



Ethiopian Flower sector



Gender Business case Evaluation Final Report

21st October 2018

By



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With financial support from





Photo left: picked roses ready for sorting and packing. Photo right: Greenhouse
(Source: F&S study team, May 2018)



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Acknowledgements

First of all, we are thankful to the IDH, FSI, EHPEA and BSR staff for the collaboration during the preparation and implementation of this study. We owe special thanks to Mrs. Sonia Cordera (IDH), Mr. Jeroen Oudheusden (FSI), Mr. Yirgalem Shibiru (EHPEA), and Mrs. Margaux Yost (BSR). We are also grateful to Mrs. Mahlet Merid (EHPEA) for joining and facilitating our visits at the farms, and to EHPEA for the provision of transport during the entire field mission. Secondly, we want to thank the management and staff of the farms, the workers, gender committees and other persons that gave us their time and shared their experience during focus groups discussions and interviews. Sometimes these were lengthy meetings, as we wanted to understand the situation at depth. Also, the community representatives and medical staff, we are thankful for your time and willingness to share your experiences. This report would not have been possible without your cooperation and support.

The content of this report is the sole responsibility of the authors.

Utrecht, September, 2018

Hibiete Tesfaye, Ayalew Abebe, Jingwei Ling and Jochem Schneemann

Acronyms

BSR	Business for Social Responsibility
CSR	Corporate Social Responsibility
EHPEA	Ethiopian Horticulture Producers and Exporters Association
ETB	Ethiopian birr
FDI	Foreign Direct Investment
FGD	Focus Group Discussion
FSI	Floriculture Sustainability Initiative
F&S	Fair & Sustainable Consulting
GBV	Gender Based Violence
GC	Gender Committee
GO	Government
GRI	Global Reporting Initiative
HR	Human Resource
H&S	Health and safety
IDH	The Sustainable Trade Initiative
IFC	International Finance Corporation
IPM	Integrated Pest Management
KII	Key Informant Interview
KFC	Kenya Flower Council
MPS	“Milieu Programma Sierteelt”
MSC	Most Significant Change
PPE	Personal Protection Equipment
ROI	Return on Investment

Executive summary

This report presents the findings and analysis of a Gender Business case evaluation in the Ethiopian flower sector. The evaluation study is commissioned by IDH - the Sustainable Trade Initiative and took place in the period from February to August 2018, with a field mission in Ethiopia from 14th to 26th May 2018. It was carried out by Fair & Sustainable Consulting (Netherlands) and Fair & Sustainable Ethiopia, by the consultants Hibiye Tesfaye, Ayalew Abebe, Jingwei Ling and Jochem Schneemann (team leader).

At global level there is ample and growing evidence (Business for Social Responsibility -BSR, McKinsey, International Finance Corporation - IFC) that investing in the female workforce (applying gender sensitive policies and practices; respecting human rights and nondiscrimination; promote education, training and professional development of women, etc) aligns well with business priorities. BSR articulates the business benefits as follows:

- meeting productivity targets
- maintaining a strong and stable workforce
- increasing labor productivity
- ensuring compliance with health and safety requirements
- improving worker engagement

Since 2014 the Ethiopian Horticulture Producers and Exporters Association (EHPEA), IDH, the Floriculture Sustainability Initiative (FSI) and BSR have invested in gender interventions on Ethiopian floriculture farms with encouraging results. First of all IDH facilitated the successful creation of the FSI by convening important private and other stakeholders in the sector and setting the agenda for sustainability. IDH's key role in Ethiopia was to support the gender projects with finance and expert advice. The Empowering the Source 1 and 2 projects (since December 2014 targeting respectively 26 farms and 42 farms) had the following interventions:

1) Strengthening the workplace systems:

- Develop or review gender policies/HR Policies & Codes of conduct on Gender Based Violence (GBV), sexual harassment, gender equality
- Develop grievance mechanisms
- Establish Gender Committees (that collect and process complaints, train peer educators and workers and represent workers on gender issues)
- Training of managers & Gender Committee (GC) members on gender sensitive management, role & responsibilities of GC, and other topics

2) Building capacities and supporting workers' needs:

- Training of peer educators and workers on roles and responsibilities of gender committee
- Training of peer educators and workers on workplace sexual harassment, hygiene and sanitation, nutrition, family planning

The hypothesis in this study is that *Gender interventions (e.g. inclusive policies and practices) can increase workers' satisfaction and engagement (for women and men) and lead to changes in employee attitudes, behavior and work motivation. This in turn leads to improved performance of the business, measured in indicators such as reduced absenteeism, increased productivity and other business benefits.* IDH is planning to document and publish the results of the study, and notably the good gender practices of the 5 selected farms as an inspiring example for the floriculture sector in Ethiopia.

The objectives of the evaluation study are:

- (1) to make an analysis of the costs and benefits of gender interventions by flower farms; and
- (2) to assess the relationship between gender interventions and business indicators such as productivity, staff turnover and absence, in a quantitative way.

Methodology

In collaboration with EHPEA five farms were selected as best performing and expectedly best reporting on gender interventions. AQ Roses and SHER/Afriflora in Ziway, and Dümme Orange, Joytech and Minaye in Koka & Debre Zeit. EHPEA facilitated the contacts with the farms, provided transport and engaged the farm owners and managers to participate in the research. During the field mission of two weeks the 5 farms were visited, each farm for 2 days.

Data collection was done in four ways: Interviews, Focus Group Discussions (FGDs), exploring farm records through HR staff, and a desk review of available project documents and other relevant literature. During interviews and FGDs (with a total of 180 respondents of which 67% women and a majority workers) a simplified Most Significant Change (MSC) method was used to identify the most important changes/improvements in the last 3-5 years as perceived by the respondents.

Among the limitations of the study was the unstable economic, political and social situation in Ethiopia which affected businesses performance in the last 5 years and thereby the relevance and accuracy of certain data. Companies did not avail of all the records and data that are necessary for the analysis.

Findings

The gender interventions by the EHPEA projects were generally found relevant and effective. Establishing the Gender Committees, preferably with female and male members, and training of farm managers and gender committees were key activities with positive impact. The quality and completeness of the Gender & HR policies that were developed varied.

Costs consisted of project costs covered by EHPEA and costs incurred by the farms. The costs of the EHPEA project 1 and 2 (including all costs) amounted to respectively € 18.88 and € 9.20 per worker per year. In case of a farm targeting 500 of its employees this would hence amount to between € 4,600 and approximately € 9,400 in the first year. In a second year the same group of workers would need a refreshment training probably at lower costs.

The farms have made additional costs, most of it in-kind staff time. The lack of consistent data on costs of gender interventions by the farms did not allow us to make an accurate estimation and analysis.

The Most Significant Changes mentioned by a total of 30 Focus Groups can be grouped as follows:

- Improved labor conditions affecting women in particular, such as:
 - + allocation of breastfeeding time,
 - + maternity leave
- Improved health and safety affecting women in particular:
 - + reduction of reported Gender Based Violence cases. The initial rise of reported cases was probably related to the increased self-confidence (reported as MSC # 5 in table below). Aggregated data of 4 farms show the number of GBV cases decreased by 32% in 2017 compared to 2015.
 - + clothing, health care
- Improved gender relations and women friendly culture (awareness)
- Increased confidence and skills of women
- Improved relationship employees – management (through Gender Committee)
- Improved status and position of women (access to income and employment , status in community)

Farm data show that the percentage of women in management positions (data of 4 farms) increased from 26.3% in 2013 to 36.7% in 2017, hence an increase of nearly 40%. Their total number more than doubled from 20 in 2013 (out of 76 total) to 44 in 2017 (out of 120).

Table 1: Top 10 of Most Significant Changes and causes mentioned by a total of 30 Focus Groups

MOST SIGNIFICANT CHANGES	BY % OF FOCUS GROUPS	CAUSES
1. Right of young mothers for at least one-hour breastfeeding time per day	50%	<ul style="list-style-type: none"> ➤ Requested by Union and workers ➤ Decided by farm management to improve workers' satisfaction and to reduce turnover
2. Increased awareness on gender sexual harassment, reproductive health, contraceptives and safety	47%	<ul style="list-style-type: none"> ➤ Gender committee (GC) established (by EHPEA project) ➤ Awareness raising and training by GC, NGO's, Bureau of Labor and social affairs ➤ Zero-tolerance: severe punishment by farm
3. Maternity leave increased from 3 to 4 months	40%	<ul style="list-style-type: none"> ➤ Requested and negotiated by workers' union, gender committee and certifiers
4. Reduction of reported cases of gender based violence, after a first rise	37%	<ul style="list-style-type: none"> ➤ Raised awareness about GBV and women rights (EHPEA project) ➤ Increased confidence of women due to GC support ➤ Clear HR policy and enforcement by farm (EHPEA project) ➤ Corporate leadership/positive attitude towards gender equality, due to EHPEA training, standards' requirements, and intrinsic motivation
5. Increased self-confidence of women and improved negotiation skills	37%	<ul style="list-style-type: none"> ➤ GC's awareness raising and trainings on gender and worker's rights (by EHPEA and others)
6. Improved family planning, awareness on and use of contraceptives	33%	<ul style="list-style-type: none"> ➤ Union requesting ➤ EHPEA training
7. Implementation of gender policy & procedures	33%	<ul style="list-style-type: none"> ➤ EHPEA project and management will ➤ Standards request
8. Better access to first aid and health care services in (farm owned) clinics or hospitals, and increased HIV/AIDS awareness & testing	30%	<ul style="list-style-type: none"> ➤ Union requesting
9. Workers know the Gender committee (members) and its role much better	27%	<ul style="list-style-type: none"> ➤ GCs' awareness raising and other activities ➤ Management and owner's full support and active communication
10. The working culture is very respectful. Increased equality and respect between men and women	27%	<ul style="list-style-type: none"> ➤ Awareness raising and training of workers (EHPEA project) ➤ Follow up from GC and Supervision at the workplace ➤ Corporate leadership on gender equality and respecting all workers

A mix of gender interventions and other measures taken by the farms and undertaken by projects (EHPEA and others), as well as external factors, have contributed to the above-mentioned changes. Key causes were:

- Corporate leadership by farm owner/management towards gender and workers
- Establishing and strengthening gender committees
- Training and awareness raising on gender issues, and effective gender HR policies
- Increased attention for gender related issues in the government and international arena, including standard setting organizations.
- The role of EHPEA, supporting NGOs and Unions were also mentioned as drivers for change. Since late 2014 EHPEA and the two projects Empower the source, supported by expert advice from BSR, have played a pivotal role in supporting the farm management on gender equality activities.

Other findings:

- While farm managers stated that the farms have considerably reduced the use of chemicals and Integrated Pest Management was introduced in the last 3-5 years, the exposure to high amounts of chemicals was still highly rumored and has created tensions among workers and the surrounding communities.
- The use of safety cloth and tools improved (one of the MSCs), but it was also reported that part of the young male workers think the Personal Protection Equipment (PPE) is not fashionable and too warm to wear in the greenhouse.
- Lack of sufficient budget may hamper motivated gender committees to fulfill their role and implement their annual plans.

Conclusions

At some farms the labor productivity increased, due to the introduction of productivity bonuses and external factors (crop, weather etc). Staff turnover and absenteeism were mainly influenced by the unstable situation in the country, alternative income options, and absence of childcare. Hence we did not find a direct correlation between gender interventions and the selected business indicators.

However our study did find positive results for workers, the majority women, such as: improved relationships among workers (f/m) and with management, more satisfied and motivated workers, more healthy workers, reduced number of reported and resolved gender based violence cases, and more women in management positions. These changes indicate improved job satisfaction, which, according to our hypothesis, leads to improved business performance and ultimately increased company profits. This is confirmed by most farm owners and managers who stated that the (gender) investments pay off, and most see gender interventions as rational and necessary for them to stay in business, not in the last place because the majority (up to 80%) of their workers is female.

Recommendations

What farms can do:

- Endorse the UN Women's Empowerment Principles (WEPs), and use these as a guide for action
- Further improve and complement their gender sensitive HR policies, grievance procedures and policy and measures to reduce gender based violence, and ensure the required budget
- Have a mixed female/male composition of gender committees

- Develop opportunities for female greenhouse workers to earn a substantial bonus for their work in the greenhouse such as crop monitoring, harvesting, which is key for final product quality
- Explore how to create day care facilities for mothers, as it will increase satisfaction levels and the rate of return of mothers after maternity leave
- Communicate in and off farm about Integrated Pest Management and the (reduced) use and effects of chemical pesticides, including effects on reproductive health
- Explore further how to ensure the consistent use of Personal Protection Equipment
- Drinking water: collaborate with specialized actors to enhance the year-round adequate access to clean drinking water at the farm and in surrounding communities

What supporting organizations can do:

- Promote exchange and learning between farms (staff, gender committee and manager levels)
- Support the improvement of gender sensitive HR policy documents and their implementation
- Develop a sector strategy with the farms to communicate pro-actively to workers and surrounding communities about reduced use of chemical pesticides and Integrate pest management (IPM) practices
- Develop a sex-disaggregated data collection system to record and monitor costs and effects/benefits of gender interventions in a consistent way; hence generating relevant management information for learning and improving.

Selected quotes

Selected quotes from Focus Group Discussion and interviews (F&S mission in Ethiopia, May 2018)

Female workers:

"Before, female workers were too shy to talk about sexual harassment or to report GBV cases and ask questions about family planning, but nowadays we do". "Moreover, we see that our gender committee and union nowadays negotiate for the need for resting places and day care facilities for mothers".

Operational manager:

"The culture is changing: despite the fact that the husband of one of our workers wanted his wife to stay home and manage a coffeehouse, she decided to remain working in our flower company and make her own money."

Workers:

"Workers now have increased awareness on gender and sexual harassment. We learned which actions and behavior are 'normal', and not normal, while before workers did not know. We are now aware of the codes of conduct and how to behave in the work place and about the punishment. And that we can report to the gender committee."

Female workers:

"We see that nowadays more women are employed, in jobs that previously were mostly done by men such as harvesting. This is because women are considered to be more patient, hardworking and careful."

Member of Gender Committee:

"We are satisfied with the functioning of our Gender Committee. We have recognition from the management and also among workers. We have made an action plan for 2018 which is more focused on trainings for new workers and refreshment trainings. Unfortunately, we are not implementing it, due to current budget and time constraints. "

Farm owner/CEO:

"...if people are respected, they will do their best and this results in good flowers. If not respected, they do not produce well, and the company will not perform. So, it is a must to treat the workers respectfully".

Female worker:

"The induction trainings that I received on work related to hygiene, HIV, family planning and gender were very good. They increased my negotiation power to protect myself from HIV and Gender Based Violence." And: "I also educate people in my community, e.g. on the transmission of HIV and its prevention."

EHPEA project manager:

"The farms have understood that women are the altar of the business. Women play a critical role in the overall process of the farms' production, so investing in these women with regard to gender empowerment is rewarding at all levels."

1. Introduction

1.1 Background

This report presents the findings and analysis of the Gender Business case evaluation in the Ethiopian flower sector. The evaluation study was carried out by Fair&Sustainable Consulting, and was commissioned by IDH - the Sustainable Trade Initiative and took place in the period from February to August 2018, with a field mission in Ethiopia from 14th to 26th May 2018.

This study contributes to IDH gender policy. IDH believes women are key to drive growth and sustainability. However, the possibilities for women to engage in supply chains are limited. To address this concern, IDH has developed a [Gender Toolkit](#) with practical examples and guidance to integrate gender in programming. IDH commits to do no harm, and therefore considers how women and men participate and benefit through its interventions, and strives to benefit both and harm neither. One of its key strategies is changing business practices to address unequal working conditions disadvantaging women.

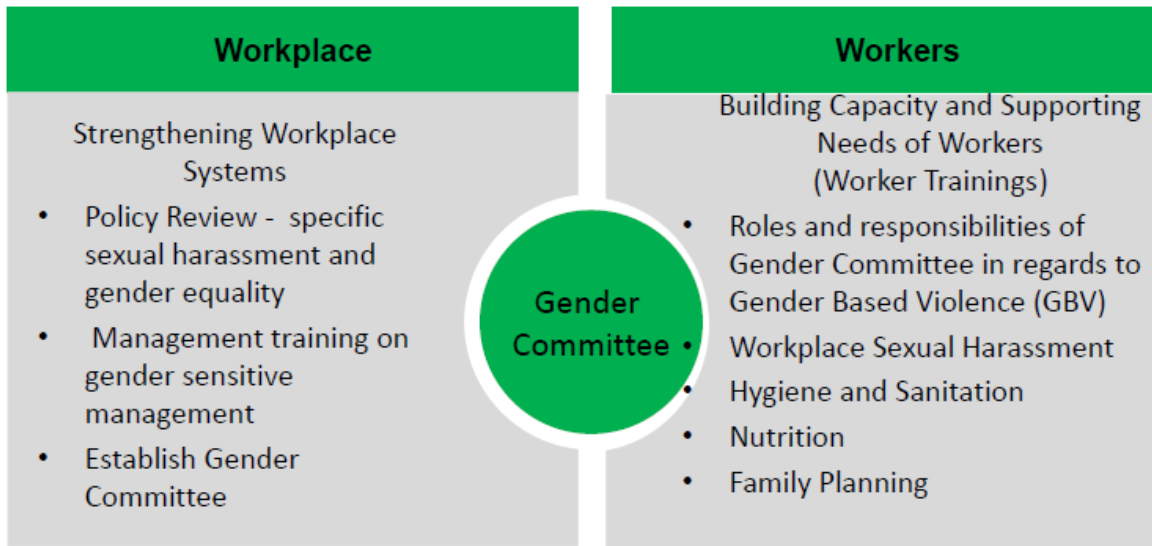
At global level there is ample and increasing evidence (BSR, McKinsey, IFC) that investing in the female workforce aligns well with business priorities, such as meeting productivity targets, maintaining a strong and stable workforce, increasing labor productivity, compliance with health and safety requirements, and improved worker engagement. For instance productivity increases when female workers are healthy and given equal opportunity to advance in the workplace¹. A 2018 McKinsey report (*Delivering through diversity*²), using a 2017 data set of over 1,000 companies in 12 countries, shows clearly that Gender diversity - defined as a greater proportion of women in the leadership of large companies - is correlated with both profitability and longer term value creation. BSR experience shows that tackling Gender Based Violence (GBV) is integral to gender equality and to closing the gap between men and women. Among the benefits from taking action to prevent and address GBV are: higher worker retention, improved business performance (due to reduced GBV prevalence and costs), enhanced community relationships and reputation gains (showing leadership). For more information, see chapter 2.

Since 2014 the Ethiopian Horticulture Producers and Exporters Association (EHPEA), IDH - The Sustainable Trade Initiative, the Floriculture Sustainability Initiative (FSI) and Business for Social Responsibility (BSR) have invested in gender interventions on Ethiopian floriculture farms with encouraging results. The **Pilot Project- “Empowering the Source-1”** was implemented from December 2014 to January 2016 in 26 pilot farms, and a **second (2-year) project “Empowering the Source 2”**, is underway since January 2017 providing further support to 12 pilot and 30 new farms (which have not yet adopted a gender policy). This current project builds on the successes and lessons of the pilot project. The projects include two levels of support to flower companies: strengthening workplace systems (e.g. HR policy, establishing a gender committee) and building capacities and supporting worker’s needs on various topics, see figure 1.

¹ BSR, HER+ project, 20XX. Business case. How investing in women will help you meeting your goals. 7 pp.

² [McKinsey, 2018](#). By [Vivian Hunt](#), [Lareina Yee](#), Sara Prince, and Sundiatu Dixon-Fyle. Delivering through diversity.

Figure 1: EHPEA Empowering the source project description



Source: EHPEA/HER + project description, summary presentation, undated.

1.2 Objectives

This Gender business case research aims to test the hypothesis that gender interventions in Ethiopian flower farms lead to satisfied workers leading to improved performance of the business, measured in indicators such as reduced absenteeism, increased productivity and other business benefits. It is expected that the good gender practices of the 5 selected farms in the research can serve as an inspiring example for the floriculture sector in Ethiopia and beyond. For this purpose IDH plans to develop and publish an infographic with the key results of the research.

The **objectives of this research:**

- 1) to analyze the costs and benefits of gender interventions by flower farms
- 2) to assess the relationship between gender interventions and business indicators such as productivity, staff turnover and absence, and to express this in figures.

Key questions of the research can be found in the TOR (annex 1), and focus on the following topics:

- analysis and costs of gender interventions
- results in terms of improved procedures and policies, gender committee meetings, training attendance
- changes of productivity, absenteeism rate, turnover
- changes of workers satisfaction, number of sexual harassment cases, increased knowledge and awareness of workers
- impact of gender awareness interventions in surrounding communities
- buyers' perception on the importance of gender equality in the supply chain
- social performance of the floriculture sector in Ethiopia

1.3 Methodology

The full research methodology can be found in annex 7. In collaboration with EHPEA, 5 farms were selected as best performing and expectedly best reporting on gender interventions (next to other criteria, see annex 8 for the selection process). Three out of the five selected farms participated in the Empower

the source 1 project (since December 2014), the two others joined the project 2 (from January 2017). EHPEA facilitated the contact with the farms, provided transport and engaged the owners and managers to participate in the research. During the field mission of 2 weeks the 5 selected farms were visited, each farm for 2 days: AQ Roses and SHER/Afriflora in Ziway, and Dümme Orange, Joytech and Minaye farms in Koka & Debre Zeit.

Generally the research team was well received and there was good collaboration with the responsible (HR) managers.

Data collection was done in four ways:

- 1) Interviews with IDH, EHPEA, FSI and the BSR-HER project staff, farm management, workers (female/male), nurse/doctor, unions and community members;
- 2) Focus Group Discussions (FGDs) with male and female workers (separate), gender committees, and operational managers;
- 3) Review of company records regarding gender balance in the company's workforce and costs and benefits of gender interventions of each farm;
- 4) Desk review of project documents of the EHPEA/BSR project, and other relevant documentation.

See annex 10 a and 10b for samples of the interview and FGD formats/questionnaires. In total 180 persons were consulted, of which 67% were women and the majority were workers, see table 2 below.

Table 2: Number of Focus Group Discussions (FGD), Interviews and respondents (May 2018)

Respondent categories	# of interviews + FGDs	# of female	# of male	Total # of respondents
Farms (workers, operational & senior managers, gender committee):				
AQ Roses	12	24	15	39
SHER	12	26	15	41
Dümme Orange	9	22	9	31
Joytech	9	25	9	34
Minaye	8	20	10	30
<i>Subtotal farms</i>		<i>117</i>	<i>58</i>	<i>175</i>
Others:				
IDH/FSI, BSR, EHPEA	3	3	2	5
Total # of interviews + FGDs	53			
Total # of respondents		120	60	180
as % of total		67%	33%	100%

During interviews and FGDs a simple Most Significant Change (MSC) method³ was used, which serves well to identify the most important changes/improvements – related to gender-, that occurred at the farms in the last 3-5 years, and the underlying causes from the perspective of the respondents. It is captured by questions in the interview formats and in the FGDs with workers and gender committee members. Validation and triangulation got constant attention during the research process in order to maximize the

³ See annex 9 for a description of MSC

validity of the collected information. This means that the consultants have collected and compared the data and information from different sources.

Limitations

The following factors describe the limitations for the study and how these factors have been managed as good as possible:

1. Delay in planning the mission: due to security reasons the planning of the mission in Ethiopia was put on hold, and was rescheduled after the security situation improved;
2. The current economic, political and social situation in Ethiopia has largely affected businesses performance and thereby the accuracy of our data;
3. Companies did not keep all the records and data (including sex disaggregated data) that were necessary for the analysis. Between farms there is large variety of data that could be obtained, this means that for a number of data (especially on absenteeism, productivity and turnover) the level to which aggregation can be done is limited. The body of the analysis is therefore based on qualitative data and information, enriched by quantitative data that is available and could be validated. In 2 farms the collection of data was more challenging due to absence of the knowledgeable manager, or a new HR manager lacking time to pull out data;
4. Estimating the costs of gender interventions was difficult, amongst other things because a large number of trainings were carried out and paid for by NGOs, and various topics (gender and non-gender) were combined in one training;
5. The selection of respondents for interviews and FGDs was done by the farms and was biased in the sense that in first instance farms often selected staff with a long contract duration, having more knowledge and experience with the work at the farm. As soon as this became clear the team requested to select a mix of more and less experienced (newly recruited) workers for interviews and FGDs. In each interview and FGD the respondents provided information on how long they already worked for the farm;
6. A limitation of the study is that the best performing farms were selected, there is no control group of farms (with low level of gender interventions) for a comparison of interventions and outcomes. This is logic in the sense that the study aims to identify the good practices of best “gender performing” farms.

1.4 Structure of the report

Chapter 2 presents a (theoretical) framework of current thinking about women’s economic empowerment and gender equality. It provides definitions of relevant concepts, the hypothesis of the study and the Women Empowerment Principles (WEPs). **Chapter 3** provides a short section on the Ethiopian context and an assessment of the social performance of the floriculture sector in Ethiopia. The gender interventions and costs of these interventions (for the companies and supporting projects) are analyzed in **chapter 4**. Followed in **chapter 5** by an analysis of the outcomes of gender interventions: what has been the impact at the 5 selected flower farms. The **chapters 6 and 7** present our conclusions and recommendations. **Annexes** include amongst others the Terms of Reference (TOR), lists of respondents and documentation reviewed, the research calendar and methodology, and interview formats (samples).

2. Women's economic empowerment framework

This chapter presents a framework of current thinking about women's economic empowerment and gender equality. Firstly, it will provide definitions of the relevant concepts regarding women's empowerment and gender equality. Secondly, the hypothesis that gender equality interventions are not only "good for women" but are also "good for businesses" will be explained. Thirdly, the Women's Empowerment Principles are introduced as these offer guidance to companies that want to implement gender focused actions.

2.1 What is women's empowerment and gender equality?

The agricultural sector globally provides women with opportunities for paid work, but this does not necessarily lead to women's empowerment. Women are often concentrated in the lowest paid and most precarious jobs and are vulnerable to sexual harassment and violence.

A woman is economically empowered when she has both:

- a) Access to resources: the options to advance economically, and
- b) Agency: the power to make and act on economic decisions⁴.

Access to resources includes access to assets such as employment and income, as well as to services such as training and financial services. Agency is the ability to make autonomous choices and transform those choices into desired outcomes. It includes control over resources and income, but also capabilities and self-confidence⁵. For women's (economic) empowerment to happen, a change in power relations and social norms is needed. Ultimately, this should lead to gender equality: the different behaviors, aspirations and needs of women and men are considered, valued and favored equally. It does not mean that women and men are the same or have to become the same, but that their rights, responsibilities and opportunities will not depend on whether they are born female or male⁶.

At the flower farm level gender equality can be seen as "the situation when male and female workers enjoy equal rights and opportunities at all levels of the company, including economic participation and decision making. And when the different behaviors, aspirations and needs of female and male workers are equally valued and favored", based on UNCTAD definition⁷. Equal rights and opportunities imply that companies prohibit discrimination, eliminate the gender wage gap, ensure a gender balance at all levels, establish gender sensitive grievance procedures, etc. Gender interventions should be aimed at achieving gender equality and can be directed at men *and* women.

2.2. Business case hypothesis and analytical framework

Corporate actors are always looking for the business case, meaning the benefits of an action for the company, such as increased profits or reduced costs. This constitutes the motivation for a corporate actor for the action. In this report we focus on the business case for gender and argue that gender interventions are not only "good for women" (e.g. leading to women's empowerment and gender equality) but are also

⁴ Golla, A; Malhotra, A; Nanda, P and Mehra, R. Understanding and Measuring Women's Economic Empowerment: Definition, Framework and Indicators. International Center for Research on Women. 2011.

⁵ Agri-ProFocus, KIT & IIRR, 2012. Challenging Chains to Change: gender equity in agricultural value chain development.

⁶ WE principles guide, 2011

⁷ Gender equality can be defined as follows (adapted by F&S from Unctad): "When men and women enjoy the same rights and opportunities (in all sectors of society), including economic participation and decision making. And when the different behaviours, aspirations and needs of women and men are equally valued and favoured.". Source: Unctad 2016.

<http://stats.unctad.org/Dgff2016/people/goal5/index.html>

“good for businesses”. It is therefore necessary to use a comprehensive lens and include not only financial indicators but also other, less tangible indicators to prove that promoting gender equality is an opportunity for businesses and not a limitation.

The hypothesis in this study is that *Gender interventions (e.g. inclusive policies and practices) can increase workers' satisfaction and engagement (for women and men) and lead to changes in employee attitudes, behavior and work motivation. This in turn leads to improved performance of the business, measured in indicators such as reduced absenteeism, increased productivity and other business benefits.*

At global level there is ample and growing evidence (BSR, McKinsey, IFC) that investing in the female workforce aligns well with business priorities. See box 1 below with business benefits formulated by BSR.

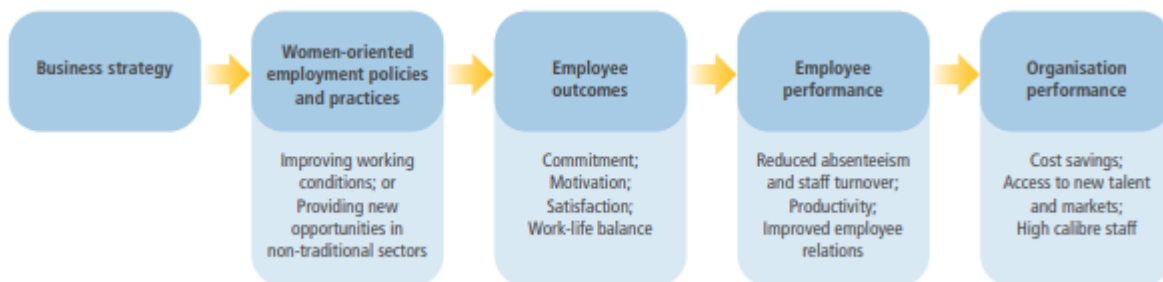
Box 1: Business benefits as articulated by BSR

- meeting productivity targets
- maintaining a strong and stable workforce
- increasing labor productivity
- ensuring compliance with health and safety requirements, and
- improving worker engagement

Source: BSR, undated

The IFC report (2013) *Investing in Women’s Employment* (p.9) presents analytical framework for understanding how women-friendly policies and practices (e.g., gender equality in recruitment and management, equitable compensation and parental leave policies) can lead to improved business performance. The case studies referred to in the IFC report suggest a positive correlation between the two: policies that open doors to women or improve working conditions can increase employee satisfaction (often for women and men), leading to changes in employee attitudes, behavior and performance and thereby helping to boost overall organizational performance indicators. This is illustrated in figure 2.

Figure 2: The relationship between “women-oriented” employment policies and practices and improved business performance



Source: IFC, 2013. Investing in Women’s Employment (adapted from Monks, 2007).

Figure 2 shows the linkages and intermediate changes between the strategy, policies and practices to employee outcomes (increased motivation), up to the employee’s performance (e.g. productivity), and finally, to the company’s performance. This aligns very well with the five business benefits that BSR has articulated (see above box) and the working *hypothesis* as above.

The benefits can range from operational gains through to improvements in the recruitment process and reduced staff turnover to improved work processes, enhanced reputation and more qualified and motivated staff to broader strategic gains. Company experience suggests that benefits do not arise in isolation, but rather arise in tandem with others. IFC research on leading companies suggests that benefits can be grouped into three main areas (see Figure 3), relating to:

- Growth and resilience, i.e., pursuing growth opportunities and reducing vulnerability to external disruptions
- Value creation, including increased profits and cost savings
- Risk management; i.e., detecting and reducing potential risks to a company’s ongoing profitability

Figure 3 illustrates the business benefits in the three main areas, usually most companies first look at the area of risk management.

Figure 3: Business benefits associated with investing in women workers



Source: IFC, 2013. *Investing in Women’s Employment*.

The assumption is that gender interventions (or so called “gender smart business solutions”) bring one or more benefits for business as well as for women’s empowerment. It is assumed that gender smart business solutions can and will be implemented by companies themselves, and continued by them, *because* they are directly linked to business gains.

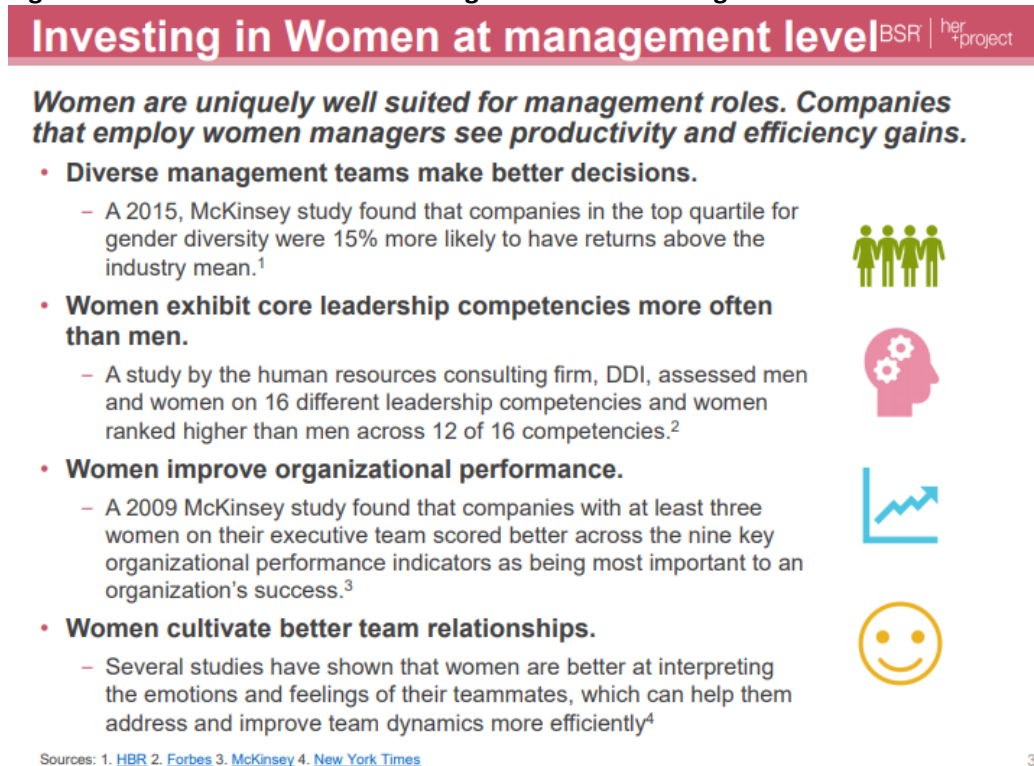
Companies make a cost-benefit analysis before implementing any actions towards women’s empowerment. If the gender interventions cost money without bringing benefits for the business (making a loss), there is no business case. Businesses may put in place actions because they aim to mitigate risks, improve performance or grow. All these benefits are worthwhile for a company and may lead to impacts

in terms of gender equality. The likelihood of women becoming empowered is however higher when more proactive strategies are implemented, beyond the do-no-harm usually associated with risk avoidance⁸.

For example, tackling Gender Based Violence (GBV) benefits not only gender equality but benefits businesses as well. According to BSR, GBV prevents women from excelling and reaching their full potential in the workplace and it incurs direct (absenteeism, health costs, etc.) and indirect costs to businesses (staff turnover, etc.). Projects to reduce GBV therefore may not only reduce operational risks, it can also create value in terms of productivity increase.

Similarly, investing in women at management levels results in productivity and efficiency gains. BSR/HER presents the tangible benefits of investing in women at management level in figure 4.

Figure 4: Business benefits of investing in women at management level



Source: BSR, 2018⁹

2.3 Implementation guidance for companies: Women’s Empowerment Principles

Currently, more than 1800 companies around the world have endorsed the UN Women’s Empowerment Principles¹⁰. The WEPs (figure 5) will be used as a guiding framework to understand the specific interventions that companies can implement.

⁸ Rijke, E. (forthcoming in 2018). Making the business case for gender equality. Oxfam’s and specifically GRAISEA’s experiences in encouraging companies to empower women. Oxfam.

¹⁰ <http://www.wepinciples.org/> accessed on June 14, 2018

Figure 5: UN Women’s Empowerment Principles (WEPs)

Signing up to the principles states the company’s commitment to:

- 1** Establish high-level corporate leadership for gender equality.
- 2** Treat all women and men fairly at work – respect and support human rights and nondiscrimination.
- 3** Ensure the health, safety and well-being of all women and men workers.
- 4** Promote education, training and professional development for women.
- 5** Implement enterprise development, supply chain and marketing practices that empower women.
- 6** Promote equality through community initiatives and advocacy.
- 7** Measure and publicly report on progress to achieve gender equality.



The UN Women’s Empowerment Principles (WEPs) offer guidance to the private sector on how to empower women in the workplace, marketplace and community. They are primarily developed for and by the business community and are now widely accepted by different stakeholders such as the UN and NGO’s. The principles are backed up by examples and testimonies from companies and are practical to implement. The WEPs also include measuring and reporting suggestions for companies that have committed to the principles. Other examples and suggestions can be derived from reports published by the UN Secretary General’s High-Level Panel on Women’s Economic Empowerment, ILO and IFC, amongst others.

We will use these principles as framework for our conclusions and recommendations regarding actions that companies can put in place to advance gender equality at the farm.

3. Ethiopian context and social performance of the floriculture sector

This chapter presents a short description of the Ethiopian context (economy, development) followed by an analysis of the social performance of its floriculture sector, also in comparison with other African flower producing countries, especially Kenya. The chapter is mainly based on desk research, it is noted when reference is made to our own study outcomes.

3.1 Ethiopian context

With a population of 102 million (2016) Ethiopia has the second largest population in Africa, after Nigeria. Since 2005/06 Ethiopia has seen double digit economic growth rates (although declined recently), and was the fastest growing economy in the region. This has resulted in poverty reduction in both urban and rural areas. In 2000, 55.3% of Ethiopians lived in extreme poverty; by 2011 this figure was 33.5%. However the country still is one of the poorest in Africa, with a per capita income of USD783. In the past two decades progress was made in key human development indicators: primary school enrollment has quadrupled, child mortality been cut in half, and the number of people with access to clean water has more than doubled. There have also been more recent moves to strengthen the fight against malaria and HIV/AIDS. However, Ethiopia still faces challenges in maternal mortality, nutrition, and gender equality. While access to education has increased, learning outcomes and the quality of education are not keeping pace with it, and there are regional and gender disparities in basic educational proficiency¹¹.

The government of Ethiopia prioritizes agricultural development as key to accelerating growth, overcoming poverty and enhancing food security. Increased agricultural productivity is vital for stimulating growth in other parts of the economy.

Since a few years there was civil unrest across the country for social, political and economic reasons. Due to the same social unrest and lack of security, workers at flower farms originating from certain parts of the country, fled to their home regions or safe places. Since April 2018 the new government and new prime minister has brought more stability.

3.2 Floriculture in Ethiopia

As from 35 years ago developing countries with advantageous geographic locations were increasingly attracting investment in the flower business with the aim to generate employment and foreign currency. Kenya was the first country in Africa that entered the flower business; in 1982 the first flower farm was established around Lake Naivasha. In Ethiopia the first flower farm was established in 2000¹². In 2012 over 30% of the global cut flower trade originated from developing countries¹³. Developed countries shifted their focus from production to breeding and trading, while the new production centers were shifted to countries, such as Ecuador, Colombia, Ethiopia, Kenya and India.

Currently there are in total about 130 investments (farms) in Ethiopia, with a total production area of 1,426 hectares, which created 183,000 jobs. Approximately 70% of the workers on the flower farms are female. In 2015/16 the horticulture sector – flowers and vegetables (export value of USD 275 million) was the fifth largest foreign revenue generator. Main export destinations for cut flowers from Ethiopia are the

¹¹ Source: Cited from [Worldbank](#), Overview Ethiopia context. April, 2018

¹² <http://blogs.worldbank.org/developmenttalk/the-story-of-the-first-rose-farm-in-ethiopia>

¹³ Gudeta, D. T. (2012). Socio-economic and Environmental Impact of Floriculture Industry in Ethiopia.

EU and Middle East markets. It is remarkable to see the rapid growth of the Ethiopian global market share (cut flowers) from 2% in 2013¹⁴ to 9% in 2015¹⁵.

The rapid development of the flower business is a result of favorable conditions created by the Ethiopian government. Specific measures include an improved investment code, a five-year tax holiday, duty-free import of machinery and easy access to loans and land acquisitions. Other favorable factors, such as, the soil, climate, altitude, abundance of cheap labor and proximity to EU and middle east markets, made Ethiopia attractive to foreign investors.

3.3. Social performance

In this section we provide information found by the desk study on the social performance of the Floriculture sector in Ethiopia. We will refer to job creation, contracts and wages, labor conditions (health and safety) and the role of standards. Overseeing the sources of information most of these analyze the sector in several countries, and do not provide an overview or compare social performance in Ethiopia with Kenya or other countries.

Job creation: Most studies agree that the flower sectors in both Kenya and Ethiopia generate positive impacts on job creation for both skilled and unskilled workers, as well as indirect job creation for the surrounding community. Especially low skilled and less educated women benefit from jobs on the flower farms. The majority of the female workers works in greenhouses and packhouses, they dominate positions that usually generate lower wages. It is also known that floriculture requires a lot of handwork and most often the harvesting and final packaging is done by hand; it is labor intensive, much more than other crops such as cereals.

About gender roles in the horticultural and cut flower global supply chain, an ITC/ ILO case study¹⁶ notes: ‘There is a marked gender bias in roles. Men are favored for positions that require physical strength. Women are preferred for jobs that depend on finesse, dexterity, and attention to detail.’ This observation was confirmed by interviews in our study, adding that the ‘male’ positions often fetch higher bonuses which was motivated by the higher physical requirements.

Contracts: According to labor laws in Ethiopia employers are obliged to offer permanent contracts to all workers after a probation period of 45 consecutive (calendar) days. As a consequence the large majority of workers (female and male) in Ethiopian flower farms have permanent contracts. This is an advantage compared to temporary contracts, which has proven to increase the risk of sexual harassment by male supervisors.

Wages: The findings of the Fairtrade commissioned study¹⁷ on living wages in the Ethiopian flower sector in 2015 have shown that (cited):

- Earnings vary from farm to farm

¹⁴ UN Comtrade 2014, Rabobank 2015, <http://www.hortidaily.com/article/14745/The-Netherlands-remains-the-largest-player-in-floriculture-worldwide> <https://www.rabobank.com/en/images/2015-World-Floriculture-Map-Rabobank-FloraHolland.pdf>

¹⁵ Rabobank, UN-trade, Royal FloraHolland, 2015. <https://www.africanindy.com/news/african-roses-hitch-ride-to-us-as-ethiopian-growers-go-global-12586313>

¹⁶ ITC/ILO (undated (2014 or later). Case study 1.2 The horticulture and cut flower global supply chain. https://gbv.itcilo.org/index.php/case_study/show/id/7.html#

¹⁷ Ergon/Fairtrade, 2015. Ergon Associates – Final summary of Wage Study on Floriculture in Ethiopia and Kenya.

- Wages are not always enough to sustain current living costs in urban areas where flowers are produced – numerical findings corroborated through stakeholder interviews regarding remuneration, current costs of living and adequacy of wages.
- In-kind benefits are a significant proportion of remuneration
- Flower wages are significantly lower than median worker earnings
- Farms may see Fairtrade premium as a way to plug any wages/benefits gaps, rather than recognizing the need to raise wages.

Indications from our study are that in 2018 workers in Ziway region on average were paid a basic wage of around ETB 1,100/month, excluding bonuses. Fairtrade calculated the *net living wage* in 2016 for Ziway region at ETB 2,208/month, while the Worldbank 2\$ PPP poverty line wage stood at ETB 1,930/month. It appears that the flower farms increased the wages regularly, but there still was a considerable gap between the actual wages and a living wage.

Working conditions/ Health and safety: The global flower supply chain is buyer-driven, with supermarkets in developed countries being the lead firms in the chain. In peak season (for example, Valentine’s day) the high demand for flowers and tight deadlines can indirectly affect the health, the wellbeing and the rights of workers in the flower farms. According to Women Working Worldwide, pressures to produce a supply of fresh and high-quality flowers, often under very tight deadlines, impacts on the health, well-being and rights of workers.

Standards: In several countries, standards for flowers have been developed by market actors, mostly for business-to-business use. More recently, consumer labels have also been introduced. The aim of these labels is to create product distinction and stimulate new product-market combinations.

The Ethiopian Horticulture Producer Exporters Association Code of Practice is the result of an initiative taken by the sector to introduce a voluntary system of continuous professional and technical development, monitoring and self-regulation into the sector and is designed to address market and civil society concerns about standards for social and environmental performance in the sector and also to guide the sustainable development of the sector¹⁸. Out of the 5 selected farms 3 have EHPEA Code of Practice gold level and 2 farms the silver level.

The farms apply the standards as required by the buyers, such as MPS-social, Fairtrade, EHPEA certificate (3-4). Whereas MPS has both an environmental as well as social component., Fairtrade focuses on social dimensions. A study in 2012, which included flower farms in East Africa, found that working conditions, health and safety, training and gender issues are much better dealt with on Fairtrade farms than non-Fairtrade ones. Fairtrade premium are usually used for projects that benefit workers and a wider community, such as training for workers, and a training center, schools and hospitals¹⁹.

The same study has found that women’s participation in Fairtrade organizations is higher than in non-Fairtrade organization, while the Fairtrade premium often supports women in developing new skills and ways for income generation, or reduce the time that women spend on household tasks by improving their access to water, healthcare, childcare and transportation etc²⁰.

¹⁸ <http://ehpea.com/files/downloads/EHPEA%20Code%20Version%204.0.pdf>

¹⁹ <https://www.fairtrade.org.uk/~media/FairtradeUK/What%20is%20Fairtrade/Documents/Fairtrade%20and%20sustainability/Fairtrade%20and%20sustainability%20-%20gender.pdf>

²⁰ as above

4. Gender interventions and costs

This chapter firstly describes the gender interventions of the EHPEA projects and by the farms (4.1), the estimated costs and who paid (4.2). Finally, in 4.3 the good practices of the farms and challenges encountered are summarized.

Gender interventions are defined as the activities undertaken by the farms themselves or by supporting bodies with the aim to improve gender equality in the company and/or its relations with suppliers and /or community. The interventions have been developed intentionally to improve gender equality or to benefit women specifically; noting that in practice, farms most often do not distinguish between women-focused activities and strategies aiming to transform gender relations.

Gender interventions are to be distinguished from the *outcomes* or *effects of these activities*, such as improved working conditions and workers' satisfaction.

Besides gender interventions, all farms also invested in *social services* such as access to education and health services, by establishing clinics or a hospital, and one farm established its own school. These are *social services* (and no gender interventions). Such social services are interventions that do not necessarily contribute to gender equality, but can respond to women's needs. In the flower farms women will also be the main users of these services since most employees are female.

The costs of social services such as establishing and running of clinics, hospital and a school largely outweigh the costs of gender interventions, such as awareness raising and training on sexual harassment, GBV prevention and protection, female and male workers' rights.

4.1 Gender interventions

The EHPEA Empower the source 1 project (1-9-2014 to 31-01-2016) undertook a number of activities at farm level, which were built upon in the follow up project that started in January 2017. More information on the project, results and outcomes can be found in annex 12. The projects include two levels of support to flower farms:

- 1) Strengthening the workplace systems, and
- 2) Building capacities and supporting workers' needs.

The main project activities at farm level are listed in table 3.

Table 3: EHPEA Empower the source 1 project interventions at farm level, by whom

INTERVENTIONS	BY WHOM
1) Strengthening workplace systems:	
1.1 Review of HR Policy & Codes of conduct on GBV, sexual harassment, gender equality	EHPEA, BSR & HR staff
1.2 Develop grievance mechanism	EHPEA, BSR & HR staff
1.3 Training of managers & GC members on gender sensitive management, role & responsibilities of GC	EHPEA & BSR
1.4 Establish a gender committee	HR with EHPEA/BSR support
2) Building capacities and supporting worker's needs.	
2.1 Training of <i>peer educators</i> on: Roles and responsibilities of gender committee	GC members

2.2 Training of peer educators on: Workplace sexual harassment, Hygiene and sanitation, Nutrition, Family planning	GC members
2.3 Training of workers on: Roles and responsibilities of gender committee in regards to Gender Based Violence	Peer educators & GC members
2.4 Training of workers on: Workplace sexual harassment, Hygiene and sanitation, Nutrition, Family planning, Gender policy and reporting procedures	Peer educators & GC members

Below is a description and assessment of these gender interventions on the selected flower farms as in the EHPEA projects, following the same order and coding as in the above table. The observations apply to the situation found in the 5 selected farms, unless indicated otherwise.

4.1.1 Strengthening workplace systems - interventions

Review of HR /Gender Policy & Codes of conduct on GBV, sexual harassment, gender equality (1.1)

Generally gender policies can vary from general policy (mission) statements that a company supports gender equality / women’s empowerment, to strategy documents with all gender interventions and targets gender specific objectives (for instance to have equal opportunity for women at senior positions), or to gender sensitive HR policy documents (or additions / annexes to HR policy documents) that explicitly refer to gender or women, e.g. provision of maternity leave, etc.

In the 5 farms we encountered this variety and we received gender policies or related documents such as “Anti-discrimination policy”, Gender equity plan and a “Farm Complaints Form & Farm complaint procedure”. Two farms have well elaborated policies of good quality that cover all necessary aspects such as a mission statement, objectives, strategy, responsibilities, grievance mechanism, and communication guidelines. The documents of two other farms do cover Gender equality objectives and non-tolerance towards discrimination and harassment, and/or the way grievance can be reported, but also lack certain aspects as listed above, and need to be complemented. One farm appears not to have a gender policy document, which may be due to HR/management turnover unable to locate the policy document. It is good to see that the Empower the source 2 project²¹ gives due attention to engage pilot and new farms to (further) develop their gender policy, e.g. by providing a sample gender policy and requesting farms to adopt a policy within a given period of time. It is not clear whether the project will also assess the quality of the existing gender policy documents of those farms which already developed the policy before, and monitor their implementation.

Develop grievance mechanism (1.2)

All 5 farms have a grievance mechanism (system for reporting and handling of incidents) in place, and three have it formalized/written down. It determines to whom workers can report their complaint and how it will be dealt with. In some cases, workers have different options to make a complaint: to the GC, HR or his/her supervisor. This policy seems to be successful, as it makes it easier to report a complaint, to a person one feels comfortable with. The majority of Focus groups expressed satisfaction about the functioning of the systems. It was noted that supervisors also were involved; follow up and protection

²¹ Empower the source 2 project proposal by EHPEA and BSR, 2017

from supervisors to workers improved: supervisors identify cases of harassment and intervene/ report to GC. While there were also complaints, such as (quote) “the management does not like any complaint and staff are fearing”, and that the GC is too much female focused. See the challenges in section 4.3.

Generally the authors stress the importance of confidential, unbiased, non-retaliatory grievance procedures allowing female and male workers to make comments, recommendations, reports, or complaints concerning their treatment in the workplace regarding gender equality. There should also be procedures for investigating, following up on and communicating the outcome to all workers of any complaints in respect to gender-related issues. In the farms there is often an informal approach to grievance/complaints procedures and the biggest challenge is building trust among workers, especially women. Formalizing the procedures and having a gender-balanced structure that processes complaints may mitigate this. From our observations in most selected farms it is clear where a worker can report a complaint, but the subsequent procedure is not always clear and rather informal. It is advised to review this situation and functioning of the current grievance systems, and to determine if more elaborated or formalized procedures are needed. Aspects for review that should be looked at:

- Grievance mechanisms are part of certain standards, such as IFC Performance standards for communities, other standards for workers, but not necessarily gender sensitive
- The grievance procedure itself, the mechanisms to make a complaint, should be gender sensitive; hence taking into account specific obstacles women or men may have. For instance by accepting only written complaints women who are often less literate may be left behind.
- Female workers expressed their choice of GC members based on their closeness to report their complaints or discuss concerns while male respondents did not show sex preferences.
- Clarify and communicate to all workers the type of grievances workers can report, including topics of particular interest to women (such as sexual harassment, gender-based discrimination, violations of reproductive rights).

Training of managers & GC members on gender sensitive management, role & responsibilities of GC (1.3)

In 2015 EHPEA, supported by BSR, developed a Training manual²² for farm management on gender sensitive management and promotion of workers right in the work place. Our assessment of the manual is positive, a good quality guide. BSR and EHPEA staff provided this training to management and GC members, on site (farm) or externally.

Establish a gender committee (1.4)

Across the globe, gender committees (GCs) are a selected and trained group of workers who raise awareness and train other workers on gender and collect and resolve GBV and sexual harassment cases. The composition and array of objectives may vary. The farms in our study already had a women committee (consisting exclusively of women), that were established with the support of NGOs such as Marie Stops International and other local NGOs. They played a key role in promoting and addressing family planning topics as well as providing awareness about sexually transmitted diseases such as HIV/AIDS and prevention methods. With support from EHPEA, the women committees were turned into a

²² EHPEA, 2015. Training manual for farm management on gender sensitive management and promotion of workers right in the work place. 58 pp.

gender committee (GC). The women committee considered the topics solely from a female perspective, while the gender committees consider both the female and male perspectives. For instance, some GCs requested for paternity leave, breast feeding time, and one month of additional maternity leave.

Composition of the gender committee and selection of GC members

Selection of GC members is done in different ways: at the beginning members of the gender committees were mostly handpicked based on personal characteristics such as good communication skills, and good relation with workers and management. Later in some farms the process changed; GC members were elected and workers were encouraged to select candidates in their respective departments and vote for their representatives to the gender committee. The selected GC members are responsible to provide trainings and communicate new updates to their fellow workers in their respective departments.

In 2017 the gender committees of all 5 farms were composed of a majority of women; the % male members varied between 9 and 16%, with an average of 13%. In absolute numbers there were 15% men in the total of 5 farms, see table 4. In four farms there was one male GC member and between 6 and 10 female members. The composition of the GC having also male members was seen as positive. The male members play a key role in dissemination of gender and related issues to male workers. In this way male workers more easily can accept the messages, and understand that gender is about both men and women. This facilitates the GC to reach out to male workers, who feel taken more seriously.

Table 4: Gender Committee membership (m/f) in 2017

GC membership 2017 in the 5 farms :			
	Total # of GC members	Female	Male
Total	96	82	14
as a %	100%	85%	15%

Source: F&S study, May 2018

The HR managers played a positive role in establishing the GC and often are member as well. The advantage being that (quote from interview): “It enabled them (HR managers) to follow up reported cases easily and provide support appropriately.”

Both HR officers and workers appreciated the involvement of HR officer as a member to the gender committee. They reported that it is a sign that any gender related cases reported to the Committee or HR is taken seriously. Female respondents in one farm also see the presence of HR officer in the gender committee positively so as to build the visibility of the gender committee in ensuring decisions made by the management. A male individual interview respondent replied that, “I do not want anyone to report to the gender committee on me. I know that if a case is reported to the gender committee, it means it is also reported to the HR that holds all our records and decides on salary increments and related promotions. So, who would like to put himself in such situation?” Here the fear for negative consequences is the motivation for good behavior.

Functioning of GC

The functioning as well as recognition of the gender committee varied between the farms. In all farms the

gender committees were highly applauded for their conflict resolution (even referred to as ‘peace making’) role in the farms. For example, workers in one farm, though they were not aware that the HR representative and the nurse were playing their role as being member of the gender committee, they were aware that in case they are approached inappropriately in the farm then they can go and talk to them. The supervisors also encourage workers to report to the HR staff and nurse for any grievances related to gender. Respondents in most farms of the study recognized members of the GC being responsible, caring and concerned to create a conducive working environment by solving workers’ issues both work and personal related.

A success factor is how well the farm owner/management communicated about gender issues and about the role and composition of the GC. Thus in the farms where gender issues were taken seriously, the GC were active and recognized. An owner who was particularly respectful, caring and concerned with the workers’ lives at both personal and career level, and who had a positive approach was much respected. This also led to a gender committee that was well respected and recognized by workers at all levels.

4.1.2 Building capacities and supporting worker’s needs - interventions

Training of gender committee members, peer educators and workers (2.1 – 2.4)

Training has taken place since at least 3-5 years, not only by EHPEA, but also by several other support organizations (NGOs and some government services). See annex 11 for details of the training provided by EHPEA to the members of the gender committees of selected farms.

Training topics covered by EHPEA:

1. Role and responsibility of gender committee:
concepts/terminologies of gender, why Gender committee in farms; roles and responsibilities of GC; types of Gender based violence (GBV) and criminal law of Ethiopia; International, regional Human rights treaties signed by Ethiopia
2. Personal Hygiene and sanitation
3. Nutrition
4. Gender and Sexual harassment as violation of women workers’ right
5. Family Planning

Most often the members of the GC were trained, who on their turn trained peer educators and/or the other workers (both female and male). The GC members and supervisors train the workers every 6 or 12 months (during 1 or 2 hours) or pass a message through short communications at the beginning of the day (more frequent). One farm has a well-established schedule for gender training and gender refreshment training. Gender refreshment training is important since it is a way to update and monitor progress for both GC and management.

The training and creation of awareness about sexual harassment and GBV (what it is, what is normal behavior and what is not) played a key role in reducing the incidences of GBV and sexual harassment. The family planning training was often mentioned as important for the couple and in the community, as a female worker explained (quoted): “It made me aware of different types of contraceptives, and I also have given advice to my friends and colleagues. It is empowering as it provides us an option and choice for our own decision making.”

Gender interventions related to training included also: making sure women and men attend trainings, and that trainings are relevant to their interests and skill level, trainings are done in a gender sensitive manner (e.g. facilitation, language), etc.

4.2 The costs of gender interventions

We will first consider the costs of the gender projects by EHPEA and secondly the costs incurred by the farms.

Costs of EHPEA (BSR, IDH, FSI) projects

The cash part of costs of the gender support projects such as the one by EHPEA and other NGOs are often completely or largely covered by external sources (NGOs, donors, other projects), while the farms contribute (in kind) staff time.

We have taken Empower the Source 1 project as it is fully completed. Table 5 provides the total expenditures of the EHPEA Empower the source 1 project, by main categories. It shows that 71% of expenditures were for the establishment of the EHPEA Gender office and the BSR support, including training and coaching fees, developing training material. 12% was spent on developing harassment procedures and laws at farms.

Table 5: Total expenditures of EHPEA project *Empower the source 1*

Total Expenditures (01-09-2014 to 31-01-2016)			
No	Activities	€	as % of total
1	Establishment of Gender Office (within EHPEA, salary, transport)	62,263	38%
2	Introduction of the HER Project (BSR experts fee and trips, coaching, developing training materials, ToT, etc)	53,683	33%
3	Project Introduction for farms & Stakeholders	4,531	3%
4	Establishment of Gender committees	4,727	3%
5	Development of Gender Policy farm/ Sector	939	1%
6	Developing Harassment procedure and law at farms	19,904	12%
7	Advocate the Project pilot (Farm Edutainment & Materials)	9,246	6%
8	Additional activities (End line assessment)	6,000	4%
9	Coordination, Monitoring and Evaluation	3,000	2%
	Total	164,231²³	100%

Source: Final financial project report EHPEA Empower the source 1

The project duration was 14 months and reached out to a total of 7,455 workers, by training and capacity building on topics of health and gender. Of the 26 targeted farms, 16 had an active gender committee with effective reporting and 12 of the farms developed and started implementing a gender policy²⁴. If we assume that all activities and costs finally contributed to the improved position of female workers and gender equality, we can divide the total costs € 164,231 by the number of workers reached (7,455), total costs/worker are € 22.03; multiplied by 12/14 this comes to a cost of €18.88 per worker per year. For the EHPEA project 2 (duration of 24 months (2017-2018), budget of € 367,691, targeting 20,000 workers, providing support to 12 pilot farms and 30 new farms) this comes to € 9.20 per worker per year. In case of a farm targeting 500 of its employees (first time) this would amount to an investment of between € 4,600 and € 9,400 per year for the farm. In a second year the same group of workers would need a refreshment training probably at lower costs.

²³ IDH and EHPEA financial report note total expenditures of €164,231

²⁴ Source: IDH, TOR for this assignment; EHPEA End line assessment, 2016.

Costs for farms

The benefitting companies did contribute in kind (mainly time of HR and management staff, Gender committee and workers) and not by cash. Assumingly the in-kind contribution by the farms was not included in the above budget, meaning that the total cash + in kind costs are higher than above amount. For the gender interventions as described in 4.1, table 6 presents the type of costs and who pays. The costs of external trainers and materials were paid for by the external supporters such as local and international NGOs. The table shows that the farms mainly provided in kind contributions in terms of staff time, of those involved in providing and/or participating in the training, and some materials when needed. Unfortunately the quality of the available data on costs of gender interventions by the farms did not enable to make an accurate estimation and analysis of their costs.

Reasons:

- 1) most farms did not have records and consistent figures on costs of gender interventions. The figures provided were incomplete and inconsistent; assumingly underlying records and data were not there. For instance: one farm estimated for 2017 the costs of the gender committee at ETB 2,000 (being stationary and refreshments, excluding their time investment), the total cost of training of all workers was said to be ETB 500 - 1,000. The basis for this calculation has not become clear.
- 2) most common training consists of regular short explanations at the work floor, where and as needed
- 3) more formal training sessions were organized by several projects and NGOs and the farms were not able to provide the costs and numbers of participating workers

Estimation of time invested in the Gender Committee meetings: Regular meetings are held each quarter, with a duration indicated of 2 or 3 hours each. Hence, with the assumption that each GC consists of 10 members, meeting quarterly for about two and half hours, the farm is contributing about 100 person hours per year.

Besides additional meetings take place upon need, e.g. to prepare for trainings or to deal with reported incidences. For this we did lack the information to make an estimate.

Table 6: Gender interventions, type of costs and who pays/provides

Gender Interventions	Applied by # of farms (max 5)	Type of Costs	Provided and paid by	Comments
1) Strengthening workplace systems:				
1.1 Review/develop of HR Policy & Codes of conduct on GBV, sexual harassment, gender equality	4	HR staff time + EHPEA & BSR staff time	Farms EHPEA budget	
1.2 Develop grievance mechanism	5	Staff time, stationary materials (record keeping, reporting to senior management) EHPEA & BSR staff time	Farms EHPEA budget	

1.3 Training of managers & GC members on gender sensitive management, role & responsibilities of GC (peer educators) and ?? on gender, equal rights, H&S, hygiene	5	Time of trainer & staff, materials	EHPEA and other supporters (trainer fee, materials, ...)	
1.4 Establish a gender committee	4	HR staff time, GC members time, meeting place, t-shirts, refreshments EHPEA staff time	Farms EHPEA budget	
2. Building capacities and supporting worker's needs:			Sometimes also provided by external supporters (Women & children office), other NGOs	
2.1 Training of <i>peer educators</i> on: Roles and responsibilities of gender committee	5	Time of GC members & peer educators EHPEA Training materials	Farm EHPEA budget	
2.2 Training of <i>peer educators</i> on: Workplace sexual harassment, Hygiene and sanitation, Nutrition, Family planning	5	Time of GC members & peer educators EHPEA Training materials	Farm EHPEA budget	
2.3 Training of <i>workers</i> on: Roles and responsibilities of gender committee	5	Time of GC members or peer educators, and workers EHPEA Training materials	Farm EHPEA budget	Training of workers by daily short communications at start of day, or periodic training, and/or by induction training for new workers
2.4 Training of <i>workers</i> on: Workplace sexual harassment, Hygiene and sanitation, Nutrition, Family planning	5	Time of GC members or peer educators and workers EHPEA Training materials	Farm EHPEA budget	Same as above
Other 1) Celebration of Women's day (8 th March)	2	ETB 5-8 ,000/year + GC time	Farm	Workers appreciated
Other 2) GC and Union requesting/ lobbying for specific gender measures by the farm, e.g. daycare facilities for mothers with young children	3-4	GC members and union staff time	Farm pays GC staff time.	

Source: F&S study, May 2018

4.3 Good Practices and challenges

Good practices

Table 7 presents a selection of good gender and labor practices of the 5 farms, which have been recorded during the field study (interviews and own observations). These may serve for experience sharing and learning.

Table 7: Good gender and labor practices on selected farms

Topics	Good practices
Corporate Leadership - Overall workplace atmosphere	Owner is defined as respectful, caring and concerned on the workers' lives both occupational and career. This positive attitude has passed through all the workers at all levels, and has created a very positive atmosphere in the farm. Respondents (selected randomly) were eager to explain how comfortably they are working. Respect and recognition are key terms shared by the respondents.
Gender Committee	Gender committee having also male members facilitates reaching out to male workers and creating common understanding towards women workers' needs in times of maternal issues and reports to violence.
	Formalize activities of the Gender Committee: GC activities are specified in the company calendar together with trainings, such as health & safety and IPM.
	Planning of GC activity: GC makes annual plan, of which training is an integral part. Trainings are provided to workers every 6 months.
	Invitation for external participation: the GC invites guest speakers on trainings and other activities.
	GC engaging also in social activities such as celebrating Women's day on March 8 (serving all workers snacks and coffee) led to larger recognition and acceptance by workers. The same holds when the GC was active in raising awareness on family planning (reproductive health) and HIV/AIDS prevention.
Visual training materials	Visual gender training materials are developed to improve the worker's understanding and impact of the training.
Information GC & management members	Names and functions of management team and GC members, and their pictures, are posted besides the gate of each department and greenhouse
	When the gender committee (GC) and its role and members are well known, the GC and its services are more respected and recognized by the workers (both male and female) and management.
Work place conditions	Well organized and clean pack house, with large and well-lit space to work, and music.
	Besides lunch sites, the open areas are used by workers to play football during lunch break.
Work-life balance	Milk powder provided for pregnant women (not specific on the amount and available time)

	On-farm couples with small children get support from the farm to coordinate working hours on the farm, so they can fulfil their complementary roles in their households.
Other skills training	With the Fairtrade premium, skills trainings are provided to female and male workers to earn extra income outside the farm. Examples are workshops for hairdressing (established) and soap making (in planning).

Source: F&S study, May 2018

Challenges

The following challenges regarding gender interventions were noted during interviews and FGDs.

- The general lack of consistent and viable data on social and gender performance, participants and costs of training of the farms (and more widely in the sector and administration)
- In some cases, persons complained that the GC is not active (any more). In recent years, the existence of a gender committee is often required by certification bodies, with implies the risk that it exists but is not very active. One GC indicated that they have an annual plan, but no budget to implement it.
- Some male workers complained that the gender committee is too much female focused and does not involve or pay enough attention to the (position of) male workers.
- Generally, when workers start working at farms, they have a low level of knowledge and awareness about gender issues. This affects their understanding and acceptance of gender interventions, and impacts the performance of the GC as well as responsiveness to the cases (grievances). At the community level the same holds true.
- High staff turnover (of workers, but also GC members) for various reasons. This leads to the need for continuous training and awareness raising to keep the level up (for senior workers as well as newcomers).
- High turnover of government officials who started good collaboration with the farms. This necessitates the farms for continued awareness raising when new staff joins. It also requires the farms to invest again in the relationships with new officials, to again build the relationship, and to get them acquainted with the farm situation and the role they can play.
- The fact that HR managers are involved in the GC (as member) and also decide on benefit packages and discipline measure against work related misbehavior, has in one case led to a negative workers' attitude towards the GC. At one company the male workers complained that when workers raise issues related to their rights, the GC members always take the position of top management and owners.

5. Outcomes of gender and other interventions

This chapter assesses the results and benefits of gender interventions for business and the workers during the last 3 to 5 years. Section 5.1 analyzes the results of the Most Significant Change method. The reported changes will be illustrated by inspiring examples, stories and quotes we collected from key stakeholders. Section 5.2 provides the analysis of gender interventions and business indicators such as productivity, absenteeism or staff turnover. Other business benefits are described in section 5.3, followed by the unintended or negative changes in 5.4. The market trends are covered by section 5.5.

5.1 Most Significant Changes

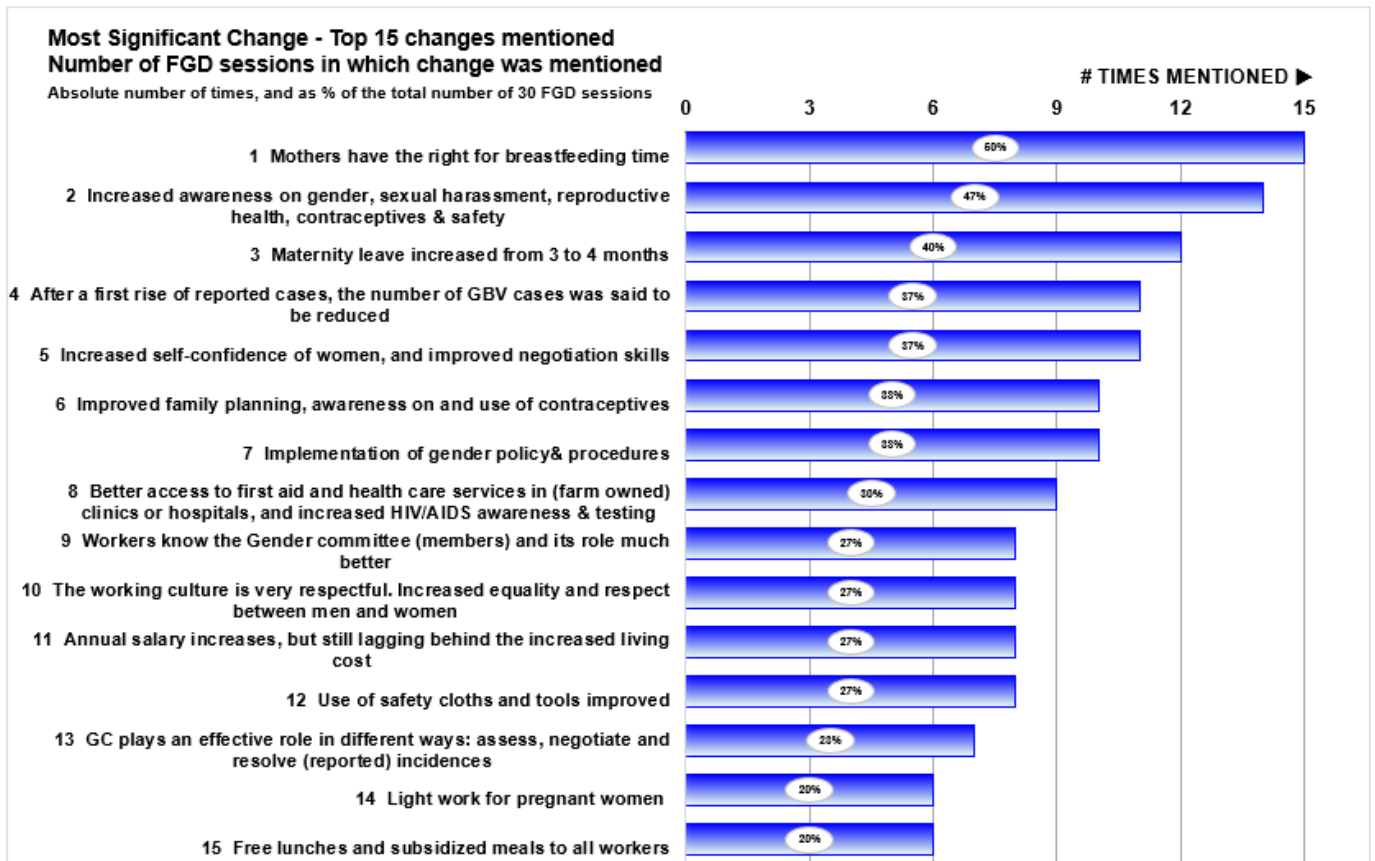
Our study identified the most important changes during the last 3 to 5 years, as perceived by various respondent categories (workers (f/m), management, operational managers and gender committee) of the 5 farms by using a simple Most Significant Change method. During Focus Group Discussions a list was made with the most important changes as perceived by the group of respondents, and they were asked what they thought had caused these changes. In total 30 FGDs took place. All MSCs as identified by the groups were aggregated in one long list and highly similar changes were merged. For each change the number of groups that mentioned it was counted. The ranking is made based on the total number of groups that mentioned a particular change. The variety of changes was very large; from the 30 FGDs we listed a total of 67 changes. Reasons for this large number and variety of changes is probably the diversity of groups we interviewed, from owners/managers to middle management, the gender committees and male and female workers, in 5 different companies. These groups have different positions, information, backgrounds and experiences and assumingly also different views on changes that took place which are most important to them. Finally a top 15 of changes was made: those changes were mentioned most frequently during the 30 FGD MSC sessions in the 5 farms. In Figure 6 the 15 most frequently mentioned Most Significant Changes (MSCs) are presented, with their frequency also as %.

The changes most mentioned :

- 1) Right of young mothers for at least one-hour breastfeeding time per day (by 50% of the focus groups)
- 2) Increased awareness on gender sexual harassment, reproductive health, contraceptives and safety (by 50% of the focus groups)
- 3) Maternity leave increased from 3 to 4 months (40%)
- 4) Reduction of reported cases of gender based violence, after a first rise (37%)
- 5) Increased self-confidence of women and improved negotiation skills (37%)

All these changes relate to the position of women and to the treatment of women by the companies and their colleagues, which shows their empowerment.

Figure 6: Fifteen Most Significant changes mentioned by 30 Focus groups of 5 flower farms (May 2018)



Source: F&S study, May 2018

In table 8 (next page) the top 15 of Most Significant Changes (MSCs) are presented, including their frequency and the mentioned causes for the changes.

Table 8: Top 15 ranked Most Significant Changes, frequency (# and %) and causes

Rank	Most Significant Changes (mentioned by respondents)	Frequency *)	as % of max score	Causes
1	Mothers have the right for breastfeeding time	15	50%	<ul style="list-style-type: none">➤ Requested by Union and workers➤ Decided by farm management to improve workers' satisfaction and to reduce turnover
2	Increased awareness on gender, sexual harassment, reproductive health, contraceptives & safety	14	47%	<ul style="list-style-type: none">➤ Gender committee (GC) established (by EHPEA project)➤ Awareness raising and training by GC, NGO's, Bureau of Labor and social affairs➤ Zero-tolerance: severe punishment by farm
3	Maternity leave increased from 3 to 4 months	12	40%	<ul style="list-style-type: none">➤ Requested and negotiated by workers' union, gender committee and certifiers
4	After a first rise of reported cases, the number of GBV cases was said to be reduced	11	37%	<ul style="list-style-type: none">➤ Raised awareness about GBV and women rights (EHPEA project)➤ Increased confidence of women due to GC support➤ Clear HR policy and enforcement by farm (EHPEA project)➤ Corporate leadership/positive attitude towards gender equality, due to EHPEA training, standards' requirements, and intrinsic motivation
5	Increased self-confidence of women, and improved negotiation skills	11	37%	<ul style="list-style-type: none">➤ GC's awareness raising and trainings on gender and worker's rights (by EHPEA and others)
6	Improved family planning, awareness on and use of contraceptives	10	33%	<ul style="list-style-type: none">➤ Union requesting➤ EHPEA training
7	Implementation of gender policy& procedures	10	33%	<ul style="list-style-type: none">➤ EHPEA project and management will➤ Standards request
8	Better access to first aid and health care services in (farm owned) clinics or hospitals, and increased HIV/AIDS awareness & testing	9	30%	<ul style="list-style-type: none">➤ Union requesting

9	Workers know the Gender committee (members) and its role much better	8	27%	<ul style="list-style-type: none"> ➤ GCs' awareness raising and other activities ➤ Management and owner's full support and active communication
10	The working culture is very respectful. Increased equality and respect between men and women	8	27%	<ul style="list-style-type: none"> ➤ Awareness raising and training of workers (EHPEA project) ➤ Follow up from GC and Supervision at the workplace ➤ Corporate leadership on gender equality and respecting all workers
11	Annual salary increases, though still lagging behind the increased living cost	8	27%	<ul style="list-style-type: none"> ➤ Management will ➤ Workers' complaints and request
12	Use of safety cloths and tools improved	8	27%	<ul style="list-style-type: none"> ➤ Standards' and certifying body's requirement for health and safety reasons ➤ Farms promoting hygiene to minimize infections to the plants.
13	GC plays an effective role in different ways: assess, negotiate and resolve (reported) incidences of GBV and other complaints	7	23%	<ul style="list-style-type: none"> ➤ Capacity building of GC by external trainers ➤ Management's positive attitude and allowing time to GC members
14	Light work for pregnant women	6	20%	<ul style="list-style-type: none"> ➤ Positive and understanding attitude of supervisors towards pregnant women. ➤ Farm policy.
15	Free lunches and subsidized meals to all workers	6	20%	<ul style="list-style-type: none"> ➤ Management realized that if workers eat not well, their satisfaction and work quality are reduced, and risk of contamination.

^{*)}Frequency: number of FGD sessions in which change was mentioned

Source: FGDs and interviews with respondents (Senior Management, Operational managers, Gender Committee, Female and male workers) by F&S team, May 2018

Additional explanations and examples are provided for each of the top 15 changes (table 8), following the same ranking and numbering as above.

1. Mothers have the right for breastfeeding time.

Most farms allow mothers breastfeeding time during a period varying (from farm to farm) between 4 and 15 months; mostly for 1 hour/day (at 1 farm it is 2 hours/day); either during work or by leaving 1 hour earlier, or by coming one hour late.

2. Increased awareness on gender, sexual harassment, reproductive health, contraceptives & safety.

Workers have increased and positive awareness on gender, sexual harassment, reproductive health, contraceptives and safety. They learned which actions and behavior are 'normal', and not normal, while before they didn't know. They are now aware of the codes of conduct and how to behave in the work place, and about the punishment and that they can report to the gender committee. From an interview: "One worker was harassed by a clinic worker (touching her), she reported to the Gender Committee, the guy was dismissed and the news was very soon known by all other workers." At another company, the well-organized induction training for newcomers by the training officer informed the newcomers and solved and prevented many problems.

3. Maternity leave increased from 3 to 4 months.

In one farm maternity leave is 1 month before birth and 3 after, in another farm the extra month applies to those workers who are already employed over 3 years. Workers in the private sector legally are allowed 3 months of maternity leave. Recently the legislator has added one extra month for workers in the public sector. Most farms follow the public sector (one extra month) requirement, without legally being obliged to do so.

4. After a first rise of reported cases, the number of GBV cases was reported to be reduced.

The awareness raising on sexual harassment, the policy and grievance mechanism at farms, and the increased self-confidence of women (reported as MSC # 5) first led to an increase in reported cases- before the drop. This is due to the fact that before, cases were often not recognized or taken seriously. With the resolving and punishments of misbehavior, other workers were warned and the number of (reported) incidents was reported to have decreased. See also table 9 in section 5.3. A focus group of male workers indicated that the training and awareness raising they received on sexual harassment also affected their behavior at home. They learned to better respect their wives and daughters.

5. Increased self-confidence of women, and improved negotiation skills.

Quote: "Before, female workers were too shy to talk about sexual harassment, or to report GBV cases and ask questions about family planning, nowadays they do". Moreover, the negotiation skills of female workers have improved; e.g. the GCs negotiate with the company for better treatment for female workers (e.g. need for resting places and day care facilities for mothers).

6. Improved family planning, awareness on, provision and use of contraceptives.

Female workers: "Now we can discuss family planning with our husbands." Condoms are provided for free to workers in all farms. Hence the availability of the contraceptives services and materials at the clinics of farms contributed to better use of such services.

See also the box below.

7. Implementation of gender policy & procedures.

Example was given that follow up and protection from supervisors to workers was improved:

supervisors identified cases of harassment, intervened and reported to Gender committee. See also section 4.1 where gender policies are analyzed.

8. Better access to first aid and health care services in (farm owned) clinics or hospitals, and increased HIV/AIDS awareness & testing.

The improved health services by well-equipped clinics or hospital with professional staff in several farms is well appreciated, as well as (one farm) the 5,000 ETB insurance for referral to Addis hospital upon need. With regard to HIV/AIDS awareness, previously people ignored and hid it, but now they report and take medication. To be improved in some clinics: separate rooms for male/female workers and a nearby latrine. See box 2.

Box 2: Female worker with quotes on the importance of family planning and time management

“Due to the family planning training I became aware of different types of contraceptives and currently I am using the long-term methods of contraceptives. The knowledge I gained during the family planning training has helped me to have a choice of contraceptives and also, I advised my friends and colleagues. It also helped us to freely talk with women and to be well informed. This is empowering us, as we are informed and can take our own decisions”.

“The (‘Kaizen’) training on time management improved our personal life. I would say I am much more organized and time sensitive now than before I took the training. We are trained on the advantages of saving and planning; this is what I have also told my mother..”

Source: F&S mission, May 2018

9. Workers know the Gender committee (members) and its role in the farm.

Focus groups (8) said they know the Gender Committees much better than the previous women committees. Quote: "The GC is our strength and source of rights! " An illustration of the capacity of GCs is that in some farms the GCs together with the workers and unions are requesting/negotiating for day care facilities to improve the situation of workers who are young mothers (especially those without family nearby, for whom a nanny is not accessible or too costly).

10. The working culture is very respectful. Equality and respect between men and women increased.

This change was noted by 8 focus groups, and it was reported that all the employees are encouraged to work with full effort. For one of the farms it was mostly caused by the corporate leadership of the owner who pays a lot of positive attention and respect to the workers, see box below. Another example of a good practice is the annual gender event following Easter, with awareness raising and awarding the most performing workers. Winners get a month salary as a reward. See box 3.

Box 3: Owner's attitude is key for a respectful working culture and motivated workers

Workers, senior management team and the gender committee members of one farm applauded the approach of their farm owner. The owner was defined as respectful, caring and concerned with the workers' lives both occupational and privately. According to the gender committee and female FGD participants the positive approach of the owner has passed through to the workers at all levels. This has created a very positive atmosphere in the farm. Here the gender committee is also highly recognized and respected, and workers are motivated and empowered. Various respondents were eager to explain how comfortably they are working. Respect and recognition were key terms they mentioned .

Compared to other farms, workers in this farm were less privileged in terms of access to health insurance, long term maternity period and related benefits. However, the workers were more satisfied with the interaction between workers . They repeatedly mentioned the strong collaboration and good relationships they have among each other. According to them, the salary and other benefits expected from the farm are certainly not the only factor for workers to have a satisfactory working environment.

Source: F&S mission, May 2018

11. Annual salary increases in most farms, though lagging behind the increased living costs.

Generally the farms increase salaries annually. For instance: in one case monthly salary increased from ETB 470 in 2014 to ETB 1060 in 2018 (+ 125%). However, for respondents it was not satisfactory yet, because living cost increased even faster (e.g. rent increased from 40 ETB to 600 (+ 1500%).

All HR managers stated that equal work is equally remunerated for female and male workers, so no difference. While this may be true, we observed that typically male jobs in the Greenhouse (such as sprayers, carriers, irrigation staff) often get a considerable higher bonus than female harvesters or crop monitors, with the argument of hardship and the requirement of physical strength. However, for the female workers the hardship in the hot Greenhouse, with long standing hours seems also considerable and worth a financial appreciation. Female workers complained about this issue. We got information that one farm is working on a solution but it also indicated that the nature of the greenhouse work makes it more complicated and less straightforward than the bonus for the packing house workers.

12. Use of safety cloths and tools improved.

The change of uniform happens when it is worn out or when the defined period for changing (often 1 year) is attained. Workers are more aware on hygiene and protection of the cuttings, and shoes are introduced – to minimize infection to the plants. See also section 5.4.

13. Gender Committees play an effective role in different ways: assess, negotiate and resolve (reported) incidences.

The GC intervenes in different cases and ways; the GC assesses and negotiates to resolve the disputes; if found guilty the person will be punished (by dismissal or a fine). The farms are non-tolerant. Sometimes the GC has also intervened in the marriage relationship of a couple (both workers).

14. Light work for pregnant women (after 5 months), and a 30-60 minutes rest time.

Though it is not written, in the farms there is a positive attention and understanding towards pregnant women; the supervisors allowing them to have a rest and accomplish light work. For example pregnant women have been moved from the harvesting section to the lighter work of labeling and coding.

15. Free lunches and subsidized meals to all workers.

In two farms respondents noted that canteen supply has become accessible for all workers with a free lunch (8 ETB value) and subsidized cheap meals. Before the lunch was only free for the management team. This was highly appreciated and contributed to healthy energetic workers, with a strong work motivation.

Conclusions

Following are our conclusions on the Most significant changes identified by 30 focus groups.

1) The changes can be grouped as follows:

- Improved labor conditions affecting women in particular, such as maternity leave and the allocation of breastfeeding time
- Improved health and safety affecting women in particular (reduction of GBV cases, clothing, health care)
- Improved gender relations and women friendly culture (Increased awareness and respectful working culture)
- Increased confidence and skills of women
- Improved relationship employees – management (often through the Gender Committee)
- Improved status and position of women (increase of women in management positions , access to income and employment , status in community). The salary increase is probably not a gendered outcome (unless the gender wage gap was reduced; assessing this was beyond the scope of this study).

All five most mentioned changes relate to the position of women and to the treatment of women by the companies and their colleagues, which shows their empowerment. It is remarkable to see the high score for the breastfeeding time and the extension of maternity leave with 1 month. We assume that the practical benefit plays a big role.

2) Causes: a mix of gender interventions and other measures taken by the farms and undertaken by projects (EHPEA and others), as well as external factors, have contributed to the above-mentioned changes. The following gender interventions have played a major role:

- Pro-active and respectful attitude and positive decisions by farm owner/management (leadership)
- Establishing and strengthening gender committees, which in most farms are appreciated by both male and female workers
- Training and awareness raising on gender issues, and a clear, communicated and implemented gender policy or HR policies (including Code of Conduct) and punishments
- Increased attention for gender related issues in the government and international arena, including standard setting organizations

- From table 8 it is obvious that EHPEA and the projects *Empower the source* have played a pivotal role in supporting the farm management on gender equality activities.
- It was observed that farms took the EHPEA project positively as it aligned with some of things that they have been working on or trying to do. The Human Resource and Compliance departments work on the overall improvement of the working conditions and are addressing the gender issue in particular. This was in most cases also evidenced by the good collaboration and coordination between these departments and the gender committees. Generally the interventions of the farms and Gender Committees are regarded as positive and effective by the respondents.
- Also the NGOs and Unions are mentioned as a drivers of change. The workers unions play a large role in facilitating and advocating for worker's rights , including women's rights. Their activities include:
 - negotiate on behalf of the workers in case of dismissal or unfair treatments reported by the workers
 - mediate between the local government and the farm management
 - serve as a face value for the workers so as to ensure privileges (additional maternity leave, breast feeding times, paternity leaves) and amendment of the country's Labor Policy within the farm based on the interest of the workers
 - facilitate workers-based activities such as access to life skill trainings, credit service, etc.

3) Sustainability of changes: meaning whether these changes will be sustained even when the external project support ends. The observations are:

- The farms seem to have the intrinsic motivation and commitment to sustain and carry on with their gender policies and interventions, irrespective of support provided by gender projects such as EHPEA's. Respondents including owners, senior management, and members of GCs in all farms declared this.
- The requirement by international standards (e.g. Fairtrade) is also a push factor for farms to develop and maintain gender interventions, and these requirements may become stronger.
- A few farms deliberately collaborate with local government services such as the *Women and Children affairs bureau*, the police and the *Bureau of Labor and Social Affairs*. During interviews and FGDs it was said that the relationships have improved. Sometimes these government services have provided training to workers, or resolved GBV incidences and conflicts, which were reported at the farms but beyond their scope of influence and responsibility. Such strong relationships can also contribute to sustain the outcomes.

5.2 Business benefits: absenteeism, staff turnover and productivity

This section presents the analysis of the relationship between gender interventions and the business benefits staff turnover, absenteeism and productivity, and the factors that affect these (contribution). The analysis is based on the data provided by the 5 farms.

5.2.1 Absenteeism

Our hypothesis was that gender interventions would lead to more satisfied ('happy') and engaged workers, leading – amongst other things - to reduced workers' absenteeism.

To measure the absenteeism the 3 indicators were:

1. Cumulative number of absent days in the year
2. Costs of extra workers to fill an absent day
3. Value of attendance bonuses

Observations based on data collected:

1. *Cumulative number of absent days in the year:*
Four out of 5 farms provided data. The trend at 2 farms was a (slight) decrease over the years, but with large ups and downs from one year to another, with an increase in 2017 due to the political unrest. For 1 farm the # of absent days (for both men and women) were relatively stable; variation of + or - 3 - 4 %. In the 4th farm absence increased with factor 5 from 2014 to 2016, then dropped 30% in 2017 (reportedly due to the introduction of the attendance bonus).
2. *Costs of extra workers to fill an absent day;*
The fact that most farms are hiring new workers every day or every week according to the need makes this indicator not useful; data were not available.
3. *Value of attendance bonuses*
The attendance bonus is based on the attendance during a month or in other farms on a daily basis. A trend cannot be found. In one farm the trend was an increase towards 2017, but also remarkable was the highest bonuses in the year with maximum number of absent days. The number of absent days was said to be reduced by the introduction of attendance bonuses in some farms; this is to be confirmed, as data provided are not conclusive.

5.2.2 Staff turn over

Our hypothesis was that gender interventions would lead to more satisfied ('happy') and engaged workers, resulting in workers who want to stay at their work, hence leading to reduced staff turnover (business benefit).

To measure the turnover the 5 indicators were:

1. Total number of new recruits in the year
2. Total number of staff that left in the year
3. Average cost of hiring a new worker
4. Average duration of employment in the year
5. Training costs of new employees in the year

Observations based on data collected:

1. *Total number of new recruits in the year*
Trends differ a lot between farms. In some farms it increased over the years, in others it declined, in another it went up and down. This indicator is closely related to indicator # 2 below.
2. *Total number of staff that left in the year*
Relevant data from 4 farms. 3 farms show a considerable increase of this number during the period 2013-2017. One farm does not show a large variation, it is relatively stable.
Factors leading to staff leaving:
 - + Unrest: on the farms in Ziway generally the turnover seems higher than in the 3 farms in other regions, which may be due to the high proportion of migrant workers, who suffered more from the unrest. Due to the insecurity many workers especially women originating from the South felt threatened and returned to their home towns and family. As women are more vulnerable under unsecured conditions, the unrest affects female workers more than male workers. Sometimes the male workers could still remain.
 - + Other competing opportunities, where one can earn more in a shorter period
 - + Young female workers who have delivered often do not return after maternity leave because they have difficulties to combine motherhood with the work on the farm, and often cannot find an affordable nanny for the baby.
 - + Large increase of living costs during 2015-2016, while wages increased only a bit. As a consequence, the companies had to recruit many new workers and still suffered from a lack of workers.
 - + Spouse disapproval: female farm workers have been mistreated, battered and harassed by their spouses as a result of their ambition to have an occupational life. As a result, many resigned and those who strived to continue their job suffered to find a balanced life between their job and family. Such cases have become more rare but sometimes are still managed by gender committees.
 - + Fear that working at the farm and their exposure to chemicals could reduce their chance of getting pregnant or having a healthy child. Thus, seeing a pregnant female worker was a relief for them. Though it was not openly discussed they also checked how the new child was growing. "I was very much terrified the whole nine months of my own pregnancy. Thus, in the delivery room the first thing I asked for was if my just born baby had eyes and ears," remembers a GC member. Another young female worker said that she never discloses publicly that she works in a flower farm (quote) "People have the perception that the farms are highly poisonous and women working in the farm are not able to get pregnant or if they get pregnant then they will have a child with a birth defect. Thus, I will not disclose to my friends where I work."
3. *Average cost of hiring a new worker*
Not enough data to do an analysis.
4. *Average duration of employment in the year*
2 farms with full data, with opposing trends: for one farm the duration of employment increased from 2013-2015, and then strongly declined in 2016-2017. The other farm showed a slow but steadily increasing duration of employment. The three other farms estimated it at 3 months, between 3 and 5 years, and unknown.
5. *Training costs of new employees in the year*
Farms did not have such data available as training was part of induction by HR or GC, and there were no additional salary costs.

The end line assessment of the EHPEA project Empowering the source 1 took place in April-May 2016. The report (p. 14) indicated (cited) *“that staff turnover is high in all pilot project farms. The major reasons are not related to harassment and GBV. But it is connected with low salary, hardship (long hours standing and working without rest), not conducive working environment in some farms and existence of competing firms around some farms. According to the report from FGD and key informant interview, in order to reduce staff turnover; some farms use different mechanisms such as providing lunch, avail entertaining, reward best performing workers, etc”*. Most reasons mentioned above are confirmed by the findings of our study.

In our study, a farm manager explained about the staff turnover (quote): *“Since the end of 2016, there are so many changes in politics. Especially for this town, many workers had to leave. The turnover changes were significant in 2016 and 2017. More than 50% of workers left, both for men and women. Women are more vulnerable and left early.”* And : *“But we see that many workers are coming back. In general, if a worker is 5 days absent, the contract will be terminated. In this special case, if someone comes back within 2 month, the contract will be continued. Some people who are too much traumatized by the violence of riots, they don't come back.”*

It was also reported that people move between farms to avoid taxes. And finally people travel a lot between regions. Specifically, part of the women (more than men) see the work at flower farms as a temporary job to earn money that they need for another purpose (e.g. migration to Arabic country, set up a small business, etc.).

About the question if gender interventions were affecting staff turnover, we conclude that gender interventions did contribute to more satisfied workers. Whether this has led to reduced turnover and more retention, our study cannot confirm, because the other factors such as civil unrest, alternative income options, and absence of childcare have had a much bigger impact on the decision of workers to stay or leave.

5.2.3 Productivity

Our hypothesis was that gender interventions would lead to more satisfied ('happy') and engaged workers, resulting in more motivated workers, finally leading to improved productivity (business benefit).

To measure the productivity the 3 indicators were:

1. Green house: average number of flower stems packed per day by team
2. Pack house: average number of flower bunches packed per day by team (per pack house).
3. Value of productivity bonuses per day by team (pack house)

Observations based on data collected:

1. *Green house: average number of flower stems packed per day by team*
Indicator is not applicable as farms did not record the production data in Greenhouses.
2. *Pack house: average number of flower bunches packed per day by team (per pack house).*
Some farms provided data, as records do exist, and serve as basis for the calculations of the bonus for each worker.
2 farms provided complete data, the 3 others did not. They had no or incomplete data . In one farm the productivity was rather stable . In the other farm there was a strong increase of

productivity (measured as average number of flower bunches packed per day by team (per pack house)).

3. *Value of productivity bonuses per day by team (pack house)*

Most farms introduced a productivity bonus for pack house works in 2015 or later. Workers get additional money for each bunch they have packed on top of their daily target (minimum). According to FGDs and interviews this bonus has largely increased the labor productivity and reduced overtime work. According to a manager, prior to introducing this bonus workers worked at half speed during the 8 hours and then worked hard during overtime hours. The productivity bonus allows workers to earn a lot more and there is no reason any more to do this after the normal working hours. In itself this is not a gender intervention, but it certainly does benefit more to women than men, because the majority or all workers in the pack house are female.

In conclusion, factors that have a major influence on productivity (more than gender interventions) are:

- the introduction of a productivity or “bunching bonus system”
- variations of climate and weather
- market demand

5.2.4 Conclusions

The social, economic and political situation in Ethiopia has largely affected businesses performance in the last 5 years and has impacted on the business indicators and data (staff turnover, absenteeism and labor productivity). At some farms the labor productivity increased, due to the introduction of productivity bonuses and external factors (crop, weather etc). Staff turnover and absenteeism were mainly influenced by the unstable situation in the country, alternative income options, and absence of childcare. Hence we did not find a direct correlation between gender interventions and these business indicators.

However (as noted in 5.1) our study did find positive results for workers, the majority women: improved relationships among workers (f/m) and with management, more women in management positions, more satisfied and motivated workers, more healthy workers, a reduction of reported and resolved gender based violence cases, leading to a more secure workplace meaning risk reduction. and finally

The following **quotes** support the above conclusions.

- 1) Response senior management: “For us, we don't see gender interventions as a cost. Awareness gives workers confidence to work in the farm and they transfer their knowledge to other workers. We do not regret the investment being made. We see it a very good investment.”
- 2) Response (quoted) of a farm owner/CEO: “It is impossible to express/catch this in figures. Because there are so many factors and it is a matter of vision. In general, if people are respected, they will do their best and this results in good flowers. If not respected, they do not produce well, and the company will not perform. So, it is a must to treat the workers respectfully”.
- 3) One group of workers expressed: “The job satisfaction level is high. We are much respected and recognized in times of appreciation and also comments. There is openness for discussion. Workers' collaboration is impressive. The wage is not keeping pace with increased living costs, but compared to other farms it is fair.”

5.3. Other outcomes of gender interventions

This section presents the analysis of the relationship between gender interventions and other business benefits and indicators such as more women at management positions, occurrence of gender based violence, women’s empowerment, and impact at community level.

Women in management positions

It was said during interviews and FGDs, that women increasingly take up (higher) management positions, which respondents applauded. Figures to validate these statements were made available by 4 farms. The graph and figures below (figure 7 and 8, and table 9), show that the female representation in management positions of the 4 selected farms increased from 26.3% of all management positions in 2013 to 36.7% in 2017, hence an increase of nearly 40%. In absolute numbers it more than doubled from 20 women in 2013 (out of 76 total) to 44 in 2017 (out of 120).

Causes are:

- a) the farms' equal opportunity policies, and even taking women managers deliberately as leaders of fully female teams;
- b) providing training to male as well as female staff, so people can be promoted in course of time. Ensuring that women can participate in training.

Figure 7: Percentage (%) of Women in Management functions 2013-2017 in 4 selected farms

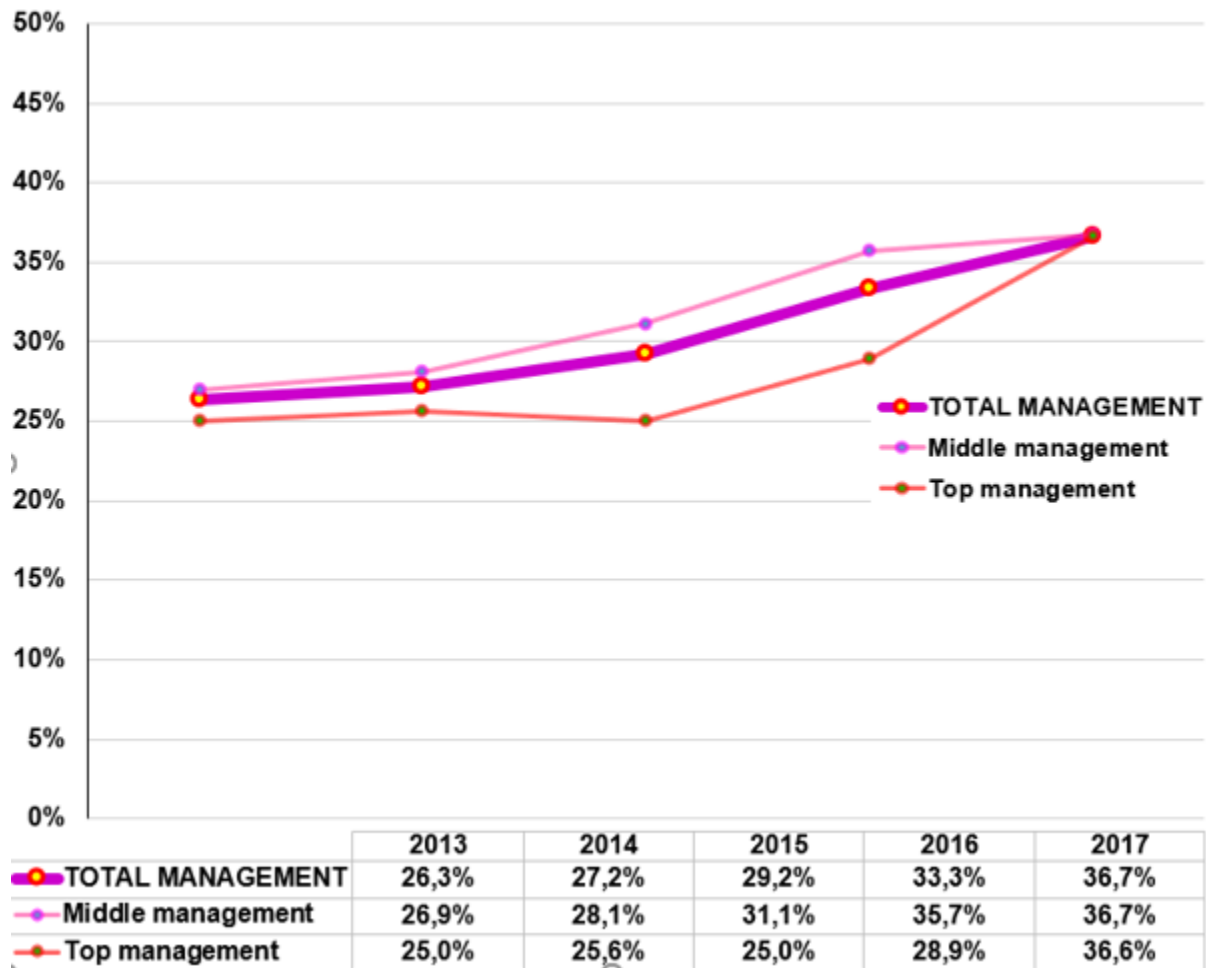
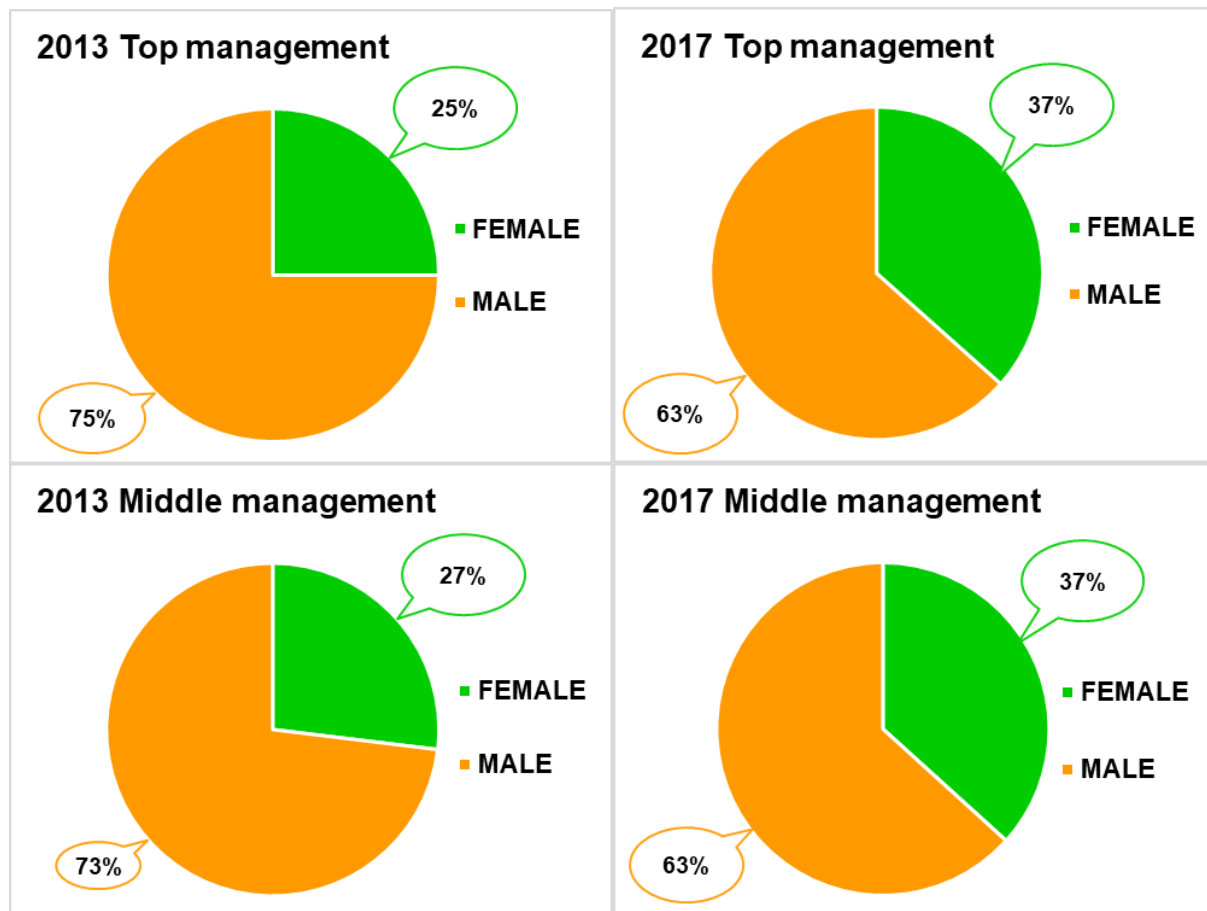


Table 9: Number female & male managers in 4 selected farms

TOTAL NUMBER OF F/M IN:		2013	2014	2015	2016	2017
Top management	F	6	10	7	11	15
	M	18	29	21	27	26
Middle management	F	14	18	19	25	29
	M	38	46	42	45	50
TOTAL MANAGEMENT	F	20	28	26	36	44
	M	56	75	63	72	76

Figure 8 shows that in 4 selected farms the % of women in top management increased from 25% in 2013 to 37% in 2017, for middle management the increase was from 27% in 2013 to 37% in 2017.

Figure 8: Average % of men/women per management level (4 farms) in 2013 and 2017



Occurrence of reported and resolved Gender Based Violence cases

The aggregated data for 4 farms in the period 2015-2017 show that the total number of reported and resolved cases of gender based violence (GBV) in 2017 was 32% lower than in 2015. See table 10. The trends vary by farm though. In two farms the number of reported incidences has clearly declined. For one other farm the numbers were rather stable and in the other farm it was stable till it increased in 2017.

Table 10: Aggregated number of GBV cases reported & resolved in the year (4 farms)

Number of GBV cases reported & resolved in the year (accumulated for 4 selected farms having data)	2015	2016	2017
Total number	22	17	15
as % decrease compared to the year 2015	n.a.	23%	32%

Note: for 2 farms GBV cases were not yet reported/recorded until 2015, for 1 farm not until 2017

Reasons mentioned for the overall reduced # of cases reported, were:

- a) the increased awareness on gender (equality) among all workers,
- b) the clear penalties/punishments by the farms or police in case of breach of regulations.

Most cases were resolved by mediation, and in the most serious cases by referral to the police.

The reduction of GBV is a clear benefit to a farm. It lowers risks of penalties and difficult employee relationships, and it improves general satisfaction of workers and relations between workers. It should be noted however that more research is necessary, because there may be GBV cases that do not get reported as reporting may be culturally sensitive or inciting fear of counter attack by the offender.

Women’s empowerment

Access to employment and income by having a job at the flower farms has empowered the women, as will be illustrated in this section.

All 5 farms nowadays have a majority of between 70 to 85% of female workers. Respondents in our study reported however that many years back the majority of workers were men. This has changed because women have proved their skills and competences to fit to the flower and herb farm business. They are more fit for a large part of the work. A (female) pack house supervisor said (quote): *“Men do not have patience. If you train a female worker in the pack house on how to exactly measure the length of the flowers and how to ensure the high quality of the flowers that are fit to be packed, then they stick to it and follow each procedure. You also see it that they get better in mastering the skill day by day. For male workers mastering such skills is not simple, they like to take their own assumptions than following what they are told to do. Male workers need to move from one place to another.”*

Having a job and income has helped part of the women to set up businesses or other careers. This has created a new dynamic to young females to realize that they have another option to life than getting married and raise children. Women reported that the availability of farms has given them an opportunity to explore things themselves, and have self-confidence and own income, rather than being dependent on their parents or get married. Most respondents of the study also confirmed that they have become aware of different personal and health related issues such as HIV/AIDS, family planning and gender-based violence. This according to them has helped them to have ‘an informed life.’

And the following quote from a supervisor illustrates further how the work combined with pro-active and respectful farm leadership have empowered female workers at a flower farm: *“The job satisfaction*

level is high. We (women) are much respected and recognized. There is openness for discussion. Workers' collaboration is impressive. The wage is not comparable with the living costs, but compared to other farms it is fair. The job satisfaction is impressive, and we have many female workers who get back to us after three, four years of maternity leave.”

Impact of gender interventions at community level

Both female and male respondents confirmed that the establishment of (flower and herb) farms has changed the social interaction of men and women within the community. Several examples were given that workers ‘forwarded’ their knowledge and awareness on gender and equal rights to their families and communities. The farms have also attracted youth from neighboring villages, towns and regions of Oromia Region where the farms are located. Thus, the impact of the employment creation in the local market is visible, where small and medium level markets emerged to satisfy the demand of the workers. Residents also constructed dormitories and earned money from the rents.

5.4 Unintended/negative changes and challenges

This section highlights some of the unintended or negative changes that were identified during FGDs and interviews.

Exposure to pesticides

Farm managers stated that the farms have considerably reduced the use of chemicals in the last 3-5 years. The collection and analysis of data to confirm this statement was out of scope of this research. However we would recommend the farms to record and publish data on (reduced) pesticide use, because the exposure to high amounts of chemicals was still highly rumored and has created tensions among workers and the surrounding communities. The story of a female worker (box 4) who joined the farm illustrates this :

Box 4: Quote female worker: “I was not aware of the flower farms and health risks of pesticides before I joined farm. It was after I started working that my aunt’s husband insisted me to resign. He told me that no one is willing to marry women who work in the flower farms because they have a high rate of infertility and also are not good wives as they are busy on the farm 6 days a week and working late nights. However, since I was already liking everything of my new job I ignored him. So, it pleases me whenever I see pregnant women in the farm – because it takes away my fear of not getting pregnant one day when I am ready.”

The reduction of pesticide use was mentioned several times by respondents including farm management, but the application of Integrated Pest Management (IPM) techniques that makes use of biological predators, was not mentioned by anyone except management of some farms. It will be recommended that farms increase their communication with firm data to both workers and surrounding communities about the reduced chemical pesticide use and the new IPM techniques of pest control. There is need to increase awareness on the real workers’ exposure to chemical pesticides.

Use of Personal Protection Equipment (PPE)

During our visit to a greenhouse, a male transport worker was not wearing the PPE cloth as it was instructed. When we asked the GC member, she said that most young male workers think the PPE is not fashionable, and that it is too warm to wear PPE in the greenhouse. While the use of safety cloth and tools improved (see MSCs # 12), this aspect merits additional attention, to find out how widespread it is.

Lack of budget to implement plans of the gender committee

Lack of sufficient budget may hamper some gender committees to fulfill their role, as becomes clear from the below quote. Members of a GC (**quote**): “We are satisfied with the functioning of the GC. We have recognition by the management and also among workers. We have made an action plan for 2018 more focused on trainings for those newly joined GC members and refreshment trainings in addition to refresher orientations to the workers of the farm. However, we are not implementing it, due to budget and time constraints. We have not asked budget, because we just have the impression of not getting it so we are not encouraged to ask.”

5.5 Market /buyer's requirements on gender equality

Generally gender equality and women's empowerment are gaining importance on the international agenda about CSR and supply chain responsibility. The Center for the promotion of import from developing countries (CBI) 2017 market study for cut flowers and foliage²⁵ provides market trends, indicating that Corporate Social Responsibility (CSR) gains importance also in the flower sector and markets, and that the main sector actors realize and agree about the necessity to protect the environment and ensure good labor conditions. CBI also signals the growing consumer awareness and willingness to pay for responsibly produced flowers. CBI states that (cited)

“Corporate social responsibility becomes mainstream”. And explains: “Large retailers are increasingly demanding that suppliers of cut flowers and foliage adhere to environmental and social responsibility standards. Corporate social responsibility (CSR) is about your company’s impact on the environment and society. There is increasing consumer awareness of the environmental and social impact of production and worldwide trade of goods”... “This trend will continue as more retailers around Europe start offering Fairtrade, FFP or otherwise certified flowers. For exporters of sustainable flowers and foliage from developing countries this trend offers opportunities, although in most countries it is still a small niche at the moment. “

Considering standards: in most standards there is no explicit reference to gender, but workers should have an equal pay for equal jobs, non-discrimination based on race, sex, belief etc. Sexual harassment is unacceptable but generally equal opportunities are less well elaborated. In the health & safety category there are usually specific points of attention for women such as separate toilets and changing rooms / showers if relevant, and rules regarding the handling of pesticides or other chemicals that could be harmful for pregnant or breastfeeding women.

However in our study Fairtrade, MPS-social, EHP certificate (3-4) were indicated as standards 'paying attention' to gender equality, where certifying bodies consider the condition how gender related issues are treated within the organization. This was mentioned as a cause for 3 out of the 15 Most significant changes (see chapter 5.1, table 8).

²⁵ Source: CBI, 2017. Which trends offer opportunities on the European cut flowers and foliage market? CBI Market report. 7 pp. Center for promotion of imports from developing countries.

6. Conclusions

In this section the main conclusions will be drawn about the business case, outcomes and their causes. These will be linked to the hypothesis of the study (see 2.2), and the *UN Women's Empowerment Principles* – WEPs.

Outcomes regarding gender equality

The position of female workers and handling of gender issues in the 5 farms has considerably improved over the last 3 to 5 years and in some farms even before that. This conclusion is derived from the **Most significant changes and stories** collected during FGDs and interviews, and validated quantitative farm data. The most significant changes mentioned by a total of 30 focus groups can be summarized as follows:

- Improved labor conditions affecting women in particular, such as:
 - + allocation of breastfeeding time, mentioned by 50% of the focus groups as important change
 - + maternity leave, mentioned by 40% of the focus groups as important change
- Improved health and safety affecting women in particular:
 - + reduction of reported Gender Based Violence cases, mentioned by 37% of the focus groups as important change. The initial rise of reported cases was probably related to the increased self-confidence of women.. Aggregated data of 4 farms show that the number of GBV cases decreased by 32% in 2017 compared to 2015.
 - + clothing, health care, mentioned by 30% of the focus groups as important change
- Improved gender relations and women friendly culture (awareness), mentioned by 27% of the focus groups as important change
- Increased confidence and skills of women, mentioned by 37% of the focus groups as important change
- Improved relationship employees – management (through Gender Committee)
- Improved status and position of women (access to income and employment , status in community)
Farm data show that the percentage of women in management positions (data of 4 farms) increased from 26.3% in 2013 to 36.7%, hence an increase of nearly 40%. Their total number more than doubled from 20 in 2013 (out of 76 total) to 44 in 2017 (out of 120).

All these changes indicate improved job satisfaction, which, according to our hypothesis, should lead to improved business performance and ultimately increased company profits.

Referring to the 7 *UN Women's Empowerment Principles*²⁶, we conclude that the companies are implementing these, especially WEPs 2, 3, and 4. For WEP # 1 (*Establish high level corporate leadership for gender equality*) some companies are well underway.

²⁶ **UN Women's Empowerment Principles (WEPs):**

1. Establish high-level corporate leadership for gender equality
2. Treat all women and men fairly at work - respect and support human rights and nondiscrimination
3. Ensure the health, safety and well-being of all women and men workers
4. Promote education, training and professional development for women
5. Implement enterprise development, supply chain and marketing practices that empower women
6. Promote equality through community initiatives and advocacy
7. Measure and publicly report on progress to achieve gender equality

Contribution

A mix of gender interventions and other measures taken by the farms and undertaken by projects (EHPEA and others), as well as external factors, have contributed to the above-mentioned changes. The following gender interventions have played a major role:

- Pro-active and respectful attitude and positive decisions by farm owner/management (corporate leadership)
- Establishing and strengthening gender committees, which in most farms are appreciated by both male and female workers
- Training and awareness raising on gender issues, and a clear, communicated and implemented gender policy or HR policies (including Code of Conduct) and punishments
- Increased attention for gender related issues in the government and international arena, including standard setting organizations.
- Generally the interventions of the farms and Gender Committees is regarded as positive and effective by the respondents. While also the NGOs and Union are mentioned as drivers for change.

It became obvious that since late 2014 EHPEA and the two projects *Empower the source* have played a pivotal role in supporting the farm management on gender equality activities. The EHPEA project, with active support from BSR, contributed considerably by the support in the following areas:

- the capacity building and awareness raising of farm management, supervisors and gender committee members on gender equality and topics such as hygiene and sanitation, family planning, and nutrition
- the transformation and reactivation of women committees into functional and capable gender committees
- the development and strengthening of gender sensitive HR policies and Codes of conduct of the farms, including GBV and sexual harassment policies and grievance mechanisms. However for 2 farms the HR policy documents need to be further improved and completed, and for one farm to still be fully developed.
- The gender interventions by the EHPEA projects were generally found relevant and effective. Establishing the Gender Committees, preferably with female and male members, and training of farm managers and gender committees were key activities with good impact. The quality and completeness of the Gender & HR policies that were developed varied, and should be improved.

The farms apply each of them one or more 'Good practices', such as the company calendar that includes all activities of the gender committee in the year, or the posters besides the gates of each department and greenhouse, with names, functions and pictures of the gender committee members.

Business case analysis

Costs consisted of those of the gender projects by EHPEA and costs incurred by the farms. The costs of the EHPEA project 1 and 2 (including all costs) amount to respectively € 18.88 and € 9.20 per worker per year. In case of a farm targeting 500 employees for the first time this would hence amount to between € 4,600 and approximately € 9,400 in year 1 for the farm. In the second year the same group of workers would need a refreshment training probably at lower costs.

In addition the farms also have made costs, most of it in-kind staff time. The quality of the available data on costs of gender interventions by the farms did not enable to make an accurate estimation.

Benefits: in this study, we analyzed staff turnover, absenteeism and productivity as indicators (benefits) of improved business performance. Companies availed of certain data but not all that were needed for the analysis. The social, economic and political situation in Ethiopia has largely affected businesses performance in the last 5 years and had great impact on the business indicators and data (staff turnover, absenteeism and labor productivity). In some farms the labor productivity increased, as a result of the introduction of productivity bonuses and external factors (crop, weather). Staff turnover and absenteeism were heavily influenced by the unstable situation in the country. Hence we did not find a direct correlation between gender interventions and the selected business indicators (productivity, staff turnover, and absenteeism).

However our study did find positive results for workers, the majority women: improved relationships among workers (f/m) and with management, more satisfied and motivated workers, more healthy workers, reduced violence which means risk reduction, more women in management positions, and a reduction of the reported and resolved gender based violence cases.

These changes indicate improved job satisfaction, which, according to our hypothesis, leads to improved business performance and ultimately increased company profits. This is fully in line and evidenced by the IFC and McKinsey reports that were referred to in chapter 2. Moreover, most flower farm owners and managers stated that the (gender) investments pay off, and most see gender interventions as rational and necessary for them to stay in business, not in the last place because the majority (up to 80%) of their workers is female.

Challenges encountered

Although farms employ a lot of (young) women and are interested in improving the labor conditions and employee performance, they also encounter challenges, that are partly gender- related. The key challenges are:

- low level of education and awareness about gender among the majority of workers
- high turnover of staff and sometimes also gender committee members, hence the need for continuous training and awareness raising
- inactiveness of a gender committee, due to lack of budget, support or motivation by farm management
- gender committees seen by male works to be too much female focused

Sustainability

Irrespective of support provided by gender projects such as EHPEA's, the farms seem to have the intrinsic motivation and commitment to sustain and carry on with their gender policies and interventions, as it seen as 'business wise'. However to sustain and further improve the outcomes the farms expressed their need for advanced capacity building support, sharing of experiences and good practices in the sector, and access to innovative technologies (e.g. adapted admin systems to keep and manage gender sensitive records).

7. Recommendations

The recommendations make reference to the *UN Women's Empowerment Principles (WEP 1-7)*.

WHAT FARMS CAN DO:

Endorse / implement the UN Women's Empowerment Principles

- Endorse the WEPs and join this UN initiative of over 1,800 companies around the world. The WEPs can be endorsed by signing up to them (signing the CEO statement at <https://www.empowerwomen.org/en/weps/signtheweps>). The endorsement of the WEPs can be communicated internally and externally, integrated in the general vision, company values, and/or sustainability plan. See for example at <https://www.empowerwomen.org> how other companies have done this. The WEPs can then be used as guidance for actions.
- Sustain and further develop the work on WEPs 2, 3, and 4, and implement the other WEPs (especially 1 and 7). The *Women's Empowerment Principles Gap Analysis Tool (WEPs Tool)* ²⁷ helps companies to identify their strengths, gaps and opportunities to improve their performance on gender equality.

Corporate leadership on gender equality (WEP 1)

- Owners paying positive and regular attention and respect to their workers: this largely contributes to a respectful atmosphere and working relationships among workers and with management. Commitment can be formalized and translated into actionable strategies with specific goals and time-bound, measurable targets. Companies can also communicate their support to gender equality internally and externally.

HR and Gender Policies (WEP 2)

- Further improve /put into place their gender sensitive HR policies, and ensure the budget. A review can be done by the HR manager and gender committee, supported by expert organizations such as BSR. The policies should include a non-discrimination clause (explicit on gender and preferably also include marital and pregnancy status), provides for equal opportunities with regard to recruitment, remuneration, promotion, training, termination and pension; the provision of maternity leave and paternity leave; protection to women during pregnancy; childcare benefits and special leave or working time arrangements for workers with family responsibilities. If more detail is needed, we refer to existing guidelines such as the BSR gender equality Codes of conduct or IFC investing in women's employment.
- Ensure confidential, unbiased, non-retaliatory grievance procedures allowing female and male workers to make comments, recommendations, reports, or complaints concerning their treatment in the workplace regarding gender equality.
- Formalize these grievance procedures (including GBV and sexual harassment) and ensure that the procedure itself and the mechanisms to make a complaint, are gender sensitive including by ensuring workers can report a complaint or incidence to multiple persons/bodies, such as

²⁷ Source: <https://weps-gapanalysis.org/about-the-tool/>

gender committee, their supervisors and HR manager. And enforce it consistently, as this clarity is an effective warning for other workers

- Clarify and communicate to all workers the gender sensitive HR policies and type of grievances workers can report, including topics of particular interest to women
- Promote and ensure a mixed composition of Gender committees, with female and male members
- Develop opportunities for female greenhouse workers to earn a substantial bonus for their work in the greenhouse such as crop monitoring and harvesting, which is key for final product quality. Many respondents mentioned a placement in the greenhouse coming from the pack house, as a punishment. They feel the difference in remuneration and the absence of a substantial productivity bonus in the greenhouse is not fair.
- Pay attention to and celebrate the Global Women's day (8th of March)

Working conditions, health and safety (WEP 3)

- Adopt best practices such as provision of free lunch/ cheap meals: this is much appreciated and leads to satisfied workers who will improve their quality of work
- Consider day care facilities for mothers, possibly with neighboring farms: the recommendation and request from workers to establish day care deserves due attention because it most probably will increase workers' satisfaction, retention, and the rate of return of new mothers. Female workers mentioned the lack of day care facilities and the difficulty to find affordable nannies as an important reason to stop their farm work.
- Communicate in and off farm on the (reduced) use and effects of chemical pesticides, including effects on reproductive health, and the Integrated Pest Management (also covers **WEP 6**)
- Drinking water: collaborate with specialized actors to enhance the year-round adequate access to clean drinking water at the farm and in the community (also covers **WEP 6**)

Promote education, training and professional development of women (WEP 4)

- Continue and strengthen the education and (skills, other) training support of women, both for on-farm and off-farm activities. Farms can consult female workers about their own priorities in training, and develop an education and training plan.

Implement enterprise development, supply chain and marketing practices that empower women (WEP 5)

- Consider to establish a saving and credit cooperative: it has shown to have a very positive impact on the lives of workers and their work motivation (maybe under 6?)

Measure and publicly report on progress to achieve gender equality (WEP7)

- Publish progress on gender equality as part of the Annual Sustainability or CSR report²⁸

²⁸ See Global Reporting Initiative (GRI) and IFC Embedding Gender in Sustainability Reporting: a Practitioner's Guide

WHAT IDH, FSI, EHPEA, BSR AND OTHER SUPPORTERS CAN DO:

Learning & good practices / Corporate Leadership on gender equality (WEP 1)

- Promote more exchange and mutual learning between farms in the sector, making use of good practices identified. During interviews, farms have shown interest to learn from others and about the results of this study.
By:
 - 1) Sharing results of this study
 - 2) (In)formal exchange visits between gender committees and/or HR staff of different farms: aiming to facilitate peer to peer advise and sharing of information and good practices
 - 3) Regular meet ups of managers: for learning and strategies towards common/ sector issues
 - 4) Organization of “open greenhouse” days, with aim to show the farm to surrounding communities and local government representatives: will result in improved image and better relationships
- Promote together with farms, ceremonies with awards for best performing workers, based on both quantifiable and qualitative indicators

HR and Gender Policies (WEP 2)

- The current EHPEA project should also assess the quality of the existing /already developed gender policy documents of the farms, and assist to improve, where needed, and share good practices / policies.

Community initiatives (WEP 6)

- Develop a strategy with farms to communicate more pro-actively to workers and communities, about the (reduced) use of chemicals and the application of alternative methods such as Integrated Pest Management (IPM). Posters and other communication tools that are contextualized to the local situation and language, will create a better and realistic understanding of the new practices. This will help to reduce the circulation of rumors based on practices that have already been abandoned for several years.

Promote Gender sensitive data collection and management information/ Measure and publicly report on progress to achieve gender equality (WEP 7)

- To develop with the farm management a data collection system of key indicators and records (sex disaggregated) to be collected, producing management information. The aim is to effectively assess costs and benefits of gender interventions in a consistent way, and to use it as management information. This promotes learning and improving practices. Important to ensure the participation of those who will measure and document the data, as their understanding and commitment is necessary for the success. The system should preferably be linked or integrated in the existing data collection process.
GRI and IFC²⁹ offer a guide with practical suggestions about reporting on gender.

²⁹ See GRI and IFC Embedding Gender in Sustainability Reporting: a Practitioner’s Guide

Annexes

1. Terms of Reference
2. List of persons and relevant stakeholders interviewed
3. Overall Time schedule Flower Gender Business case study
4. Detailed time schedule of farm visits; sample AQ Roses visit
5. List of documentation reviewed
6. Map of farms visited by the consultants
7. Selection of the farms for the study
8. Methodology (final version 2nd March 2018), separate document
9. Most Significant Change method: description
10. A) Sample of interview format workers
B) Sample of interview format gender committee
11. Details on trainings provided by EHPEA
12. EHPEA Empower the source project description

Annex 1: TOR

See separate document

Annex 2: List of persons and relevant stakeholders interviewed

Staff of BSR, FSI, IDH

EHPEA staff

For each of the 5 selected farms:

Senior management

Operational managers (supervisors etc.)

Female and male workers

Gender Committee members

Clinic nurse or hospital doctor

For some farms:

Community representative

Union representative

Owner

CFO

Annex 3: Overall Time schedule Flower Gender Business case study

ACTIVITY	Period/date
Preparation of farm visits, logistics etc.	April - 13th May 2018
International travel	13-14 May
Team preparations, Interview EHPEA team, travel to Ziway	14 May
AQ Roses Farm visit	15-16 May
SHER Farm visit	17-18 May
Review & analysis first 2 farms	19 May
Dummen Farm visit	21-22 May
Joytech Farm visit	23-24 May
Minaye Farm visit	25 -26 May
Data processing/analysis 5 farms, report writing	29 May - 19 June
First Draft report to IDH	20 June
Final report to IDH	25 September

Annex 4: Detailed time schedule; sample of AQ farm visit

Time Schedule AQ Roses Gender Business case study 15- 16 May 2018						
Date	Day of the week	Time	Location	Activity	Research team member(s) initials	Comments
15th of May	Tues.	9:00-9:30	AQ Rose	Team introduction with management of the farm	All	
		9:30-10:30	AQ Rose	Interview: Owner/CEO/HR manager	All	
		10:30-12:00	AQ Rose	Reviewing collected data from farm's record with HR staff/contact person	JS, JL	Team will split *)
		10.30 - 11.30	AQ Rose	Interview Gender Focal person	HT, AA	
		12:00-13:00		Lunch		
		13:00-14:30	AQ Rose	FGD: Female workers group 1	All	
		14:45-15:45	AQ Rose	Interview: 2 Female workers (non beneficiary)	HT, JL	
		14:45-16:15	AQ Rose	FGD: Operational Managers	AA, JS	
		15.45 - 16.45	AQ Rose	Interview: Farm nurse	HT, JL	
		16.15 - 17.00	AQ Rose	Reviewing collected data from farm's record with HR staff/contact person	JS	
		17.30-19.00	Hotel	Reflection research team	All	
16th of May	Wed.	8:30-10:00	AQ Rose	FGD: Gender Committee	All	
		10:00-11:00	AQ Rose	Interview: 2 Male workers	AA, HT	
		10:00-11:00	AQ Rose	Reviewing collected data from farm's record with HR staff/contact person	JS, JL	

		11:00-12:30	AQ Rose	FGD: Female workers group 2	HT, JL, AA	
		12:30-13:30		Lunch	All	
		13:30-15:00	AQ Rose	FGD: Male workers	AA,HT, JL	
		13:30-15:00	AQ Rose	Reviewing data/farm records with HR staff/contact person	JS	
		15.00 - 16.00	AQ Roses	Wrap up and finalise visit with CEO/HR manager	JS	
		15:00-16:00	Community	Interview community leader	all	
* for part of the visit the team will split up and have parallel interviews FGDs						

Annex 5: List of documentation reviewed

All reviewed references and documentation are indicated in footnotes.

In addition the following EHPEA project documents have been reviewed:

Pilot project:

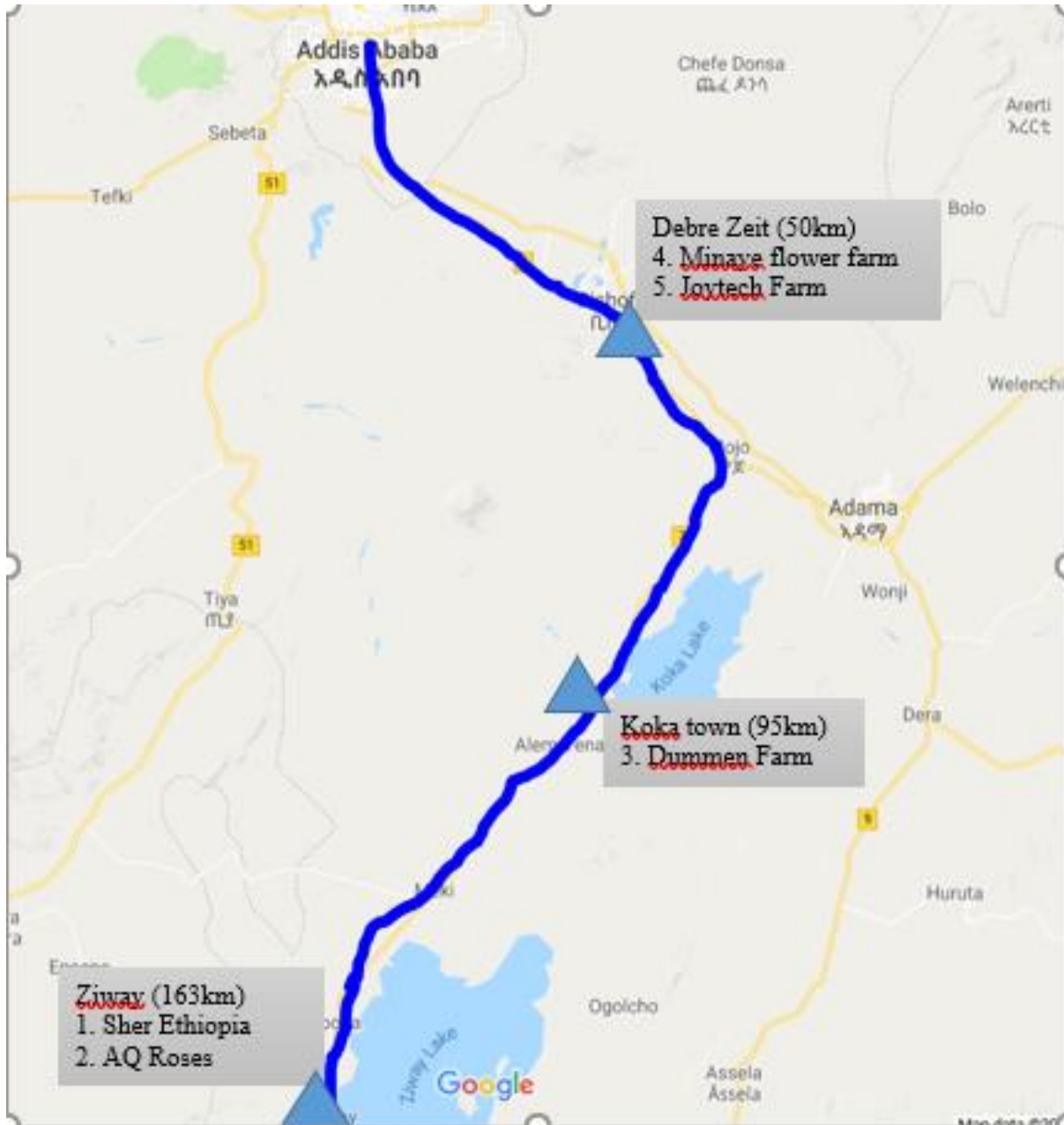
- Project proposal
- Baseline survey
- Financial reports 2014-2016
- End line survey & recommendations
- EHPEA, 2015. Training manual for farm management on gender sensitive management and promotion of workers right in the work place. 58 pp.
- EHPEA, 2015. Code of Practice for Sustainable Flower Production Version 4.0 Issue Date January 2015

Second phase project:

- Project proposal
- Mid-term narrative report (Jan – June 2017)
- KPI report (Jan – June 2017)
- Financial reports 2017

Annex 6: Map of farms visited by the consultants

With indicated distance to Addis Abeba (km)



Annex 7: Methodology

See separate document

Annex 8: Selection of farms for the study

Selection of farms

In consultation with EHPEA, BSR and IDH/FSI a selection - in two steps - of farms has been made out of the 42 farms participating in the EHPEA second phase project. The aim of the farm selection for this research was to select the companies that are best performing on the gender interventions, reporting, support and achievements. Hence the selection was NOT representative for or be an average of all 42 farms.

Step 1:

Based on the knowledge of EHPEA and BSR and based on below criteria the EHPEA staff made a first selection of 8 farms . These farms responded most positively to the criteria:

1. Farm has a gender committee established
More than 50% on awareness performance
Handling grievance mechanisms on GBV documentation activities observed
2. Farm has workplace policies and reporting procedure in place
3. Extraordinary support of farms for their gender committee members: gender office on farm, own budget spends on gender (T-shirts), budget for gender committee
4. Extraordinary support from farm management for the farm gender committee members: technical support through creating linkage with local stakeholders
5. Provide affirmative action for the workers so as to support women workers; provide special training for women on the farm.
6. Record keeping in place.
7. Diversity in ownership.
8. Diversity in products and markets.
9. Diversity in big-small.

Step 2

As a next step, all 8 farms were informed about the study and their participation was requested. Out of the 8 farms, the first 4 farms that responded positively were proposed by EHPEA to be selected for the study. In addition, one other farm was added to the list, with the reason that they were best performing and would ensure a bit more diversity in the scope of the research as cutting farms offer a slightly different context than flower production farms.

FARMS SELECTED	Sher Ethiopia	AQ ROSE P.L.C	MINAYE FLOWERS P.L.C	JOYTECH P.L.C	Dümmen Orange
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The above described selection process was *purposively biased*, as it aims to select the best performing farms. In this situation it will be important to seek a good understanding of the underlying reasons (conditions, criteria) for the selected companies to adopt so well the gender interventions and policies. Doing so it may also become clear which constraints or challenges the other companies face to adopt the same. Considering the 5 selected farms, besides the common criteria such as commitment and successful gender interventions, the companies seem to represent a sufficient level of diversity, when it comes to other features such as: the size of the company (large, medium), ownership (foreign, Ethiopian), type of product (flowers, cuttings,.), and level of internal certificate (Silver and Gold).

Annex 9: Most Significant Change (MSC) method combined with an FGD

The use of a simple MSC will especially look for changes among the targeted beneficiaries (company, workers (f/m), gender committee and communities) in terms of their satisfaction, working conditions, GBV, implementation of gender policies, etc. Here we refer to changes as a result of the increased awareness and training on gender equality and other project interventions: - What use was made of the training topics learned? The question becomes how the gender interventions have influenced the overall performance of company and the workers' productivity and satisfaction with their position and working conditions. Which part of the workers has benefitted and why this part? Have respondents observed changes in the surrounding communities? Which and what would be the causes?

This MSC tool serves very well for collecting more qualitative information from the various stakeholders and beneficiaries. This qualitative information will deepen the insights and understanding with regard to the quantitative information, and the underlying processes: which factor(s) caused this change and how did that happen? In the table we have briefly elaborated our experiences and the advantages of using this tool.

Based on our field experiences in several evaluations with this tool, MSC offers the following advantages:

- It is highly suitable to collect result and impact related information in an open manner, producing info on planned as well as unforeseen changes and impacts. MSC also looks for the reasons behind changes described (the WHY question) so that these changes are well understood
- The information generated by the MSC can easily be related to the result chain. MSC information is often diverse and rich, well illustrating the planned changes at different points of the result chain. It therefore contributes to validating the result chain. It brings in elements of field-based evidence, provided that the team takes proper care of the quality of information about these changes.
- The MSC will then also enable us to review and reconstruct the result chain, if need arises. It therefore constitutes an important basis for conclusions or formulate recommendations for upscaling and/or replicating
- In our experiences MSC is highly appreciated by project staff, as it produces rich sometimes surprising information on - intended and unintended - changes; it builds their capacity to learn by practicing.
- The answers provided by different stakeholders, whether among the final beneficiaries (looking at gender and age) and between the various value chain actors will usually vary, because each actor will follow his/her own perspectives. These different views and appreciations of changes will deepen the learning and reflection. They also enable the evaluators to validate and triangulate collected information and data.

For the proper application and use of MSC an interview format is used with a set of open questions that serve to collect key information on the various changes that respondents have experienced and their appreciation of these changes.

We recommend to do the FGD with 5 to 8 persons of the same category (categories of workers, gender committees) and to have a separate FGD for men and women.

Materials needed:

- Flip charts and 10 markers to list the results of the FGD (make it visible to the group)

Annex 10 a: Sample of interview format for workers

EHPEA IDH/FSI BSR - Empowering the source project: phase 1 and 2 Flower Gender Business case study

Interview format for FGD with Workers (male/female)

Name interviewer(s):

Date & time of FGD:

Place:

Name company:

Number of workers in FGD:

Female/Male

**INTRODUCTION AND PURPOSE OF STUDY, CONFIDENTIALITY AND ANONYMOUS HANDLING OF DATA.
Ask if there are questions about this.**

	QUESTIONS	ANSWERS
	WORK AT COMPANY	Use flipchart # 1 for questions 1-6
1	Since when are you working at this farm? #of years , see --> and note # of workers in each category	Use flipchart to note responses: Less than 1 year: Between 1 and 3 years: Over 3 years:
2	What kind of work do you do? Please specify. Count how many workers do each kind ofwork.	Use flipchart : 1. Cutting : 2. Maintenance: 3. Packing : 4. Other: 5. Other
3	Which gender interventions/ activities have you observed since you started working for the farm? <i>In other words: what activities did the farm undertake to improve the working conditions for women and men?</i>	Add on flipchart and make <u>list of gender interventions/activities.</u>
	Training received	
4	What training did/do you receive as workers? From whom? How often?	Note on same flipchart, a <u>list of trainings received</u> , duration (# of days), when (year), and topics.

5	How do you rate the trainings that you received ? And why?	Note on flipchart
6	What has been your “take aways” or benefits from the training?	Note on flipchart
	Most important changes	USE Flipchart # 2 for responses 7- 11:
7	<p>What are the Most Important Changes at the farm and for workers since 2013?</p> <p>First ask this as an open question. Note down responses with marker on a Flipchart. Make 4 columns: 1) Most important changes, 2) Causes, 3) For whom (was this a change) 4) Remarks <u>After noting responses:</u></p> <p>Check on absenteeism/retention and staff turnover: was there a change?</p> <p>Check on productivity issues: was there a change in your production/day, benefits, product quality? Bonusses? Pls specify.</p> <p>Check on working conditions : have you observed changes in Health and safety? The workers satisfaction level? Is there a difference for male/female workers? Please give examples.</p> <p>Check behavior and attitude of workers/supervisors: was there a change at your workplace?</p> <p>Check on trust or respect between workers : have you observed a change ?</p> <p>Check on communication: any changes?</p> <p>Check: were there other changes?</p>	<p>USE FLIPCHART # 2 TO MAKE A LIST OF MOST IMPORTANT (SIGNIFICANT) CHANGES for farms AND for workers</p> <p>Try to come to a list of max 10-12 changes.</p>
8	What contributed most to each of these changes? (Identify the causes)	Write behind each change, the cause. What has caused this change?
9	Who benefitted (most) from these changes?	Write behind each change who benefitted from it, e.g. certain categories of workers (male/female), gender committee members, others.
	Impact beyond work/communities	
10	Do the mentioned changes affect your personal/family life? If so, in what way? Can you provide examples?	

11	Have there been changes in your community or surrounding communities regarding gender in the last 3-4 years? If yes, give examples.	
	Gender committee	
12	Gender committee: what activities do they undertake? Which are most important and why?	
13	What is your assessment of the functioning of the gender committee? Can you give examples?	
14	To your knowledge: what is the most common problem for workers at the farm? E.g. in relation to health, in relation to wages and benefits, in relation to workers satisfaction, other.	
15	What did you do when you had problem and/or a complaint related to gender? Do you have a space to discuss issues privately? To whom did you report ? How was the follow-up afterwards?	
16	Please describe a case and the way it was dealt with, is it solved? how was the solution communicated to you? By whom?	
	Sustainability	
17	Sustainability: which comment can you give us whether the changes will be sustained in the coming years, after the EHPEA project has ended? Please provide examples of sustainability. If the results are not sustainable, why not?	
18	External appreciation: did you receive any comments from people outside the company about the mentioned changes? E.g. in town/the village? Explain.	
19	Do you have recommendations to further improving the position/conditions of women in the company? Y/N. Please provide suggestions.	
20	What is your recommendation for further improvement of workers conditions?	
21	Any final comment or question that you wish to share with us?	

Annex 10 b: Sample of interview format gender committee

EHPEA IDH/FSI BSR - Empowering the source project: phase 1 and 2 Flower Gender Business case study

Interview format & FGD for Gender Committee

Name interviewer(s):

Date of interview:

Place:

Name company:

Name and functions of person(s) in interview:

Gender Committee: # of male members: # of female members:

Introduction and explanation of interview

	QUESTIONS	ANSWERS
	Gender committee & functioning	
1	How many men/women are member of this committee? How many of you are member since the beginning? How were you selected for this role?	
2	How and when was the gender committee created?	
3	What training did/do you receive as a member of the committee? From whom? How often?	Make list of trainings received, duration (# of days), when (year), and topics. <u>Use flipchart.</u>
4	How do you rate the trainings that you received ? And why?	
5	How often do you meet? Do you keep records of gender committee meetings? Can anybody check your minutes of meetings ? What do you discuss? Who do you report to?	# of meetings in 2017, 2016, 2015, 2014, ...?
6	Do you receive any incentive /support from the company for your task? During or outside working hours?	
7	To your knowledge: what is the most common problem for workers at the farm? E.g. in relation to	

	health, in relation to wages and benefits, in relation to workers satisfaction, other.	
8	What do you do when a worker comes to you with a problem and/or a complaint; do you have a space to discuss issues privately? Where do you record the case if it concerns sexual harassment? To whom do you report this? How is follow-up afterwards?	
9	Please describe a case and the way you dealt with it, is it solved? how is the solution communicated to workers?	
10	From your records, or memory : how many GBV cases were reported in 2015, 2016, 2017 ?	
11	What is your assessment of the functioning of the gender committee? Can you give examples?	
	Impact/ changes	
12	<p>What are the Most Significant Changes at the farm since 2013? First ask this as an open question. Note down responses with marker on two Flipcharts: 1) Farms, 2) for workers. Make 4 columns: 1) Most important changes, 2) Causes, 3) For whom was this a change? 4) Remarks</p> <p><u>After noting responses:</u></p> <p>Check on absenteeism/retention: was there a change?</p> <p>Check on productivity issues: was there a change in production/day, income /worker, product quality? How did you notice?</p> <p>Check on working environment : have you observed changes in the workers satisfaction level? Please give examples. What has been the cause?</p> <p>Check behavior and attitude: To your opinion do you perceive any changes in attitudes and behavior at workplace?</p> <p>Check on trust or respect between gender committee and workers</p> <p>Check: were there other changes?</p>	<p>USE FLIPCHARTS TO MAKE A LIST OF MOST IMPORTANT (SIGNIFICANT) CHANGES,</p> <p>for farms AND for workers.</p> <p>Try to come to a list of 10-12 changes.</p>

13	What contributed most to each of these changes? (Identify the causes)	Write behind each change, the cause. What has caused this change?
14	Who benefitted from these changes?	Write behind each change who benefitted from it, e.g. certain categories of workers (male/female), gender committee members, others.
	Impact beyond work/communities	
15	(How) Does your role as gender committee member affect your personal/community life? E.g. do you also give advice in your community? Can you provide examples?	
	Sustainability	
16	Sustainability: which comment can you give us whether the results will be sustained in the coming years, after the project has ended? Which indications or conditions of this sustainability have you observed? Please provide examples of sustainability? Be specific. If the results are not sustainable, why not?	
17	External appreciation: did you receive any feedback about the appreciation of the gender interventions by the company /committee from other stakeholders? in villages? Explain.	
18	Any final comment or question that you wish to share with us?	

Annex 11: Details on trainings provided by EHPEA

Below information is sourced from BSR (Title "Farm database BSR"), and provides details of the training provided to 8 selected farms, of which 4 were selected for our study. In total 6 trainings with different content were provided to the gender committees and/or HR & middle management of the farms. The choice of content was based on the need of each GC and training received before.

The type of training refers to the numbered description below the table.

Farm	Baseline data	Total amount workers/fem	# peer ed/type of trainings	Last report
1.	Koka, Desa plant dec.2016	775/659	10/ 1.2.3. 4	December 2017
2.	Minaye, Derezeit Dec. 2016	434/293	13/ Refresher 2	May 2017
3.	Ziwey Roses Febr. 2017	1295/881	8/ 1. 2.	Some farm gender committee members are left the farm. Consequently, Re-election of farm gender committee members was conducted. They participated on the trainings. Oct 2017
4.	Her Burg Roses Febr 2017	954/339	11/ refresher GBV	On pic. Only women! Ongoing
5.	Derba Flower Dec. 2016	331/206	7/1.2.3.4.5.6.	Dec. 2017; 253 reached
6.	JoyTech, Debrezeit Dec. 2016	1644/1466	8/refresher 1.2.	May 2017; 500 reached

7.	Rainbow Colours Dec. 2016	300/220	5/1.2.	
8.	Sher Ethiopia, Ziway 2016	13000/10400	53/3.	Oct 2017; 6822 reached

Training topics (same as numbered in above table)

1. **Role and responsibility of gender committee:**
Concepts/terminologies of gender, why Gender committee in farms; roles and responsibilities of GC; types of Gender based violence (GBV) and criminal law of Ethiopia; International, regional Human rights treaties signed by Ethiopia
2. **Personal Hygiene**
3. **Nutrition**
4. **Sexual harassment as violation of women workers right**
5. **Unknown**
6. **Family Planning**

1st training: Role and responsibility of gender committee

Role and responsibility of gender committee training were given for selected farm gender committee members on the farm. Training contents were

1. Concepts of Gender and terminologies
2. why Gender committee in Farms
3. What are the roles and responsibilities of Gender committee in farms
4. Types of Gender based violence (GBV) and criminal law of Ethiopia
5. International, regional Human rights treaties signed by Ethiopia and GBV
6. Supremacy of the Ethiopian Constitution in fight against GBV

The training methods were interactive mini lecture, group discussion and Presentation. Participants said that the training help to tackle workplace gender based violence. Finally, the training participant develop action plan to deliver training(outreach) for the general workers through peer discussion .

2nd training: Personal Hygiene

Personal Hygiene training were given for farm gender committee members on the farm, the training contents were

- What personal hygiene mean
- How to keep personal hygiene
- Disease causes by lack of personal hygiene
- How to keep personal hygiene with in the farm

The training method were interactive mini lecture, group discussion and demonstration on how to wash hand . Finally the participants develop action plan to deliver training(outreach) for general workers through peer discussion.

Middle management meeting

Gender sensitive management and workers right training delivered for the farm Human resource manager and compliance manager in EHPEA meeting hall. Training contents were:

- Concepts of gender and terminology
- Gender mainstreaming
- Gender and Development
- Workers right policy, laws and code of practice
- International, regional Human rights treaties signed by Ethiopia
- Ethiopian Law about GBV
- International trade standard requirements
- Business benefits of fighting gender based violence
- how to establish farm gender committee and farm gender and Anti sexual harassment policies based on draft policies.

Training method were interactive lecture and group discussion and presentation. Training participants said that the training was important to create decent work environment with in the farms and also improve workers and managers relation. Finally, they put time frame on action plan to develop farm gender and anti-sexual harassment policies and establish farm gender committee based on draft policies develop by EHPEA gender department.

3rd training: Nutrition

Training on Nutrition was given for farm gender committee members on the farm. The training contents were

- What healthy eating mean
- Kind of diseases associated with unhealthy eating habit.
- How to prevent disease causes by unhealthy eating style.
- How one can eat healthy without spending a lot of money
- The important of water drinking and kind of diseases associate with inadequate drinking water

Training methods were mini interactive lecture, small group discussion and presentation. Finally the farm gender committees develop action plan to address the rest workers and also discussion were also conducted with the farm management members on how to provide consistent support for farm gender committee members

4th training: Sexual harassment as violation of women workers right

Sexual harassment as violation of women workers right training were given for the farm gender committee members on the farm. Which aims to:

- Create understanding of what is sexual harassment is, its characteristics, experiences of other countries with regard to handling sexual harassment

- To provide Gender committee with the deep understanding of sexual harassment consequences and how it can be handled and prevent it from happening.
- To create awareness on the legal remedies to sexual harassment and what the committee can play in implementing this laws.

The training contents were;

- Defining sexual harassment
- Legal definition of sexual harassment- other countries experience
- Forms and characteristics of sexual harassment
- Consequences of sexual harassment.
- Wrong perception of sexual harassment and realities
- Prevention of sexual harassment

Training methods were interactive lecture, small group discussion, case study and Video .Lastly farms gender committee members discussed on how to deliver the training for the rest workers with peer top peer strategy within a month.

In addition, Expert from BSR/HER project was present at the training and discussed with the farm gender committee members regarding promotion of gender equality and addressing gender based violence with the farm. Moreover, discussion was also conducted with the farm management on the farm gender policy and for continuing support of farm management for the gender committee members.

*Training on Nutrition were given for farm gender committee members on the farm, which aim to improve workers awareness on Nutrition including water . The training contests were

- What healthy eating means
- Kind of diseases associated with unhealthy eating habit.
- How to prevent diseases causes by unhealthy eating style.
- How can one eat healthy without spending a lot of money
- The importance of water drinking and kind of diseases associated with inadequate drinking of water

Training methods were mini interactive lecture, small group discussion and presentation. Finally the farm gender committees develop action plan to address the rest workers and also discussion were also conducted with the farm management members on how to provide consistent support for farm gender committee members.

6th training: Family Planning

Family Planning training was given for the farm gender committee members which aim to improve farm workers awareness and practices on utilization of family planning service so as to prevent themselves from unwanted pregnancy and sexual transmitted diseases which are caused by poor utilization of family planning service. The training contents were

- Family planning and its benefit for the health of Mothers, Children , Family and Nation
- Traditional family planning methods and their drawbacks
- Modern family planning methods and their advantages


- Where workers can get family planning services


the training methods were interactive mini lecture ,small group discussion and presentation, demonstration . Finally the farm gender committee developed action plan to train the rest of farm workers through outreach peer to peer discussion within a month.

Annex 12: EHPEA Empower the source project description

Source: BSR Empower the source project description (4 page summary, undated, received 28/08/2018)

Note: assumingly referring to *both Empower the Source projects (1 and 2)* because it notes an accumulated results, e.g. a number of 14,132 workers trained and refreshed by GC members

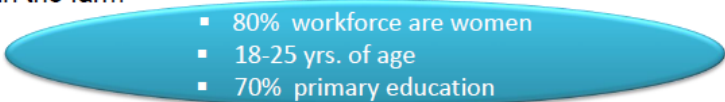




Why Gender in horticulture

According to EHPEA Baseline and PHE studies revealed that most Horticulture farms


Workplace	Workers
<ul style="list-style-type: none"> Farms don't have specific policy on Anti - sexual harassment and gender equality Farm Management lack knowledge in area of gender and its benefit Lack necessary commitment to implement national law regard to gender equality No. unit that representing gender issue in the farm 	<ul style="list-style-type: none"> Workers have limited access to health and gender related information's Low health seeking behavior regarding Hygiene, sanitation, family planning , Nutrition Lack of awareness on gender based violence and it legal aspect



- 80% workforce are women
- 18-25 yrs. of age
- 70% primary education

Empowering the Source project Description

Workplace	Workers
<p style="text-align: center;">Strengthening Workplace Systems</p> <ul style="list-style-type: none"> Policy Review - specific sexual harassment and gender equality Management training on gender sensitive management Establish Gender Committee 	<p style="text-align: center;">Building Capacity and Supporting Needs of Workers (Worker Trainings)</p> <ul style="list-style-type: none"> Roles and responsibilities of Gender Committee in regards to Gender Based Violence (GBV) Workplace Sexual Harassment Hygiene and Sanitation Nutrition Family Planning



Gender Committee

Project result

- 40 farms are engaged on the project
- 50 HR managers trained on Gender Sensitive Management & workers right
- 307 gender committee members trained and refreshed on Workplace Sexual harassment and Gender Based Violence, Hygiene and Sanitation , Nutrition and Family planning to provide training to workers.
- 14,132 workers trained and refreshed by gender committee members
- 71% project farms developed policy and reporting procedure
- 18 project farms received Project sustainability training and tools
- Linkage with the local Women and Children Office and project farm gender committee members established with 7(seven) cluster

Outcomes

Good for Works

Healthy workers



Equitable Workplace Policies & Systems



Positive Gender Relations

Good for business

Improved workplace environment

Higher Productivity
Reduced Absenteeism
Reduced Worker Turnover
Reduced Recruitment cost