation in our supplier network

Your final score out of 115:





Plenary discussion

What are personal key learnings / findings from the workshop?

What have you learned from your peer SMEs?

How do you intend to take the learnings forward?





Feedback session

Your feedback

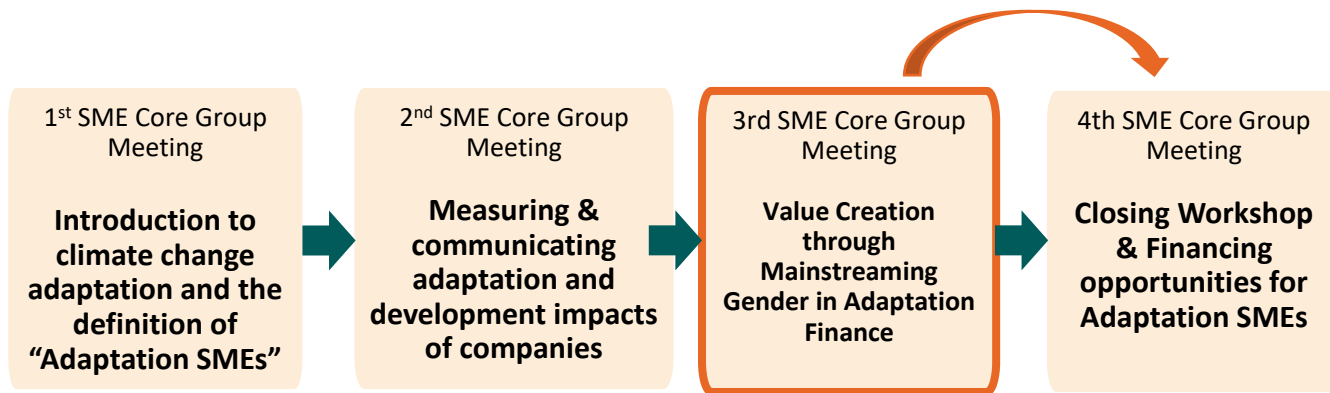
- ... is anonymous.

- ... helps us better prepare and structure our next events and workshops.



Where are we coming from? & Next Steps

PrivABoo – Peer Learning on Adaptation



Follow us on:

X (Twitter)

@Adapt_Community

Adaptation Community Website

<https://www.adaptationcommunity.net/>





Group Picture!





Gender Gap Analysis

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Policies:

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Gender Gap Analysis: 2) Gender-inclusive adaptation products & services



Step 2.1

Gender & climate change

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Score (0-5)

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Climate adaptation value proposition

- Our value proposition towards female customers/ end-users considers their specific climate adaptation needs.

Step 2.2

Gender-inclusive products and services

Investing in a gender-sensitive adaptation product and services portfolio makes business sense; hence, enterprises need to ensure to tailor adaptation products and services to female customers' needs.

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Score (0-5)

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Consumption:

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Gender Gap Analysis: 3) Gender & diversity in the value chain



Step 3.1

Gender-diverse value chains

Diverse supply chains can reduce risks of supply chain disruption and potentially improve the quality of inputs. At the same time, diverse supply chains often generate additional benefits, including increased efficiency and market share, and access to new revenue opportunities.

To what extent do the following points apply to your organisation?

Value chain actors:

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- We actively support women-led or women-inclusive businesses in our network through channelling procurement, financing, or providing training opportunities/ technical support.

Score (0-5)

Step 3.2

Gender-inclusive distribution network

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To what extent do the following points apply to your organisation?

Sales agents:

- We employ female sales agents to target female customers/ women who are primary users of our products/ services.
- We provide targeted support for women sales agents/ distributors (e.g., training; provision of technology like mobile phones or transportation means) to increase their sales performance.

Score (0-5)



Gender Gap Analysis: 4) Data Collection and Monitoring for Gender-Inclusion



Step 4.1

Tracking gender-inclusion & diversity

Effective gender-inclusion strategies and actions require robust data collection and ongoing monitoring. Therefore, gender-inclusion and diversity indicators should form part of the overall monitoring applied to keep track of all business operations.

To what extent do the following points apply to your organisation?

Organisational data and information:

Score (0-5)

- We collect gender-disaggregated data about our employees (e.g., gender, job level, hiring and promotion rates, employee satisfaction and engagement, and harassment and discrimination complaints)

Customers and target markets:

- We gather sex-disaggregated market data to understand women customers' needs, preferences, and contexts

Value chain:

- We collect data on women's representation in our supplier network

Your final score out of 100:





Gender Action Roadmap for SMEs

Introduction

Use this template to work on your gender-inclusive change strategies and actions.

This template will help you establish a monitoring and evaluation system to measure the impact of your gender equality efforts. Each section corresponds to an exercise or tool used in the workshop. After completing each tool, document the outputs on the Gender Action Roadmap for future reference.

By tracking progress, collecting data, and analysing outcomes, you will be able to identify areas for improvement, celebrate successes, and continuously enhance your gender-inclusion initiatives.

Gender Action Roadmap for SMEs

Organisation name: _____

GENDER INCLUSIVE WORKPLACE		
CHALLENGES/GAPS	SOLUTIONS	INDICATORS

PRODUCTS & SERVICES: CUSTOMER ANALYSIS	
PRODUCT & SERVICE FEATURES & INNOVATION	MARKETING AND DISTRIBUTION CHANNELS

GENDER INCLUSIVE VALUE CHAIN		
ACTIVITY	ENTRY POINT FOR DIVERSITY	ACTION

The Gender Action Roadmap is also available on Mural (an interactive co-creation workspace). [You can access this here.](#)

This will require internet access, and we recommend using a desktop or laptop to access this platform for the best user experience.



Gender Action Roadmap for SMEs

Organisation name: _____



GENDER INCLUSIVE WORKPLACE		
CHALLENGES/GAPS	SOLUTIONS	INDICATORS

PRODUCTS & SERVICES: CUSTOMER ANALYSIS	
PRODUCT & SERVICE FEATURES & INNOVATION	MARKETING & DISTRIBUTION CHANNELS

GENDER INCLUSIVE VALUE CHAIN		
ACTIVITY	ENTRY POINT FOR DIVERSITY	ACTION





Challenges and Solutions towards Gender Inclusion Tool



Implemented by:





When?

This tool serves to assess the current level of inclusion under different pillars of an organisation. This tool is applied when your organisation is in the process of transformational change – in times when you are assessing areas for improvement or re-structuring roles and responsibilities.

What?

This tool guides you to assess the level of inclusion under different pillars of your organisation. It will examine 6 pillars of an organisation: i) Policies & Procedures, ii) Leadership & Talent (incl. Recruitment), iii) Training & Education, iv) Work-life Balance & Flexibility, v) Pay Equity, Benefits & Employee Support, vi) Culture & Communication. After identifying gaps, you will brainstorm ideas for strategic solutions to close these gaps.

How?

This tool is best applied with the management team and the Human Resources department. You might want to involve a trusted team member who knows the needs of the team well – perhaps your Operations Manager, who knows the processes and workflows, as well as the sector you operate in, very well.

Steps

- 01 Assess your SME on each pillar & identify gaps
- 02 Brainstorm ideas for strategic solutions
- 03 Develop indicators for monitoring progress
- 04 *Bonus: Verify these solutions with the wider team

Key outcomes

- Assessment of your SME on the level of gender inclusion under different pillars
- Develop strategies and solutions to improve on gender inclusiveness in your organisation





Guiding Questions

In a group, consider the pillars presented earlier to identify any gaps for improvements your SME is facing.

Step 1 Assess your SME on each pillar & identify gaps

- What are the main barriers or challenges your organisation faces under each pillar?
- Are there any specific barriers that hinder further inclusion in your organisation?
- Try to put yourselves in the shoes of your female team members: how would they think or feel?

Step 2 Brainstorm ideas for strategic solutions

- What strategies or initiatives could help overcome these barriers and foster further inclusivity?
- Consider both short-term and long-term solutions, and think about actionable steps that can be implemented within your organisation.

Step 3 Develop indicators for monitoring progress

- How will you measure progress on this action?
- Make sure the indicators are quantifiable

*Step 4 Bonus: Verify these solutions with the wider team

- Do they agree with the barriers and challenges you listed?
- Do the solutions make sense and are they feasible for affected employees?

ADAPTATION RELEVANCE

Strengthening enterprise resilience

Gender-inclusive practices contribute to a diverse and inclusive work culture. When employees feel valued and included, they are more likely to be engaged and committed to the organisation, leading to higher retention rates as well as diverse and inclusive decision-making, hence making enterprises more resilient to economic and climate shocks.



Challenges & Solutions to Gender Inclusion



Assess your SME on each pillar & identify gaps

Step 1

	Pillars for Gender Inclusion	Self-Rating	Comments
	Policies & Procedures	<div> <div>No efforts</div> <div> <div></div> <div></div> <div></div> <div></div> </div> <div>Excellent efforts</div> </div>	
	Leadership & Talent (incl. Recruitment)	<div> <div>No efforts</div> <div> <div></div> <div></div> <div></div> <div></div> </div> <div>Excellent efforts</div> </div>	
	Training & Education	<div> <div>No efforts</div> <div> <div></div> <div></div> <div></div> <div></div> </div> <div>Excellent efforts</div> </div>	
	Work-life Balance & Flexibility	<div> <div>No efforts</div> <div> <div></div> <div></div> <div></div> <div></div> </div> <div>Excellent efforts</div> </div>	
	Pay Equity, Benefits & Employee Support	<div> <div>No efforts</div> <div> <div></div> <div></div> <div></div> <div></div> </div> <div>Excellent efforts</div> </div>	
	Culture & Communication	<div> <div>No efforts</div> <div> <div></div> <div></div> <div></div> <div></div> </div> <div>Excellent efforts</div> </div>	





Brainstorm ideas for strategic solutions and develop indicators to measure progress

Step 1.2

CHALLENGES

Identify key challenges from Step 1

Gender pay gap –
20% difference
between men &
women

Currently only 1
woman in decision-
making position (a
60% women team)

Low number of
women
applicants for job
openings

Step 2

SOLUTIONS

Brainstorm strategic solutions

Adjust pay
differences in the
next quarter

Upskill & training
programme to
develop manager
skills

Develop checklist
for sourcing
diverse
candidates

regular feedback
mechanisms to
solicit input from
female employees

Advertise job ads
in women groups

Step 3

INDICATORS

Measure progress

Reduce the
gender pay gap
to at least 10%

Increase # of
women in
decision making
roles

of women
applicants
increased by 50%

*Step 4

VERIFY

*Get feedback from
team*

HR team

Verify with
female team
members





Brainstorm ideas for strategic solutions and develop indicators to measure progress

Step 1.2

CHALLENGES

Identify key challenges from Step 1

Step 2

SOLUTIONS

Brainstorm strategic solutions

Step 3

INDICATORS

Measure progress

*Step 4

VERIFY

Get feedback from team





Female Customer Analysis

Tool



Implemented by:





When?

In order to design products and services that are beneficial to women and respond to their needs, preferences, and contexts, there's no way around knowing your existing and potential female customers inside out. Go back to this tool as you gain new information about female customers. It's also a good idea to use it when you plan on adding a new customer group.

What?

Customers stand in the centre of any successful business. With women making 80% of household buying decisions worldwide, they represent a market segment often still untapped. But women customers are not necessarily a homogeneous group, and identifying the different female customer segments in the first step helps you to learn more about them. Once you have stepped into your customers' shoes, you can target your product or service and marketing activities better.

How?

Sit down with your team to think about what characteristics separate your existing and/or potential female customers into groups. Once you have identified the customer segments, it's time to go out and speak with your existing/ potential female customers to gain a better understanding of their needs and to draw conclusions for your current adaptation product/ service portfolio.

Steps

- 01 Identify female customer segments
↓
- 02 Understand your female customer
↓
- 03 Draw conclusions for product/ service design
↓



Key outcomes

- Get to know your existing and potential female customer segments with regard to demographic, psychographic, and behaviouristic characteristics
- Set the basis to build a gender-inclusive and customer-centric business model
- Create products that are beneficial to women and respond to their needs, preferences, and contexts





Step 1

Identify customer segments

Your female customers may not be a homogeneous group. If this is the case, you should divide them into smaller groups with similar needs and demands, the so-called “customer segments”. The characteristics identified can serve as an indicator for the needs and demands of your female customers.

Customers can be roughly segmented with the following characteristics:

Demographics

- Age
- Ethnicity
- Religion
- Location
- Education
- Occupation
- Income
- Marital status
- Family size

Psychology

- Attitudes
- Beliefs
- Values
- Family stage
- Lifecycle stage
- Hobbies
- Interests
- Lifestyle

Behaviour

- Buying frequency and volume
- Special buying occasions
- Loyalty
- Most valued product/service feature (price, quality, convenience etc.)
- Preferred distribution channel

These and similar questions will help you to identify the factors that mark the differences among your female customers:

- What will influence the preferences of potential female customers towards your product or service? Have their preferences changed because of climate-related impacts?
- Will women in rural areas have different expectations and needs from urban female citizens? What about women in City/District X and City/District Y? Do they have different needs because of different climate risks?
- Will female customers who have different knowledge about your product or service have different purchasing and usage patterns? Will they be aware of climate change and value low-carbon and climate-resilient products?

✓ *Female customer segments identified*

✓ *Ability to tailor your products and services in a focused, efficient manner to the needs of female customers*

✓ *Concentrate your marketing efforts on those who are most likely to need your product and who are willing and able to buy it.*





Step 1

Your female customer segments – Example: *Drip irrigation vegetable farming*

Segment	Ranking	Demographic Characteristics	Psychographic Characteristics	Behaviouristic Characteristics
A: Urban female heads of household	1	Located in the capital city; married with 2-4 kids; secondary school education/ academic career; part-time occupation	Value freshness and constant supply of vegetables over price; decision-makers, when it comes to food supply, like to buy a variety of vegetables from one single supplier to save time	Buy in bulk once a week; value organic products and local produce; convenience is high rated due to their occupation
B: Female-led local stores	2	Located in rural centres and along main roads, owners have basic education & business skills	Price is very important; learns about new offers/ suppliers mainly through mouth-to-mouth propaganda	Personal relationship to supplier is very important; very loyal to the supplier once a relationship is built; interested in a variety of legumes to offer to their customers, especially crops they cannot easily source locally
C. Schools for girls	3	Catholic schools for girls only located in rural centres, female principal as decision maker; between 35-50 years old; academic background	Value price and reliability; schools have a small garden where they grow their own vegetables (cannot meet the school's demand) – agriculture is also part of the school's curriculum	Need vegetables in large quantities; prefer female distributors/ contact person; interested in a cooperation partner who can also provide inputs for agriculture lessons





Step 1

Your female customer segments



Female Customer Segment	Ranking	Demographic Characteristics	Psychographic Characteristics	Behaviouristic Characteristics





Step 2

Understand your customers

Out of the female customer segments you identified in Step 1, select the ones that appear most important for you, for example, because of their size, because they are most likely to buy your product, or because they are the easiest ones for you to reach.

For each of your key female customer segments, complete the WORKSHEET *Your Empathy Map*. We provided up to three *Empathy Maps*, but you do not have to complete them all.

The *Empathy Maps* ask you to step into your female customers' shoes: What does she think, say, see, do, feel, and hear? You can answer the questions best by speaking with your potential customers. Only then will you know how your enterprise can fulfil their needs, and design a product/service women and girls are willing and able to pay for. Discussions with your team and internet research, etc., can help as well.

It's easier to answer the questions if you imagine one person or organisation that stands for each segment. Write the name and age of that representative female or organisation in the middle of the *Empathy Map*, in addition to the title of the female customer segment.

You will find relevant key questions for your EMPATHY MAP after your female customer segments worksheet.

- ✓ *Empathy Maps for your female customer segments developed*
- ✓ *Understanding of your female customers developed*





Step 2

Relevant key questions for your Empathy Map

What does she think?

- What matters most to her? What moves her? What are her dreams? What may be her worries?

What does she say?

- What does she tell others? What is her attitude? Does she influence others?

What does she see?

- What kind of products/services does your female customer see in the market? What attempt is being made to influence her?

What does she do?

- What is she constantly trying to improve? What activities does she cherish doing? How does she spend their time?

How does she feel?

- What does she experience in relation to your product or service domain? This experience can be negative or positive.

How does she hear?

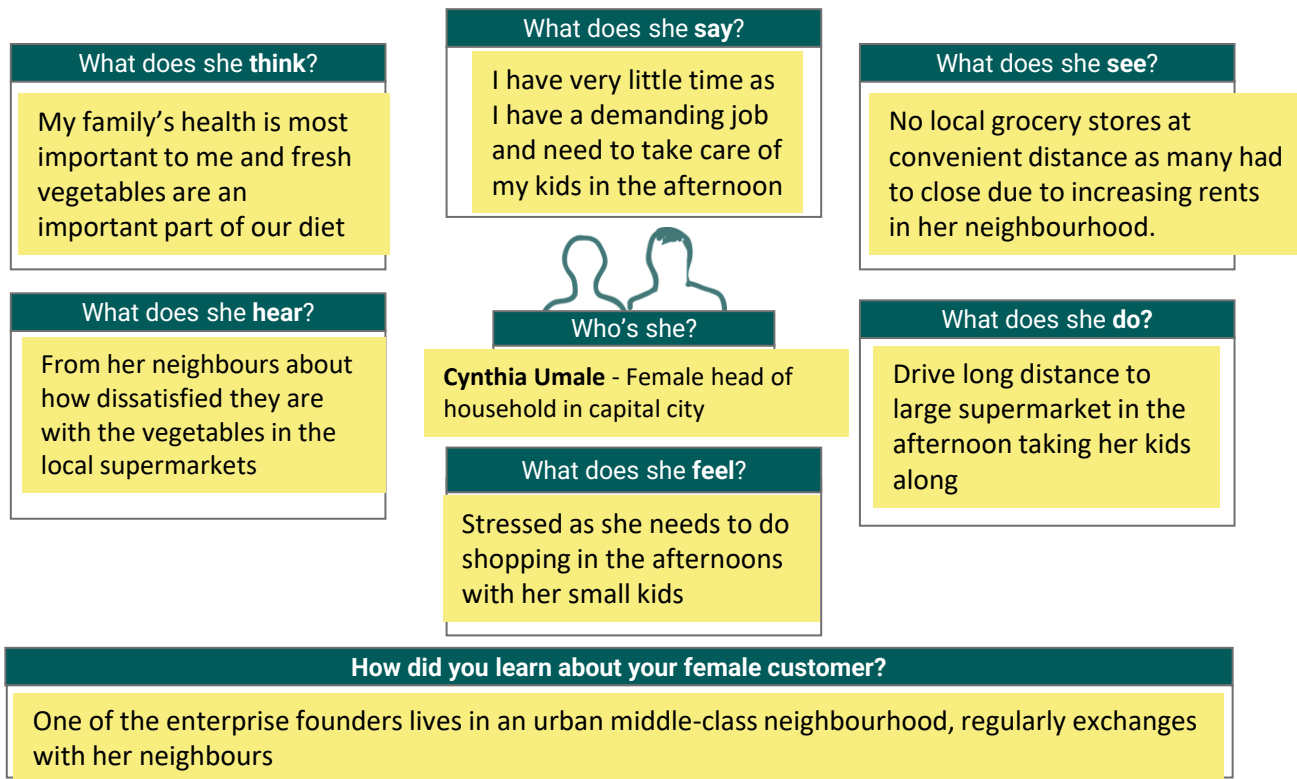
- What do friends say? What do her influencers say? What media channels influence her opinions on products and services?





Step 2

Your Empathy Map – Example: *Drip irrigation vegetable farming*






Step 2

Your Empathy Map 1



What does she think?	What does she say?	What does she see?
What does she hear?	 Who's she?	What does she do?
What does she feel?		
How did you learn about your female customer?		





Step 3

Draw conclusions for product/ service design

Based on the insights gained from Steps 1 & 2, what conclusions can you draw for your climate adaptation product/service in terms of overall value proposition, the specific features, and/or the marketing and distribution channels?

	Value Proposition	Product/ service features & innovation	Marketing and distribution channels
Guiding questions:	<ul style="list-style-type: none">• What specific values does your product/ service create for your female customers?• How can you better tailor your value proposition to female customers' needs and preferences (e.g., to tackle their specific vulnerabilities to climate change)?	<ul style="list-style-type: none">• How can your existing adaptation product/service features be further adjusted to meet the needs of female customers?• What might be new adaptation products/ services to consider for your portfolio to better target female customers?	<ul style="list-style-type: none">• What marketing and distribution channels are used/ accessible to existing and potential female customers?• How can you better tailor your messaging to reach female customers?





Step 3

Draw conclusions for adaptation product/ service design – Example: *Drip irrigation vegetable farming*

Customer Segment	Value Proposition	Product/ service features & innovation	Marketing and distribution channels
A: Urban female heads of household	Healthy families are happy families – Choose us for a variety of organic fresh quality vegetables delivered to your doorstep!	Offer organic food box on subscription model – female heads of households can choose quantity and type of vegetables to be delivered each week	<ul style="list-style-type: none"> Door-to-door marketing campaign in urban upper middle-class neighbourhoods focusing on convenience & quality of product offer Use personal touchpoints when delivering food boxes to learn about customer needs & preferences
B: Female-led local stores	Top up your shelves with our affordable fresh vegetables not readily available in the market	Offer niche products not readily available in the region to complement local store's offer	Female marketing/distribution staff to pay personal visits to local stores to advertise their offer – invest in relationship building
C. Schools for girls
..			





Step 3

Draw conclusions for adaptation product/ service design

Customer Segment	Value Proposition	Product/ service features & innovation	Marketing and distribution channels





Inclusive Value Chain Analysis

Tool



Implemented by:





When?

This tool addresses issues with gender inclusiveness and diversity affecting the enterprise's value chain or constituting opportunities to improve the performance of business partners. It includes understanding where issues in the value chain are related to diversity/gender inclusiveness, respectively, where the enterprise could have a leveraging effect on business partners to increase diversity.

What?

This tool offers a structured approach to identify aspects in your value chain that are related to diversity and gender inclusiveness. It helps you to look into potential performance issues of existing business partners and to tackle diversity-related aspects to improve on the different steps, including sourcing, assembly, production, distribution, marketing, sales, and after-sales services.

How?

This tool builds on interactive steps to look into diversity in your existing value chain: From mapping the key steps and activities of your value chain (step 1), to identifying potential entry points to increase diversity (step 2), to ultimately developing gender-inclusive and diversity-promoting actions and strategies (step 3). At the end of this tool, you will have defined concrete ways of boosting diversity in your enterprise's value chain.

Steps

- 01 Map your value chain
↓
- 02 Identify potential entry points to increase diversity
↓
- 03 Developing actions & strategies to promote diversity
↓



Key outcomes

- Mapping the key steps of your value chain
- Highlight entry points and issues of your value chain related to diversity and/or gender inclusiveness
- Develop strategies and actions to improve your value chain performance by leveraging diversity and gender inclusiveness





Step 1

Map your value chain

The first step is about mapping all of your enterprise's activities, including the respective business partners, from production/service to after-sales services. Here, it is important to include every aspect of operations, since each may hold potential to integrate diversity aspects.

The basic steps of a value chain are:



The following questions may help to identify relevant activities:

- Which raw materials or components need to be supplied?
- Which steps are involved in assembly and production?
- Which are your business's important distribution channels?
- Through which markets or shops do you reach your customers?
- Which steps are involved in your after-sales strategy?

Use the Worksheet on the next page to identify the key steps of your value chain, which activities you perform under each step, and who your business partners are. Activities can be the supply of raw materials, different production steps, transport, storage, sales in store xy etc.

Step 2

Identify potential entry points to increase diversity

Step 2 consists of analysing your value chain to identify potential entry points to promote diversity and gender inclusion.

Have a look at the identified activities/ steps and business partners mapped in Step 1 and highlight the ones where you see potential to increase diversity and/or gender equity. The following guiding questions may help to reflect on relevant aspects:

- Which of the identified business partners are female-led/ representing marginalised groups (e.g., minority groups, people with disabilities)
- In which instances do you mainly deal with female contact persons or representatives from marginalised groups? (e.g., female farmers as suppliers, customers representing a minority group in a specific region)?
- Where do you see potential risks for your operations (e.g., business partners do not perform as expected, conflicts between certain ethnical groups may affect your business)

Use the Worksheet on the next page to highlight all aspects of your value chain where diversity and inclusion could potentially be enhanced.





Diversity in the value chain - Example: Rain-fed vegetable production

Step 1

Step	Key steps of your value chain					
	Sourcing	Cultivation	Processing	Distribution	Sales	After-Sales
Activities for each step	Seed import	Planting of crops & cultivation management	Picking of vegetables	Door-to-door sales (capital city)	Marketing (road billboards and flyers)	Hotline & personal feedback
Business partner	Grains Unlimited Ltd.	<i>In-house staff</i>	Female pickers Kumulu village	Commission-based sales agents	Faina and Company	<i>In-house staff & sales agents</i>
Entry points to promote diversity	Not always reliable when it comes to timely seed supply, rumours of internal issues with discrimination of staff from minority groups	----	Women from the nearby village – rather unreliable as to their family chores, have to bring their children to work	20% female sales agents with the highest success rate	Women-led enterprise with 60% women staff members, very reliable, providing innovative marketing content	Sales agents collect feedback from customers/ deal with complaints

Step 2





Diversity in the value chain

Step 1



	Key steps of your value chain					
Step	Sourcing	Cultivation	Processing	Distribution	Sales	After-Sales
Activities for each step						
Business partner						
Entry points to promote diversity						

Step 2





Step 3

Developing actions & strategies to promote diversity in the value chain

In Step 2, you have identified potential entry points and issues with gender-inclusiveness and diversity in your value chain. Step 3 will focus on strategies and actions to tackle the identified issues respectively, promote diversity in your value chain.

Think about possible ways to tackle issues or use entry points to foster diversity and gender-inclusiveness with the identified business partners. Consider each of the following approaches and add the potential action in the table:

- **Provide additional support/ benefits to business partners** that are female-led or represent marginalised groups to increase their performance/ make them more reliable partners
- Think about **alternative business partners** in order to improve on certain steps in your value chain (e.g., engaging more female sales agents to better target female customers)
- **Analyse balance of power with business partners** to check on leveraging effects when it comes to promoting diversity and gender-inclusiveness (e.g., in terms of fair employment and anti-harassment policies)





Step 3

Developing actions & strategies to promote diversity in the value chain

Example: Rain-fed vegetable production

Activity	Business partner	Issue/ entry point for diversity in the value chain	Actions
Sourcing	Grains Unlimited Ltd.	Not always reliable when it comes to timely seed supply, rumours of internal issues with discrimination against staff from minority groups	Seek an alliance with other buyers who are customers at Grains Unlimited to find out about rumours of discrimination. Use the leveraging effect as a buyer alliance to push for anti-discrimination policies/ offer advice on how to raise awareness on diversity/ gender-sensitive issues.
Processing	Female pickers Kumulu village	Women from nearby village – rather unreliable, have to bring their children to work	Analyse why female pickers are unreliable – assumptions are that they might experience harassment when returning home late (dark hours), and bringing their children to work makes it difficult for them to work on a regular basis. Provide child care support and transportation means/ allowance to increase reliance and retention of female pickers, also reducing costs for recruitment/ training of new pickers.
Distribution	Commission-based sales agents	20% female sales agents with the highest success rate – mainly selling to females making purchasing decisions for their households	Analyse success factors of female sales agents – use as good practice for all sales agents; consider increasing the number of female sales agents as the majority of customers are female and seem to respond more respondent to female agents (conduct a customer survey to prove assumptions).





Step 3

Developing actions & strategies to promote diversity in the value chain

Activity	Business partner	Issue/ entry point for diversity in the value chain	Actions

