



# The Food Network for Ethical Trade (FNET)

GENDER & INTERNATIONAL SUPPLY CHAINS 20<sup>TH</sup> APRIL 2023



# Competition Law Statement

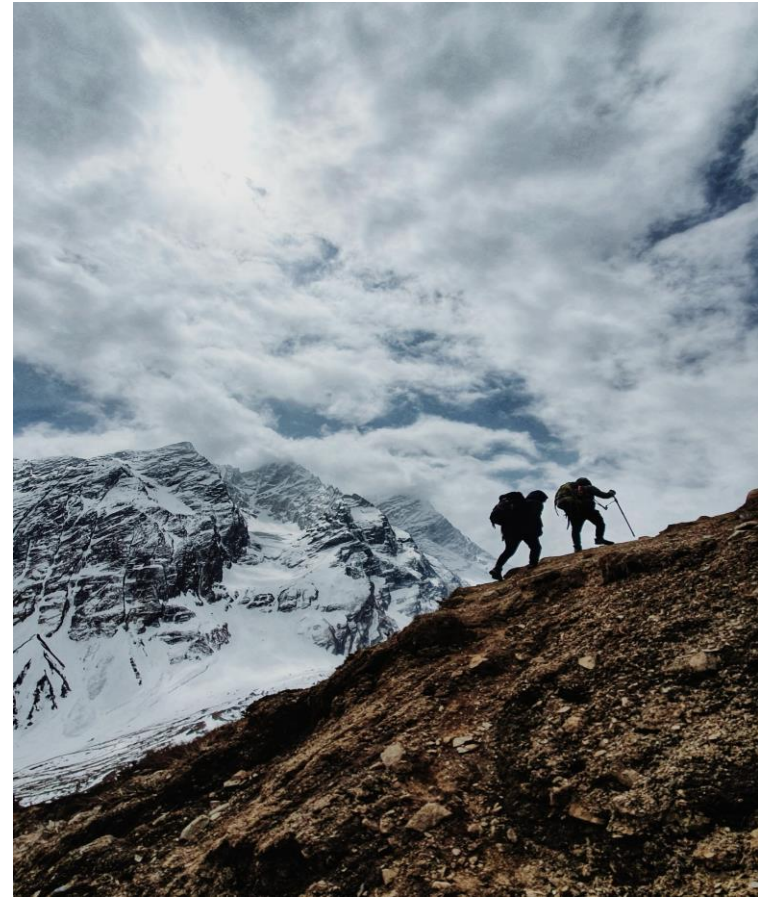
*“Today we are meeting to discuss the Food Network for Ethical Trade.*

*We take competition compliance seriously. Whilst discussions can cover matters of interest to our industry, we cannot discuss or exchange sensitive commercial information.*

*If at any time during this meeting, you think our discussions may be in breach of competition rules, please inform the Chair. The Chair may close the meeting at any time if she believes that discussions are in breach of competition law”*



# Participation



# Agenda

Approximate timing	Item
2.00 – 2.05	Introductions and objectives
2.05 – 2.20	Break out discussion
2.20 – 2.40	<i>“Gender in supply chains &amp; gender sensitive grievance mechanisms”</i> Monica Romis, Private Sector Human Rights Advisor & Jiselle Steele, Gender Advisor, Oxfam
2.40 – 3.00	Peter Rogers, Social Sustainability Manager, MM Flowers & Eva Okallo, HR Manager, Veg Pro
3.00 – 3.20	<i>“Gender transformative approaches in supply chains”</i> Becca Morahan – Independent Gender Specialist
3.20 – 3.35	Q&A & Discussion

# Webinar objectives

- Develop deeper understanding on gender-related human rights issues in international supply chains.
- Learn different approaches to gender sensitive grievance mechanisms and how to build strong communication channels.
- Discuss the role of gender transformative approaches within supply chains.





# Breakout discussion questions

What is your motivation for attending this webinar?

What are some of the gender-related human rights issues you are facing in your international supply chains?

How confident are you in your grievance mechanisms regarding picking up gender-related issues?

What are the top 3 things you would like to get from attending this webinar?



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# Oxfam Business Advisory Service Gender in Supply Chains & gender sensitive grievance mechanisms

Jiselle Steele, Private Sector Gender Advisor  
Monica Romis, Private Sector Human Rights  
Advisor  
20<sup>th</sup> April 2023

Oxfam Business  
Advisory Service



**OXFAM**



# Oxfam Business Advisory Service

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We provide practical guidance, advice and support to companies on the human rights issues that matter to their workers, customers and investors

## Our Approach



worker centric



gender sensitive



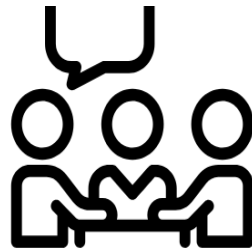
participatory

# What We Do: Oxfam Business Advisory Service (OBAS)

Provide companies with **advice and guidance** on key issues and challenges in their sustainability strategies to drive forward more **positive business practices** and contribute to a future where business plays a leading role in overcoming poverty, respecting human rights, and empowering women.



One-off  
advice



Ongoing advice  
& support



Bespoke research  
& reports

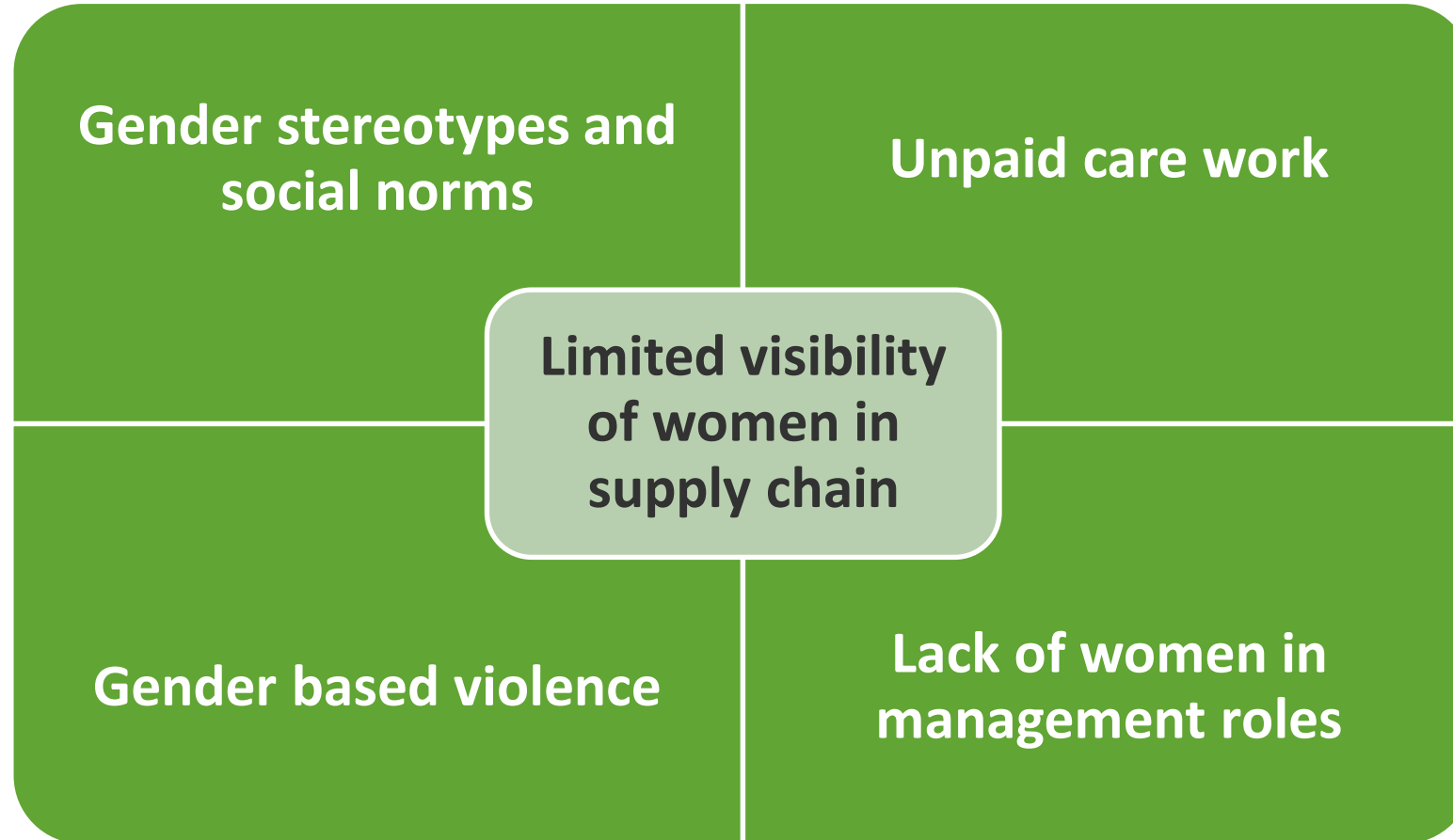


# Gender inequality in supply chains

Shows up in many different ways including:

- Certain roles or sectors dominated by men or women
- Prevalence of gender-based violence (GBV)
- Unequal wages
- High rates of absenteeism and staff turnover
- Low levels of reporting or detection of issues e.g. GBV, health and safety
- Different groups disproportionately affected by health and safety issues
- Lack of representation or worker voice for marginalised groups

# Key issues for suppliers and workers





# Key approaches to tackle gender inequality

- Worker engagement to understand the issues and opportunities
- Partnership with unions, women's rights organisations (WROs) and other suppliers to share learnings and maximise resources
- Capacity building for workers, supervisors, management and leadership to increase awareness ongoing
- Gender strategy and policies in place combined with a timebound action plan

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# Collecting gender data: Recommendations

**Set KPIs and  
measure progress**

**Be realistic and  
systematic**

**Try to avoid tunnel  
vision**

**Be prepared to  
invest time required**

**Investigate root  
causes of positive  
and negative trends**

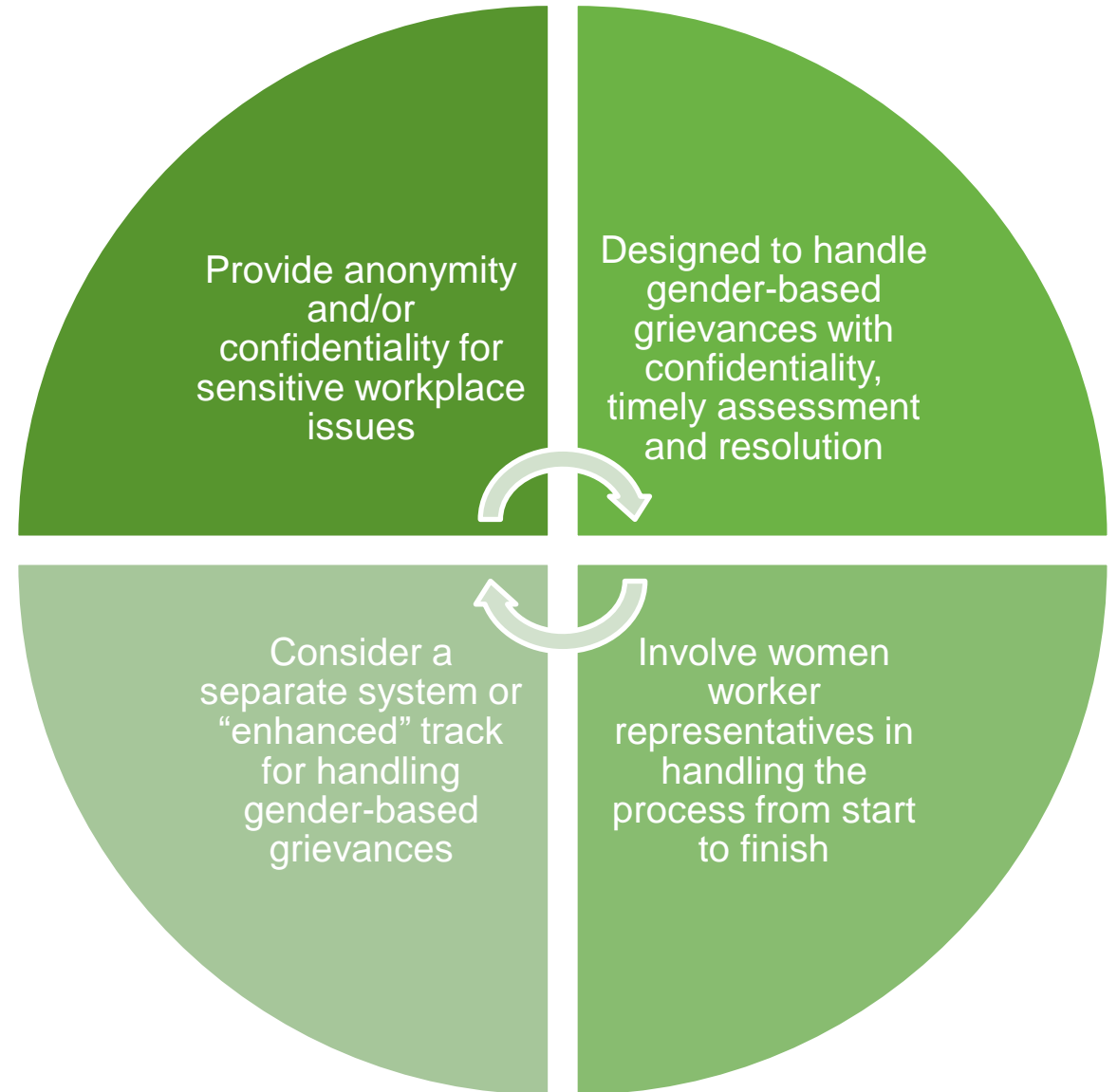
**Collect qualitative  
and quantitative  
data**



# Analysing gender data: recommendations

- Make the most of available resources e.g. [ETI gender data guidance](#), [Oxfam Behind the Barcodes Scorecard indicators](#)
- Adapt current system or processes to be able to review gender data in a more efficient way e.g using Excel rather than pdf reporting formats
- Provide training both internally and to suppliers to help improve quality of data collected
- Review and validate trends that may show up by speaking to workers, WROs and unions
- Explore use of gender-sensitive audit methodology

# How to ensure grievance mechanisms are gender-sensitive



TO LEARN MORE, DOWNLOAD THE  
TOOLKIT [HERE](#)

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**Scope.** Include gender-based grievances within the scope of the GM

1

Raise awareness about GM and which issues are covered

2

Involve women workers in the formulation of the scope of the grievance

3

Provide training for line managers and individuals involved in the implementation of the GM on how to respond to gender-sensitive grievances raised.

4

Consider how cultural differences or traditional social norms might influence how gender-based issues are raised.



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**Access.** Create processes that are truly free for women to participate in

Identify and address potential **barriers** that may prevent **women workers** using the GM

Entry points should be aware of the **barriers** faced by **women workers**

Give women access to **female representatives** that can provide advice and support

Provide reassurance that raising and having grievances is a good thing for **workers and suppliers**

Consider if in the local context it is difficult for **women** to speak up

Create **safe spaces** for **female workers** and create alternative access points to raise issues

## **Governance.** Increase trust and participation in the GM

Ensure that women workers are represented throughout the design and development of the procedure as well as in the ongoing tracking



Ensure that women workers potential needs and priorities can be considered and integrated proactively



Encourage both women and men to participate in worker forums and on the GM committee



Develop female leadership to have more diverse representation in the GM process



Train women leaders to support women workers to be more vocal in unions

# Monitoring and learning

Test the GM process  
with a gender-  
sensitive grievance  
to assess  
effectiveness

Track complaints and  
evaluate whether the  
grievance  
mechanism is  
engaging women

Ask questions from a  
gender perspective  
to evaluate whether  
the GM is fit for  
purpose

**Thank you**

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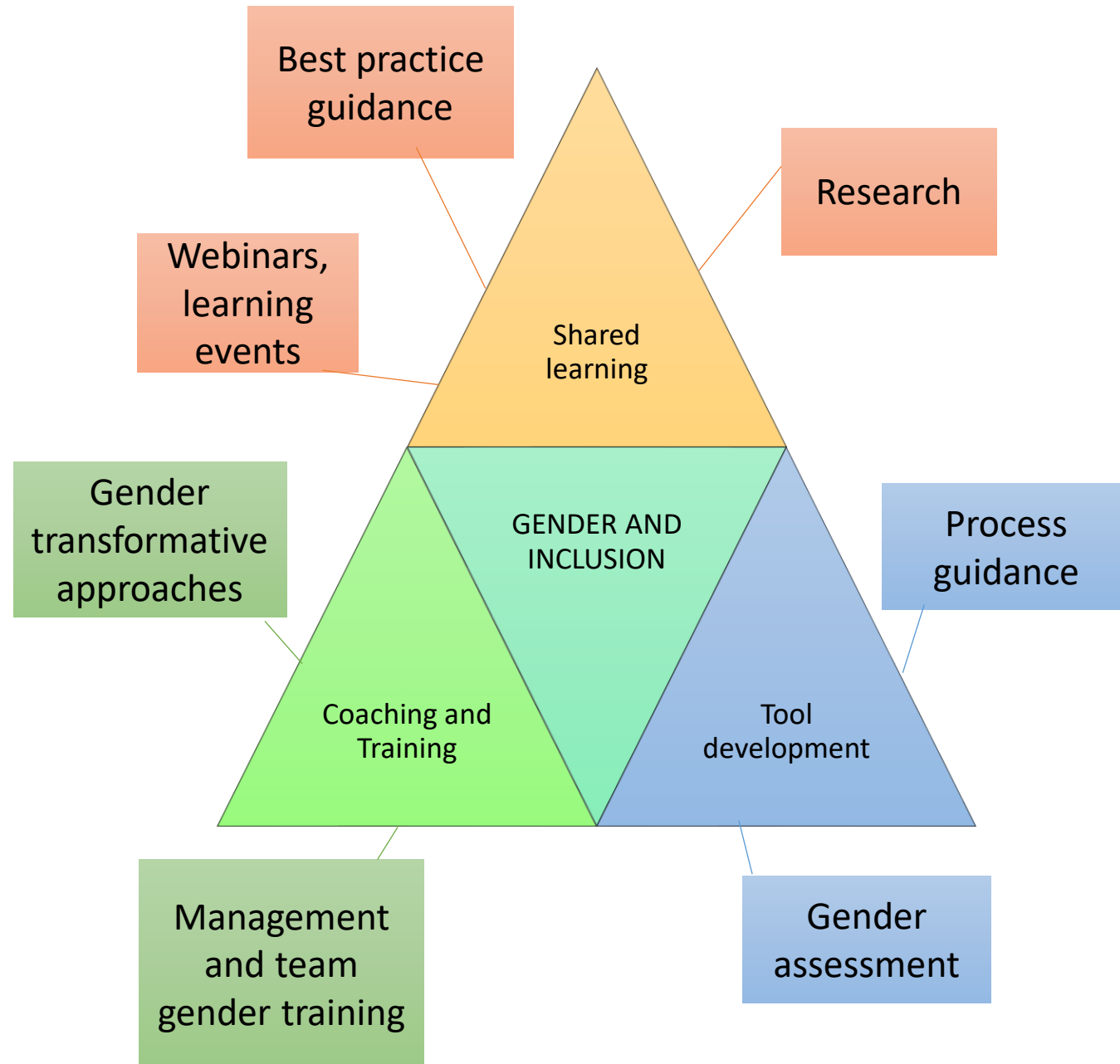
# Gender Transformative Approaches in Supply Chains

Thursday 20<sup>th</sup> April 2023

Becca Morahan





# Introduction

- What are Gender Transformative Approaches?
- Example of Gender Action Learning Systems (GALS) in the context of coffee value chains
- Share resources



- I work at all levels of agricultural supply chains, to support individuals and teams to understand and frame gender issues in their supply chains and design strategies
- I collaborate with businesses, multilateral agencies, donor-funded programs and non-profits.
- Recent examples of work include *The Gender Equity Index* for Equal Origins, and desk and field research into the gendered impacts of CSSVD and gender-inclusive roll out of field technology for Mars Wrigley.
- [Rebecca Morahan | LinkedIn](#)

# What are Gender Transformative Approaches?

- Gender unintentional  Gender intentional  **Gender transformative** (IDH, 2022)
- Gender exploitative  Gender accommodating  **Gender transformative** (IGWG 2017)
- Reach, Benefit, Empower and **Transform** – IFPRI/CGIAR

Questions: how? What is role of different actors in promoting this change?

fostering examination of gender dynamics and norms and intentionally strengthening, creating, or shifting structures, practices, relations, and dynamics toward equality (IGWG).



# What are Gender Transformative Approaches?

- *gender transformative approaches seek to constructively, and in a context-driven way, transform structural barriers, in particular constraining norms, that underpin gender equality* TOWARD STRUCTURAL CHANGE: GENDER TRANSFORMATIVE APPROACHES, McDougall et al, 2021
- Work to change underlying **structures** (including social and gender norms) and **relations**
- Recognise that change needs to happen at different institutional levels
- Work with women and men together, recognising the potential of men as allies and the role of positive masculinities
- Intersectional lens
- *A gender transformative business is one which fosters change in individual capacities, gendered norms and expectations, and institutional rules and practices.* IDH/CGAP, 2022

# Gender Action Learning Systems

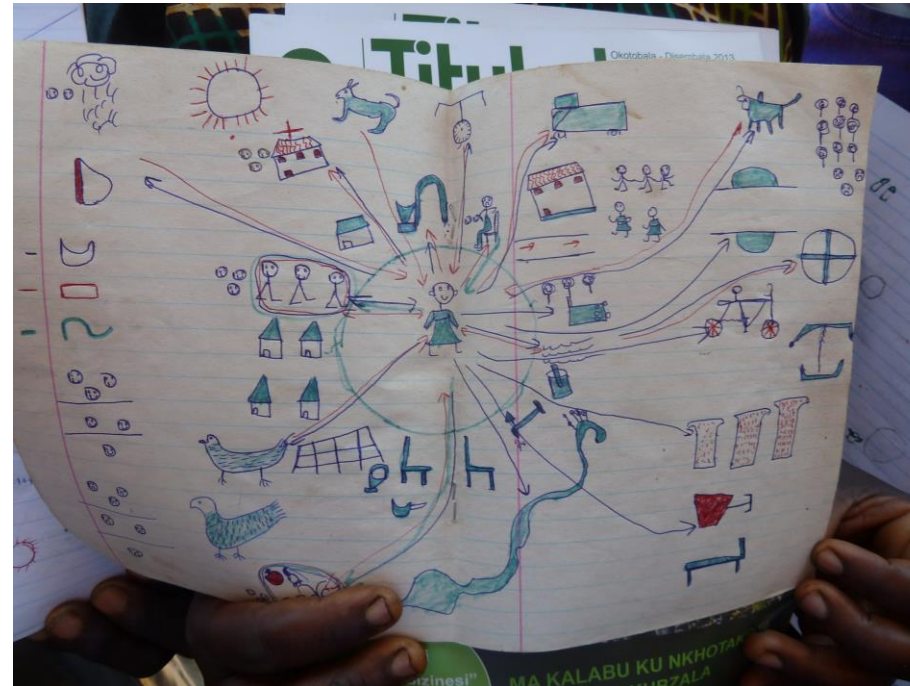
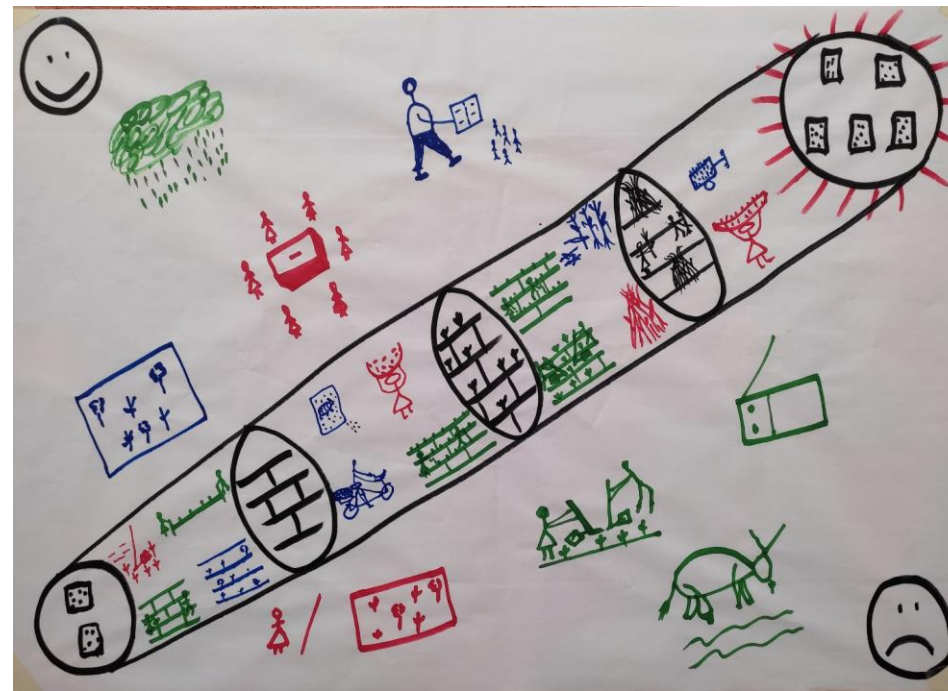
- GALS is a community-led empowerment methodology that aims to give women as well as men more control over their lives and catalyze and support a sustainable movement for gender justice\*.
- First developed through collaboration between Linda Mayoux and entrepreneurial and farmer groups in Western Uganda, from 2007
- Widely supported by Oxfam Novib and IFAD, and implemented in coffee and other value chains with support from a wide range of private sector partners, including ECOM, Starbucks and Marks and Spencers

\*From Rocky Road to Diamond Dreams GALS Manual by Linda Mayoux, 2013, pages 6 & 7

# Principles and Approach

- Principles include:
  - Inspire with visions
  - Change from day 1
  - Everyone is a potential leader/change catalyst
- Women's rights are non-negotiable (CEDAW)
- Social, relational and interactive approach to learning. Women and men co-create new visions for gender norms and relations.
- Participatory interactions about power – facilitators create safe space to talk about power imbalances and imagine alternative 'power with, not power over'





## GALS tools

Vision Journeys  
Trees  
Maps  
Diamonds  
Role play  
Songs



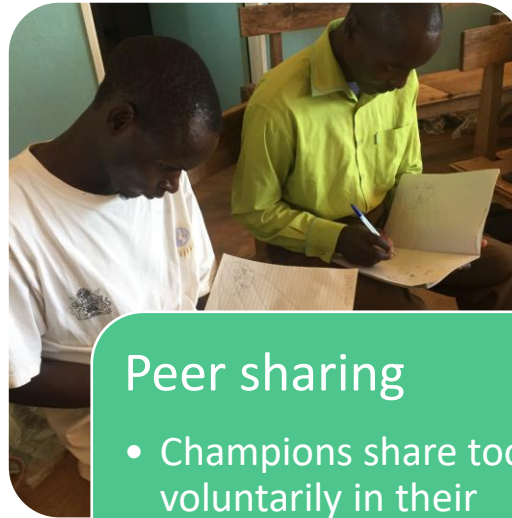


# Peer sharing – a vision for leadership



## Catalyst workshops

- 20-30 men and women trained by GALS trainer, including self-facilitation from start
- Champions self select from this group



## Peer sharing

- Champions share tools voluntarily in their network
- They make changes in their own lives using the tools
- Meet regularly



## Trainers selected

- From active champions, local GALS trainers can be selected
- These can be tasked with training other groups, with remuneration/support

## DRC experience (after 1-2 years)

I have changed since I have started GALS. I started to send my children to school. I have joined the microcredit group, MUSO, which helped me to trade. I have bought land for building and two fields. I have a vision to build my house on the land. I would like to rent a shop. Each member of my household knows now their role. So my children go to school and my business is going very well.

Female member of Muungano cooperative,  
DRC and GALS champion.

My husband's changes took me by surprise. He used to insult me when I came home late from the market but he changed and decided to help me. In our culture, it was not common and I asked him to stop because I didn't want other men to laugh at him. He was adamant to change and nicely told me that he does not care. In his words 'It is my life, and my vision to achieve'. From that experience, I decided to attend GALS meetings.

Wife of GALS champion at Muungano, DRC

# Opportunities and constraints

## Opportunities

- GALS and other HH level approaches help with adoption of new technology, can increase farm productivity, supplier loyalty, income diversification and financial literacy
- Can increase women's participation as lead farmers, members of organisations, and in local leadership roles
- Over time, can contribute to shifting structural constraints such as women's land ownership

## Constraints

- What constitutes empirical evidence? How to measure impact of these approaches?
- Voluntary peer sharing has a community dimension which is beyond supplier group

# Questions and considerations

- How to take principles of GTAs and apply them across supply chains?



Questions



# Resources

- [Being Gender Transformative makes for Better Business – YouTube](#)
- [Toward structural change: Gender transformative approaches | IFPRI : International Food Policy Research Institute](#)
- [‘They are men ... they do nothing’: inside the home lives of women around the world | Global development | The Guardian](#)
- [Welcome to GAMEChange - GAMEChange Network](#)
- [Exploring the potential of household methodologies to strengthen gender equality and improve smallholder livelihoods: Research in Malawi in maize-based systems - ScienceDirect](#)
- [GBV-Common-Training-Manual\\_April-2017.pdf \(idhsustainabletrade.com\)](#)
  - <https://adsock.org/> - focus on male and female participation
  - <https://www.equimundo.org/> - focus specifically on male participation



Thank you!  
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# Questions and discussion



THANKS