



CASA

Commercial Agriculture for Smallholders and Agribusiness

**Developing a business case for
Women's Economic Empowerment**
September 2026



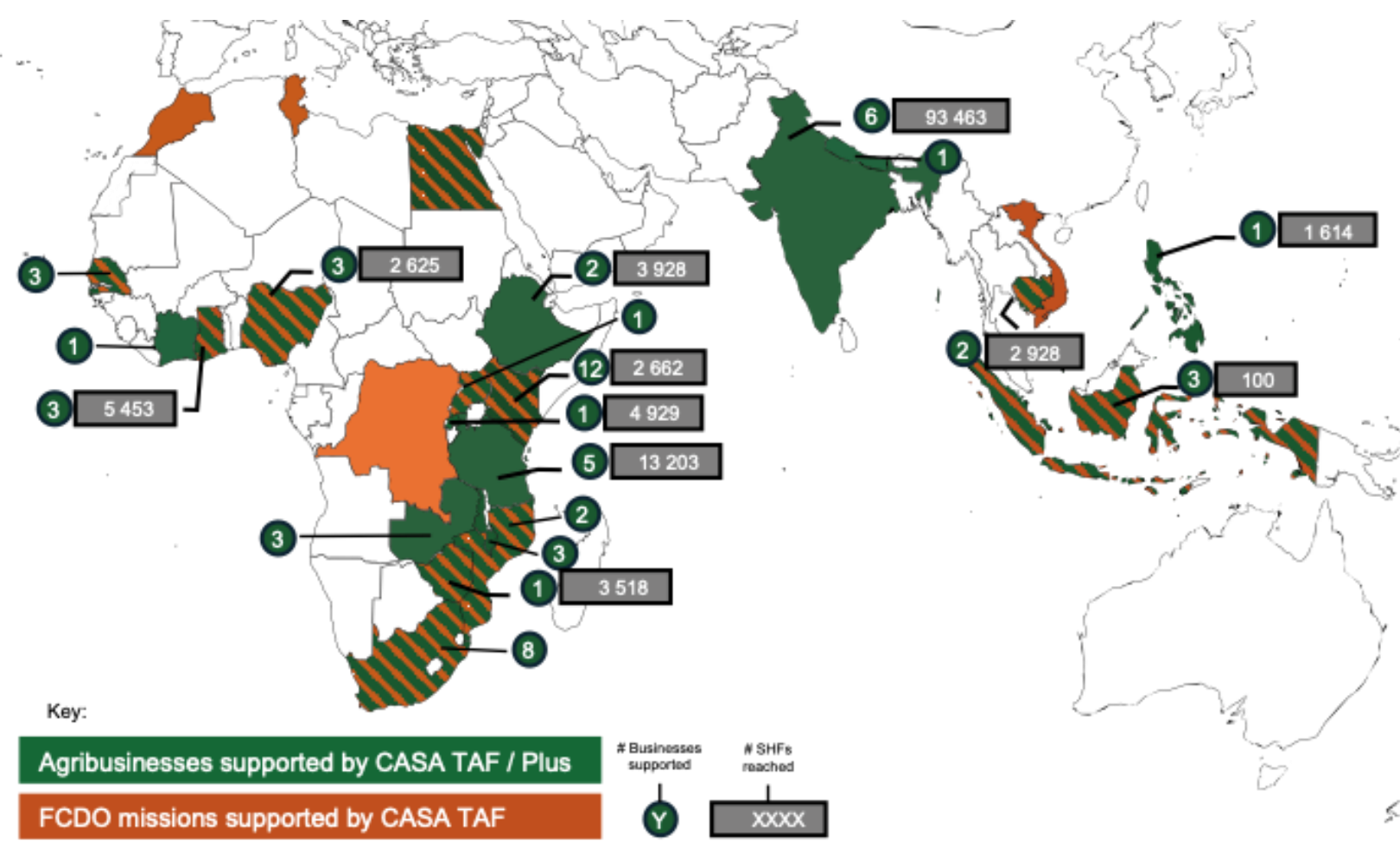
- **Chapter 1: Introduction**
- Chapter 2: WEE cost-benefit analysis framework
- Chapter 3: Putting the framework into practice
- Chapter 4: How to use the framework
- Appendix 1: Literature summary
- Appendix 2: Mapping gender CBA framework to gender analysis tool

Why does Women's Economic Empowerment (WEE) matter in agriculture?

- **Women's Economic Empowerment (WEE) is a basic human right which is also essential for development, economic growth, and smart business strategy**
- The economic costs of large and persistent economic gaps between men and women are enormous. Several recent studies find that the potential growth gains from reducing economic gender gaps are substantial
- There is also a large body of evidence documenting the positive human development and broader impacts of increasing women's economic participation. Increasing the share of household income controlled by women, either through their own earnings or through cash transfers, tends to increase the share of household spending on children's education and health, for example
- **Despite the known benefits of their economic empowerment, women and girls continue to suffer significant disadvantages in both economic opportunities and outcomes.** The World Development Report 2012, which centred Gender Equality and Development, lists among the persistent inequalities between women and men: lower labour force participation; segregation in economic activity; gender gaps in earnings; male-female disparities in responsibility for house and care work; and gaps in asset ownership
- The agriculture sector faces particularly stark gender disparities. A landmark 2023 report from FAO used several key statistics to highlight the importance of women in agri-food systems, the inequalities they face, and the implications of addressing them:
 - Globally, 36% of working women are employed in agrifood systems; this is significantly higher in Sub-Saharan Africa (60%) and Southern Asia (71%)
 - Women engaged in wage employment in agriculture earn 82 cents for every dollar that men earn
 - Due to differential access to inputs, services, finance and digital technology, the gender gap in land productivity between female and male-managed farms of the same size is 24%
 - Closing the gender gap in farm productivity and the wage gap in agrifood-system employment would increase global gross domestic product by 1% (or nearly USD 1 trillion). This would reduce global food insecurity by about 2%, reducing the number of food-insecure people by 45 million

Source: Delivering Women's Economic Empowerment through Agribusiness Partnerships: Lessons from CASA, June 2025

UK International Development funded CASA Technical Assistance Facility from 2019 to 2026 to drive green and inclusive growth across Africa and Asia



Key investor partners supported



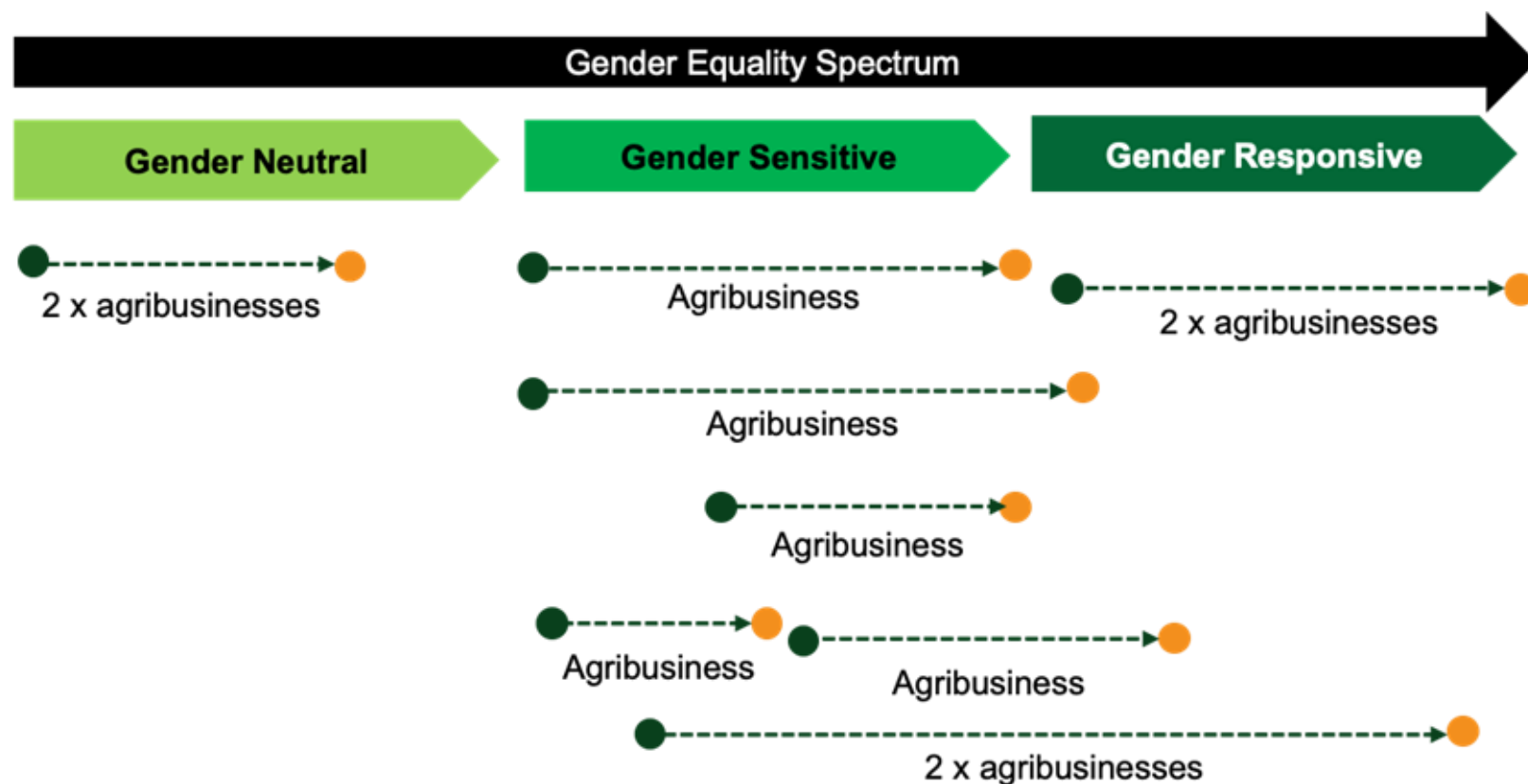
FCDO Missions supported

- Ghana
- Senegal
- Nigeria
- Kenya
- Uganda
- DRC
- S. Africa
- Zimbabwe
- Mozambique
- Egypt
- Morocco
- Tunisia
- Indonesia
- Cambodia
- Vietnam



CASA has been supporting client agribusinesses with improving WEE, tailoring the approach to the particular starting point of each country and value chain context

CASA business support along gender equality spectrum



- CASA supported its agribusiness clients with an initial diagnosis followed by technical assistance and advisory to help the business implement prioritized actions that have the potential to increase women's incomes and decision-making authority
- The diagnosis defined a company starting point as gender neutral, gender sensitive or gender responsive. CASA's goal was to meet businesses where they were, according to the particular starting point of each country and value chain context
- Over the course of the programme, CASA supported businesses to make progress along the gender equity spectrum by making changes to their operations that benefitted women's economic empowerment

Through the work, CASA has been promoting Gender-Responsive Business Practices (GBRP) to its agribusiness clients, starting with an analysis of the starting point

Example Gender-Responsive Business Practices (GBRP) analysis



- Gender-Responsive Business Practices are operational steps taken by businesses that are made with women's economic empowerment in mind
- CASA used an analysis that considered agribusiness starting point along several key dimensions including recruitment of staff, registration and support of women suppliers and worker safety

Despite good literature on the social impact of WEE, there is still relatively little data on the business impact – which is critical to help engage more agribusinesses in addressing WEE

Why is this study needed?

- There is little quantitative data supporting business case for WEE, which is generally stated qualitatively (if at all) or with isolated impact data (e.g., yield improvement but no financials) or project-specific statistics (that may or may not be more widely applicable)
- There is little to no commentary on the cost side of WEE initiatives or the complexities of calculating business cost (e.g., one-off vs. ongoing costs, how to calculate total cost of an initiative)
- Most evidence that does exist is from a different context: “There is limited evidence on the financial benefits of promoting women’s leadership development within SMEs in LMICs, because most current research focuses on MNCs and large firms in HICs” (WI-ROI paper)
- While there is significant literature on the benefits of diverse teams and women's leadership at management and board levels, the returns on women’s participation as suppliers and customers has been less of a focus.
- Stakeholders are calling for a shift from theory to action, specifically requesting a tool that moves beyond identifying priorities to providing practical guidance on how to implement a framework and clear metrics for success*

Objectives of the study

- The objective of this study is to explore the commercial value of initiatives that improve women’s participation, income and decision-making authority, and to develop a framework to track business-level cost-benefit analysis (CBA) on women’s economic empowerment initiatives
- The framework is designed to be adopted by other programmes, businesses and/or investors, building the evidence base over time
- The work is based on an analysis of CASA’s portfolio. CASA is focused is on improving inclusive business practices at **supplier or customer and intermediary levels** rather than within the agribusiness’ own operations. Some of the findings may translate also to staff within the company

Source: Literature review. *For example, the recent USAID Women Inclusive Return on Investment (WI-ROI) paper (2022) concludes that frameworks alone are not enough

Who should read this paper and how should it be used?

TA practitioners

- Learn how to think about WEE-CBA and the stages of the WEE-CBA methodology
- Reflect business concerns and language in dialogue and development of business cases and KPIs for women's economic empowerment
- Implement WEE-CBA methodology in your own work, and be pragmatic about challenges in completing the analysis
- Share findings and feedback to build the body of evidence for the business case for women's economic empowerment

Agribusinesses

- Understand some example business cases for women's economic empowerment initiatives, and get inspiration for how your business could benefit
- Learn how to think about WEE-CBA and the stages of the WEE-CBA methodology that could be tested in your own work
- Share findings and feedback to build the body of evidence for the business case for women's economic empowerment

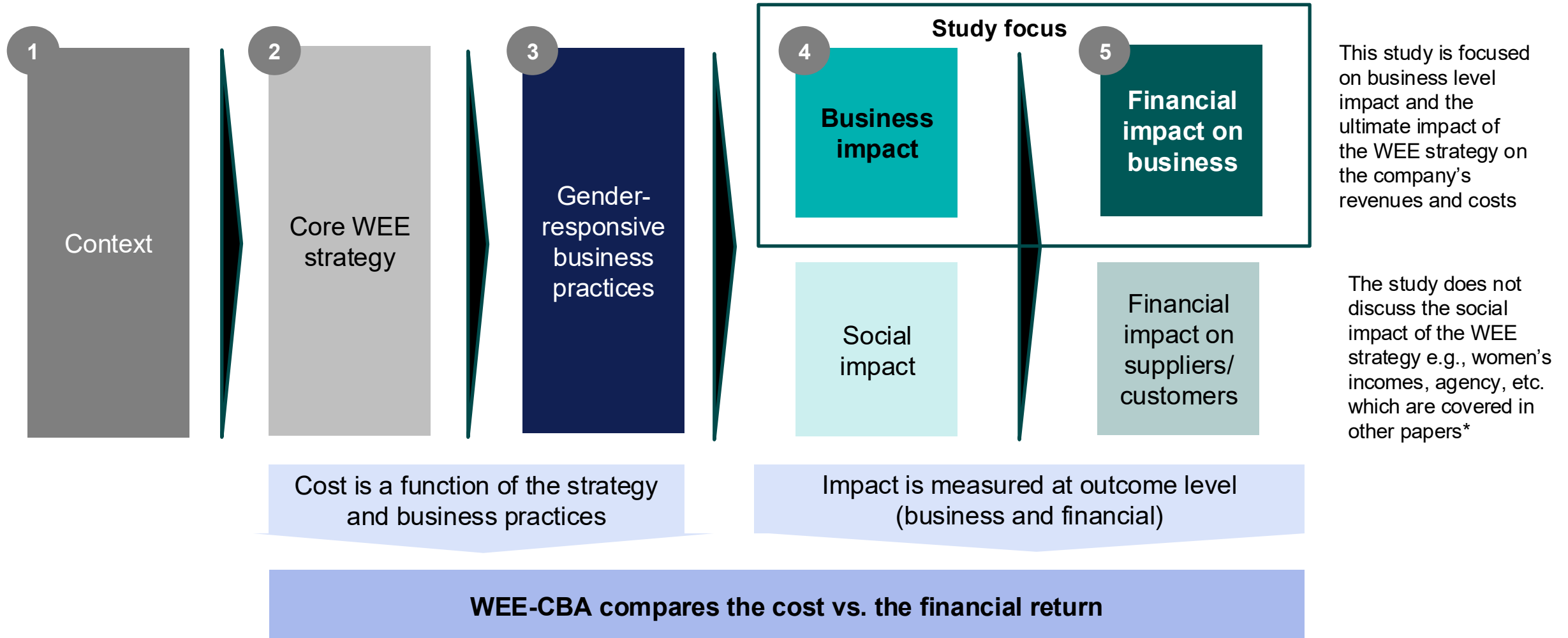
Investors

- Learn how to think about WEE-CBA and the stages of the WEE-CBA methodology
- Implement the WEE-CBA methodology in your own work, and be pragmatic about challenges in completing the analysis
- Share findings and feedback to build the body of evidence for the business case for women's economic empowerment

Contents

- Chapter 1: Introduction
- **Chapter 2: WEE cost-benefit analysis framework**
- Chapter 3: Putting the framework into practice
- Chapter 4: How to use the framework
- Appendix 1: Literature summary
- Appendix 2: Mapping gender CBA framework to gender analysis tool

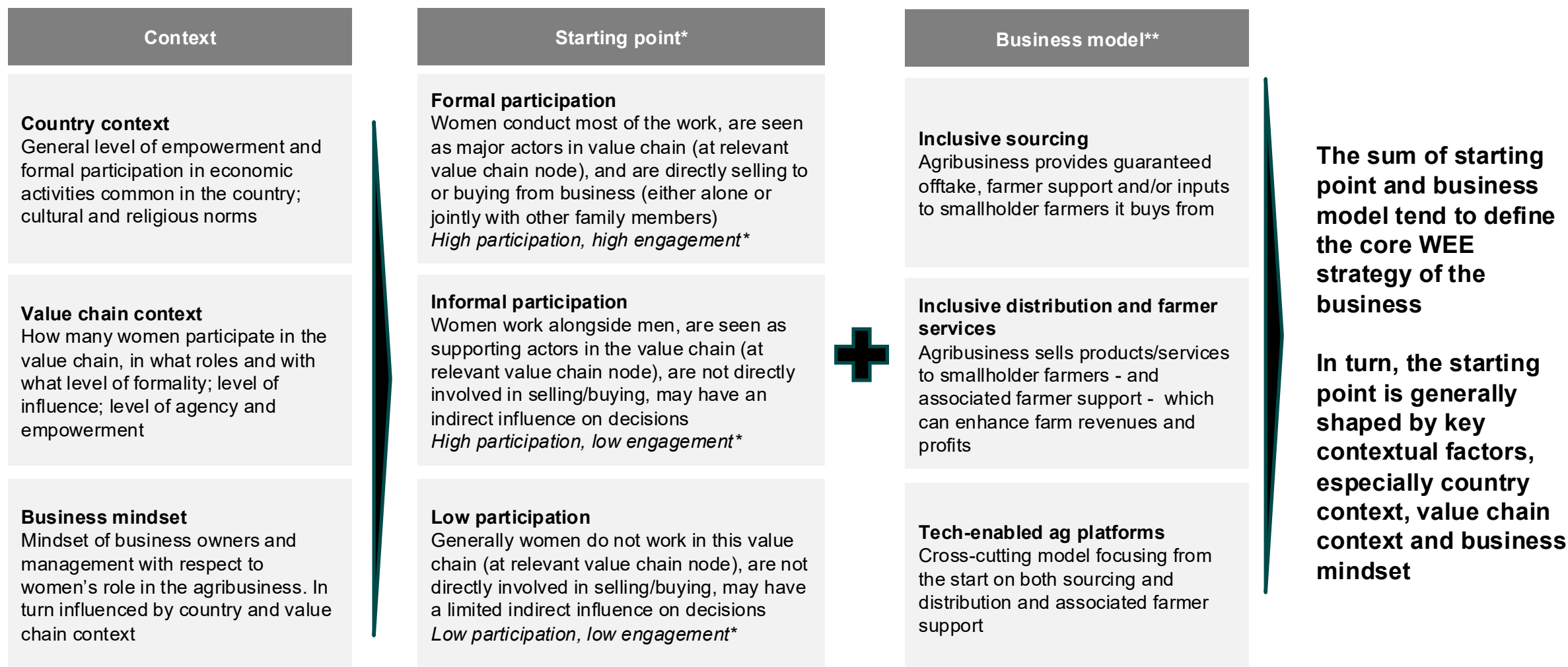
The study introduces a framework for calculating a Women's Economic Empowerment cost-benefit analysis (WEE-CBA), exploring 5 areas that contribute to the eventual WEE-CBA figure



*For example, see Delivering Women's Economic Empowerment through Agribusiness Partnerships: Lessons from CASA, June 2025

1

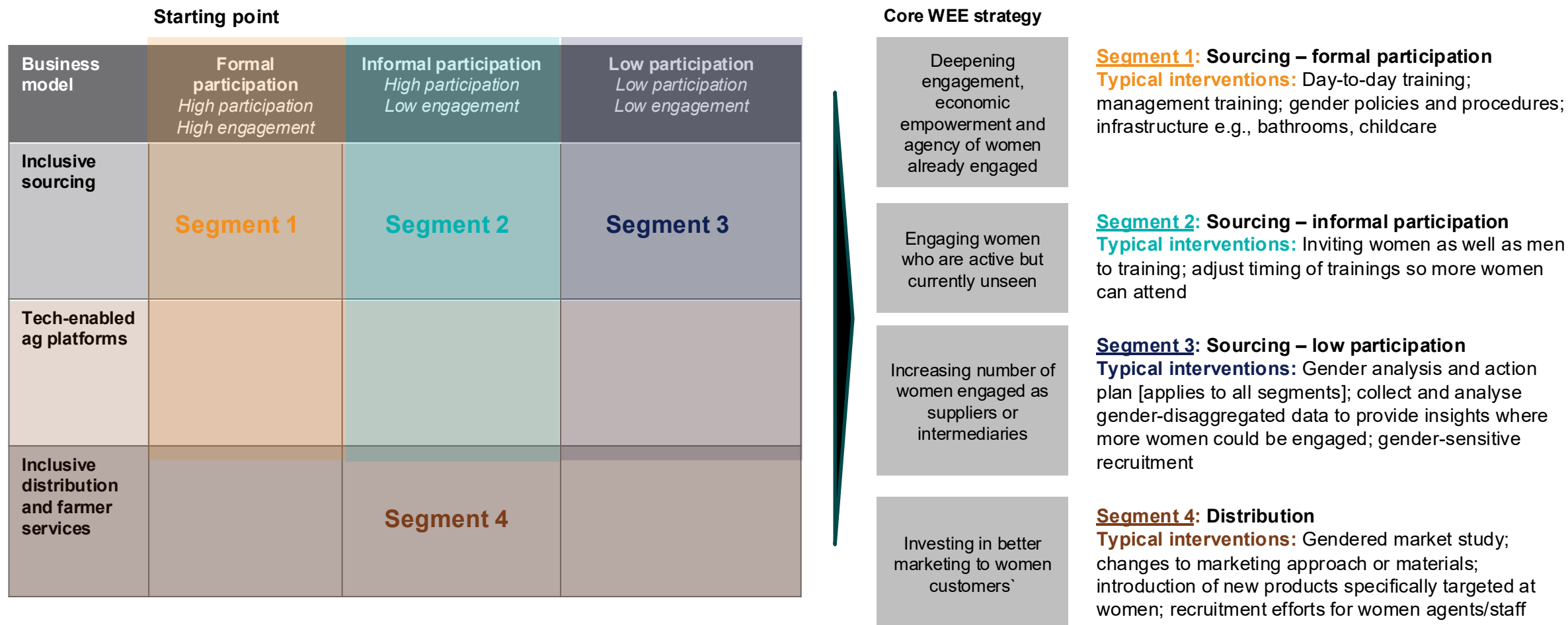
Context: Context and starting point, combined with business model, determine the core women's economic empowerment strategy of the agribusiness



*How many women are in the agri-business supply chain and/or how many women are customers; Nature of participation and engagement with the company; Level of empowerment and direct benefits. Participation is defined as working in the value chain or using the product or service. Engagement is defined as direct contact with the agribusiness i.e., buying or selling directly to/from the agribusiness. Formal participation is linked to influence over decisions and women's agency

**From Pilot to Scale: Shared Value Creation for Inclusive Agribusinesses, CASA

Core WEE strategy: We have segmented agribusiness gender strategies into 4 main segments, based on starting point and business model



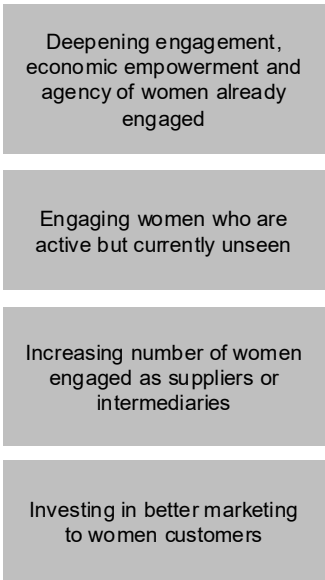
Notes:

- Participation is defined as working in the value chain or using the product or service. Engagement is defined as direct contact with the agribusiness i.e., buying or selling directly to/from the agribusiness
- Tech-enabled ag platforms might adopt similar strategies to sourcing or distribution companies (or both) depending on their priorities for a WEE strategy – we did not observe distinct agtech gender strategies
- We did not find examples of a distribution company implementing a specific WEE strategy where women's market share is already high. This may reflect the more "arms-length" relationship agribusinesses have with customers vs. suppliers
- In rare cases, a company might be working to establish a new value chain. In this case, the likely starting point will depend on similar value chains and cultural norms and could be mapped to the most appropriate segment
- While CASA's core focus is on smallholder farmer (SHF) suppliers and customers and intermediaries, some of the strategies and business cases can apply also to initiatives focused on staff within the main agribusiness

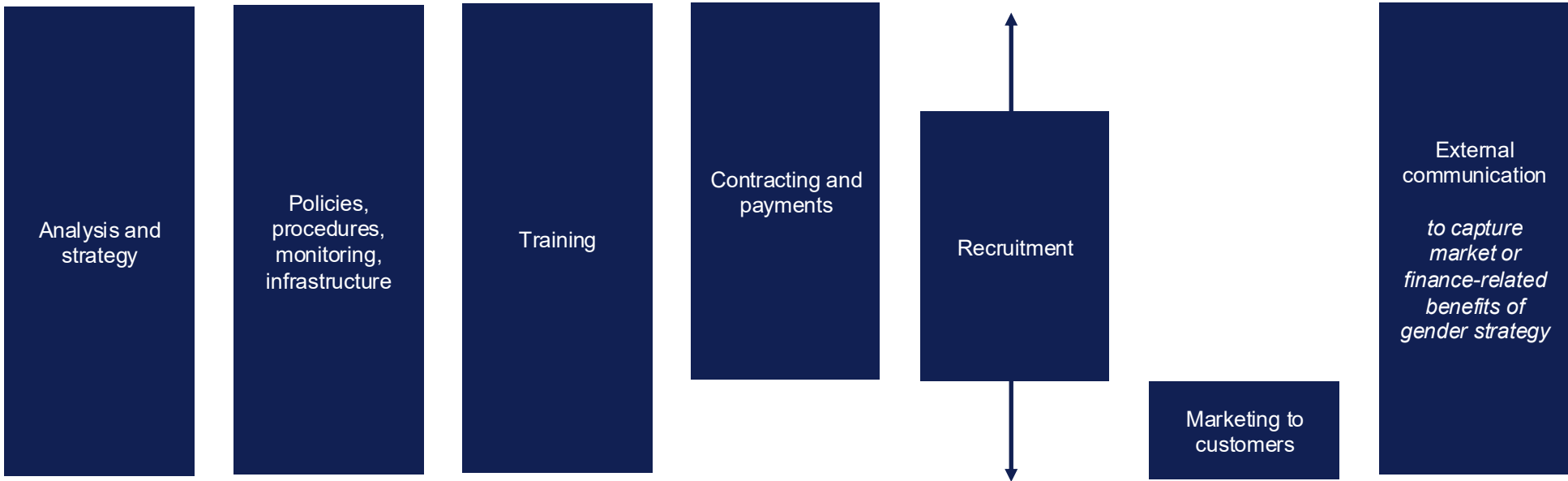
3

Gender-responsive business practices: Each strategy implies a set of possible interventions with a different focus; most are focused on improving business operations

Core WEE strategy



Typical gender-responsive business practices (GRBPs)



Example GRBPs

- Gender assessment conducted and gender action plans
- Develop incentive program to grow better quality and improve practices
- Use loyalty program to promote improved gender responsive behaviour
- Establish policies covering worker safety, GBV etc.
- Set up system to collect and analyse gender-disaggregated data
- Set targets for women's participation
- Improve training and communications
- Support identification and training of women SME aggregators
- Target 50% women participation
- Explore addition of women's names to outgrower contracts
- Establish digital system to enable direct payments to women
- Review job adverts and recruitment process to ensure it is inclusive
- Gender-conscious marketing strategy and materials, highlighting role of women
- Adjust outreach strategies to reach potential women clients
- Conduct study to tell gender impact story to unlock finance
- Highlight women and youth engagement in fundraising

Gender-responsive business practices: The cost can be calculated from considering one-off, upfront costs, and any ongoing incremental cost of operations vs. baseline

Core strategy	Business practice	One-off cost	Ongoing cost
Deepening engagement, economic empowerment and agency of women already engaged	Analysis and strategy	- Cost of study (Team LOE = company and/or NGO and/or external service provider)	N/A
	Policies, procedures, monitoring, infrastructure	- Cost of developing new policies or procedures (Team LOE = company and/or NGO and/or external service provider) - Cost of new infrastructure	- Any ongoing monitoring cost - Any ongoing maintenance
Engaging women who are active but currently unseen	Training	- One-off training costs e.g., new materials (Team LOE = company and/or NGO and/or external service provider)	- Incremental ongoing training cost per person if any (training cost vs. baseline OR incremental cost if known))
Increasing number of women engaged as suppliers or intermediaries	Contracting and payments	- One-off costs associated with new systems e.g., developing new contracts, new payment systems (Team LOE = company and/or NGO and/or external service provider) (New software or infrastructure)	- Incremental ongoing contracting cost per person if any e.g., subscriptions to new payment system (contracting/payment cost vs. baseline OR incremental cost if known)
	Recruitment	- One-off recruitment costs e.g., new materials (Team LOE = company and/or NGO and/or external service provider)	- Incremental ongoing recruitment cost per person if any (recruitment cost vs. baseline OR incremental cost if known)
Investing in better marketing to women customers`	Marketing to customers	- One-off marketing costs e.g., new materials (Team LOE = company and/or NGO and/or external service provider)	- Incremental ongoing marketing cost per customer if any (marketing cost vs. baseline OR incremental cost if known)
	External communications	- One-off communications costs e.g., study, new materials (Team LOE = company and/or NGO and/or external service provider)	- Incremental ongoing communications costs (e.g., reporting to certification schemes or financiers)

Business impact depends on core strategy and intervention but fundamentally rests on increasing either volume or quality of product, and/or improving efficiency of operations

Core strategy	Business practice	Example business impact	Summary business impact options
Deepening engagement, economic empowerment and agency of women already engaged	Analysis and strategy	- Increases farm-level productivity (better skills and/or happier/more motivated) - Increases retention rates – further increasing productivity and reducing hiring and training costs - Marketing benefits if markets/certifications/compliance/branding opportunities require more inclusivity [applies to all segments] - Access to finance from social/impact investors [applies to all segments]	<u>Volume increases</u> - Increased productivity on farm (sourcing only) - Reduced losses on farm (sourcing only) - Reduced losses in supply chain - Increased sales (distribution only)
Engaging women who are active but currently unseen	Policies, procedures, monitoring, infrastructure		
	Training	- Increases productivity of family farm - Reduces risk of losing supplier if man leaves/is unable to continue (leading to reduced engagement and training costs of new supplier) - Reduces company costs, saving money lost to inefficiencies if men/women roles are not fully understood	
Increasing number of women engaged as suppliers or intermediaries	Contracting and payments	- Improves performance due to women performing better in some roles* - Improves performance due to more diverse staff/intermediary/supplier base e.g., more creative, bigger pool to select good candidates from - Increases retention rates (reduced hiring/training costs) - Increases volume if including women increases supplier/agent pool - Women re-invest proceeds back into farm more than men > increased volume	
	Recruitment		<u>Quality increases</u> - Higher quality product
Investing in better marketing to women customers`	Marketing to customers	- Increases sales to women = overall higher sales - Better customer base if women are more desirable customers (e.g., higher loan repayment for financial products; more loyal) - New customers graduate to higher value products later on - Increased retention rates of women agents <i>NB Targeting women customers may flow back into need to engage women intermediaries and staff to access more women customers</i>	
	External communications		<u>Efficiency increases (typical examples)**</u> - Increased processing utilization - Increased recruitment efficiency - Increased training efficiency - Increased efficiency of resource/finance allocation - Increased marketing efficiency

*Typically: following production protocols, sorting, harvesting, repaying, higher % agent sales rate to women. **Common examples listed but not a comprehensive list

Business impact: Business impact can be measured by identifying KPIs in key areas that the strategy is trying to impact

Business impact	Key business metrics / KPIs
<u>Volume increases</u> - Increased productivity on farm (sourcing only) - Reduced losses on farm (sourcing only) - Reduced losses in supply chain - Increased sales (distribution only)	<u>Volume increases</u> - % increase in yield vs. baseline - % reduction in losses vs. baseline - % reduction in losses vs. baseline - % increase in sales vs. baseline
<u>Quality increases</u> - Higher quality product	<u>Quality increases</u> - Metric will vary by product e.g., increased size/weight, moisture content etc.
<u>Efficiency increases (typical examples)</u> - Increased processing utilization - Improved recruitment efficiency - Improved training efficiency - Increased efficiency of resource/finance allocation - Increased marketing efficiency	<u>Efficiency increases</u> Increased processing utilization - % increase in utilization vs. baseline Improved recruitment efficiency - Average staff turnover (months/years)** - Average absenteeism rate - Average supplier turnover (months/years)** Improved training efficiency - Training outcomes vs. spend Increased efficiency of resource/finance allocation % reduction in bad debt Improved marketing efficiency - % retained customers - % increase in lead conversion

Note that indicators in different categories can also affect each other – e.g., increased supplier retention might contribute in turn to increased productivity; volume increases may also impact increased processing utilization

Financial impact: While business-level KPIs can show the success of the initiative, these metrics need to be converted into financial metrics to capture the WEE-CBA

Business impact	Key business metrics / KPIs	Conversion into P&L effect	Financial impact
<u>Volume increases</u> - Increased productivity on farm (sourcing only) - Reduced losses on farm (sourcing only) - Reduced losses in supply chain - Increased sales (distribution only)	<u>Volume increases</u> - % increase in yield vs. baseline - % reduction in losses vs. baseline - % reduction in losses vs. baseline - % increase in sales vs. baseline	<u>Volume increases</u> - No. additional units	<u>Increased revenues</u> - No. additional units x price = increased revenues
<u>Quality increases</u> - Higher quality product	<u>Quality increases</u> - Metric will vary by product e.g., increased size/weight, moisture content etc.	<u>Quality increases</u> - Increase in price	<u>Increased revenues</u> - Incremental revenue per unit x no. units = increased revenues
<u>Efficiency increases (typical examples)</u> - Increased processing utilization - Improved recruitment efficiency - Improved training efficiency - Increased efficiency of resource/finance allocation - Increased marketing efficiency	<u>Efficiency increases</u> Increased processing utilization - % increase in utilization vs. baseline Improved recruitment efficiency - Average staff turnover (months/years)** - Average absenteeism rate - Average supplier turnover (months/years)** Improved training efficiency - Training outcomes vs. spend Increased efficiency of resource/finance allocation % reduction in bad debt Improved marketing efficiency - % retained customers - % increase in lead conversion	<u>Efficiency increases</u> Increased processing utilization - Reduction in unit processing cost Improved recruitment efficiency - Reduction in staff recruitment costs - Reduction in supplier recruitment costs Improved training efficiency - Reduction in training cost per volume Increased efficiency of resource/finance allocation - Reduction in cost of bad debt Improved marketing efficiency - Reduction in marketing cost per customer	<u>Reduced costs</u> - Reduced costs per unit x no. units = reduced costs

WEE interventions can also enhance company reputation and reduce company risk; these effects have not been captured in the methodology but are important to communicate

● Improved reputation and license to operate

- Investing in social impact can improve a company's right and ability to operate in a particular area. This in turn can help with ongoing community and government relations as well as local access to labour, materials, finance etc.
- While these elements can be translated into costs saved or increased revenues, the relationship is complex and tricky to quantify due to attribution and timeframe and has for now been excluded from the methodology. However this can be an important element to communicate to agribusinesses
- Note that where reputation affects ability to raise finance e.g., from impact investors and DFIs, the impact of this finance is measurable and can be captured through the methodology presented

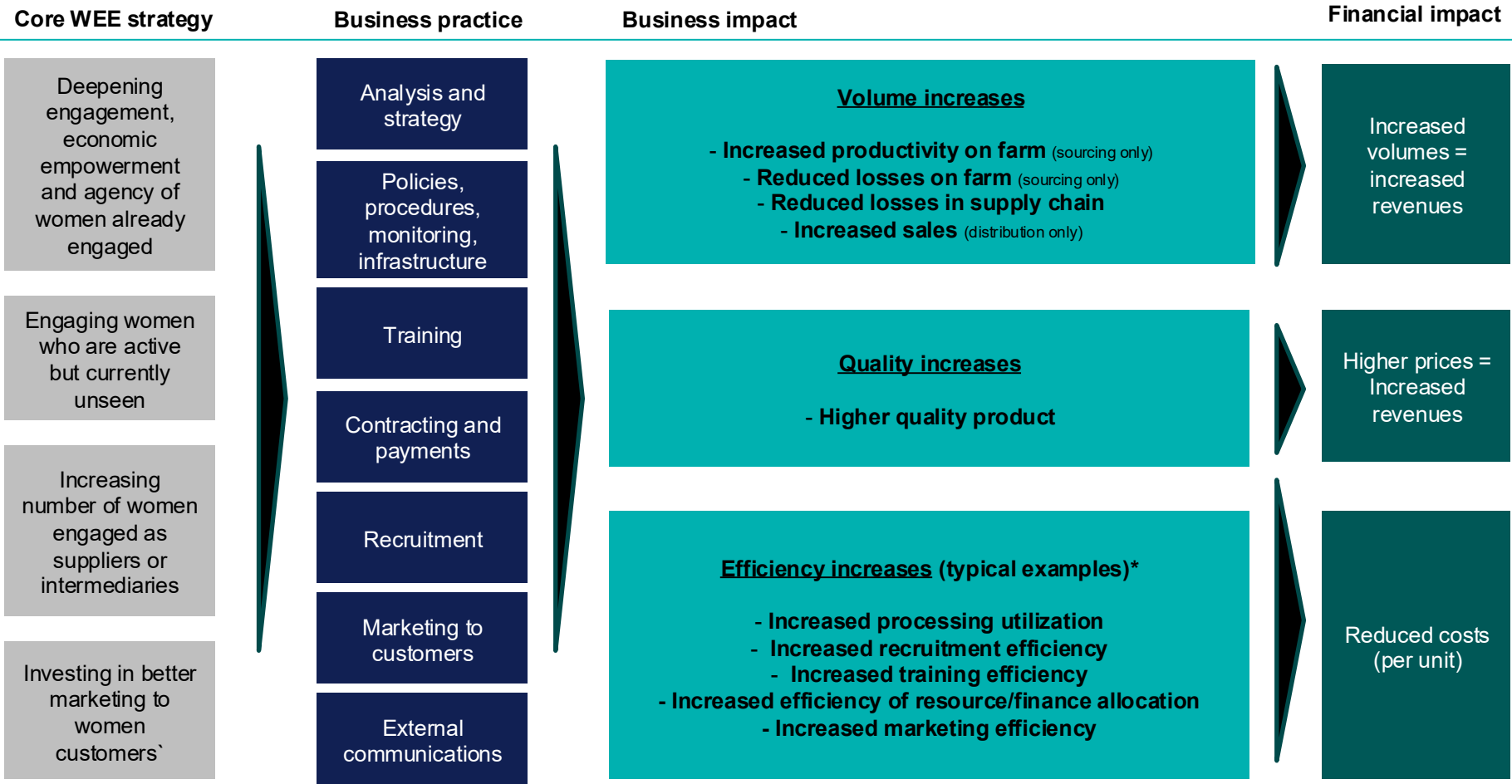
● Risks avoided

- Investing in social impact – particularly the avoidance of negative outcomes – e.g., through improving worker safety – can also reduce the risk of future costs e.g., from potential legal action or loss of license to operate in a particular area
- It is hard to quantify possible future costs saved, and so this element has also been excluded from the methodology for now. However this can be an important element to communicate to agribusinesses

● Non P&L metrics

- As the methodology developed has focused on P&L effects, it has not included non-P&L metrics, e.g., Return on capital invested (which could be relevant in the case of increased volume sourced from women leading to increased efficiency of the mill). It may make sense to capture additional metrics on a case-by-case basis where relevant, alongside the core methodology outlined here

Summary framework



*Not a comprehensive list

Contents

- Chapter 1: Introduction
- Chapter 2: WEE cost-benefit analysis framework
- **Chapter 3: Putting the framework into practice**
- Chapter 4: How to use the framework
- Appendix 1: Literature summary
- Appendix 2: Mapping gender CBA framework to gender analysis tool

CASA supported a number of agribusinesses to meet their own specific WEE objectives, that can be mapped to the four core strategies presented

Core WEE strategy	CASA company	Specific objectives
Deepening engagement, economic empowerment and agency of women already engaged	- Organic Africa (rosella, Zimbabwe) - Aliet Green (coconut sugar, Indonesia) - Arohan (pork, India) - Cinch (veg, Kenya) - Various farms (fruit, South Africa) - Exotic (macadamia, Kenya)	- Engage current women suppliers more effectively - Deepen impact on women already engaged - Increasing efficiency of sourcing / supply chain management - Improve working conditions and skills of women already working on the farms – for productivity, motivation and loyalty - Improve working conditions and skills of women already working on the farms – for productivity, motivation and loyalty - Increase access to finance by better capturing impact on women's empowerment due to the supply model
Engaging women who are active but currently unseen	Cotacof (coffee, Tanzania)	- Improve participation and benefits of current women AMCOS members - Increase new women members to supply through AMCOS
Increasing number of women engaged as suppliers or intermediaries	- Farmerline (grains, Ghana) - Coscharis (rice, Nigeria) - Kennemer (cocoa, Philippines) - Samanu (grains, Ethiopia)* - Sokofresh (coconut, Kenya) - Aquarech (fish, Kenya)	- Increase women agent representation in supply chain - Enhance participation of women in farmer meetings - Increase volumes by engaging more women in ingrower scheme - Test engagement of women as cacaopreneurs - Increase participation of women farmers in supply chain extension - Identify potential of women's engagement in a commercial crop new to the location - Increase volumes by engaging more women aggregators and farmers - Increase volumes by engaging more women farmer groups
Investing in better marketing to women customers	- Nileda (biostimulants, Cambodia) - Senegal Biotech Services (inputs, Senegal) - Regen Organics (org. ferts., Kenya)	- Increase sales by improving marketing to women (who already make decisions on financing inputs) - Tailor services to women cocoa-preneurs - Increase sales by improving marketing to women (who already make decisions on financing inputs)

*In rare cases, a company might be working to establish a new value chain. In this case, the likely starting point will depend on similar value chains and cultural norms. In some cases, the business case for engaging women from the start may be most closely aligned with "few women participating" segment. Samanu is an example of a new value chain where focused efforts were required to ensure it was gender conscious from the start

3 case studies from the CASA portfolio were selected to test the WEE-CBA framework

Selection of case studies

- We selected 3 agribusinesses to develop deep dive case studies
- Example agribusinesses were selected to illustrate different core strategies
- Agribusinesses were selected based on the length of relationship with CASA working on gender initiatives and availability of data to conduct the analysis

Case study methodology

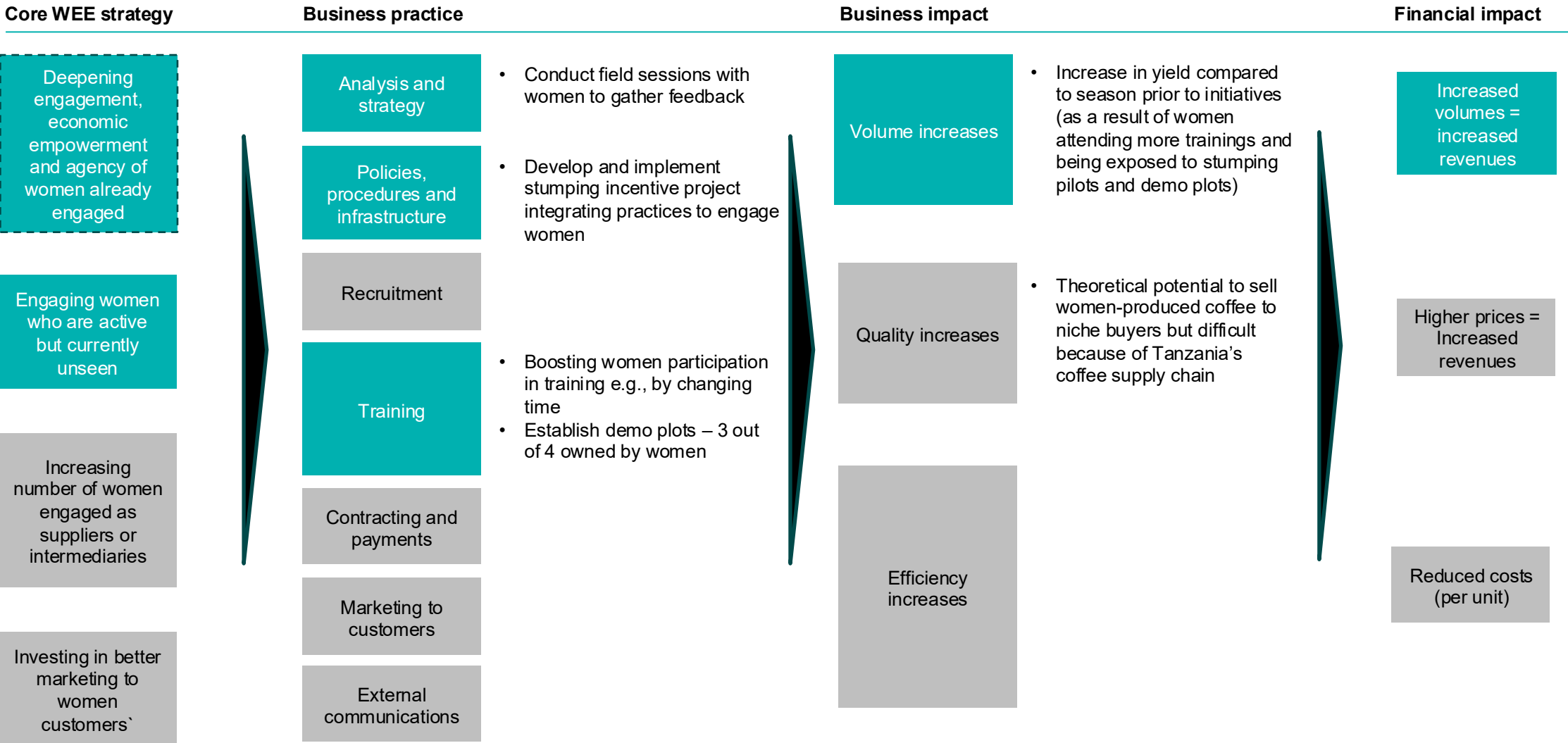
- The WEE-CBA framework is designed to allow agribusinesses and their partners to chart a “pathway” across the framework, highlighting relevant sections to their specific situation
- We created this pathway for 3 focus businesses to map out qualitatively both the cost and the impact sides of the equation
- Once the pathway was created, we developed a WEE-CBA dashboard per company, pulling relevant indicators from the long lists for each company
- We then worked with each company to check and populate the dashboard with real data, and in some cases develop preliminary CBA figures

Cotacof is a leading sustainable coffee roaster in Tanzania, buying coffee from small farmer cooperatives known as Agricultural Marketing Cooperative Societies (AMCOS)

- Sucafina is the leading sustainable Farm to Roaster coffee company, with a family tradition in commodities that stretches back to 1905. Today, with more than 1,400 employees in 34 countries, Sucafina helps stakeholders worldwide to find the perfect coffee solutions.
- Sucafina embeds technology, innovation, and sustainability throughout the supply chain, creating shared value for all by Investing in Farmers, Caring for People, and Protecting Our Planet.
- The company has maintained a presence in Tanzania for over two decades through its local subsidiaries, Cotacof and Sucastainability.
- In 2020, it became the largest buyer of Tanzanian coffee, and in the 2022/23 season it procured approximately 11,000 metric tons (MT) of Robusta and 6,000 MT of Arabica.
- Smallholder coffee growers are required to market their produce through cooperatives, known as Agricultural Marketing Cooperative Societies (AMCOS), which are aimed at addressing some of the key challenges faced by the coffee sector, such as low producer prices, inefficiencies in the supply chain, and inadequate access to agricultural inputs and finance.
- To grow scale and impact while minimising commercial risk, Sucafina is investing progressively in AMCOS sourcing, maximising share capture and investing in AMCOS – through a tiered loyalty programme – to increase marketability, quality and productivity



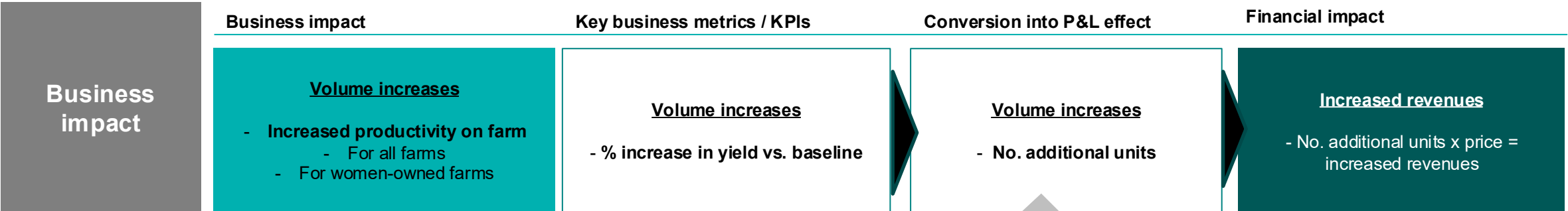
Cotacof’s strategy was to engage women who are active but currently unseen by the company, while deepening engagement with women already known to the company



Cotacof incurred minimal costs related to increasing women’s participation in training, while the main impact metric was the volume increase driven by on-farm productivity

Business cost	Business practice	One-off cost	Ongoing cost
	Analysis and strategy	- Cost of developing new incentive strategy [not gender specific]	N/A
	Policies, procedures and infrastructure	- Cost of developing new stumping incentives [not gender specific]	- Ongoing cost of stumping incentives [same for women as men] - Ongoing monitoring of initiative [same for women as men]
	Training	- Cost of developing new training strategy [not measured, gender elements more “intentionality” than cost]	- Incremental training costs inc. incentives for women to attend - Cost of gathering feedback from women - Ongoing cost of demo plots [same for women as men]

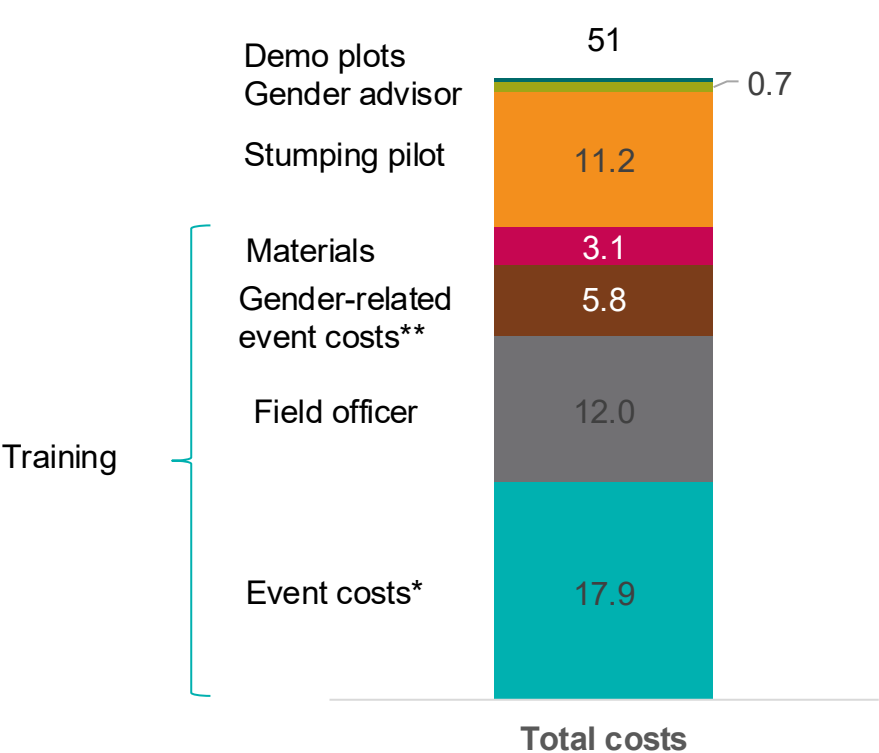
Very limited additional cost with the exception of WEE-related event costs to ensure women’s participation in training



Main impact metric is volume, driven by increased productivity on farms due to increased participation of women in training

Cotacof's WEE-related business costs were less than 15% total farmer support costs, representing only \$7,000 in cost to the company

Farmer support costs \$000 per year

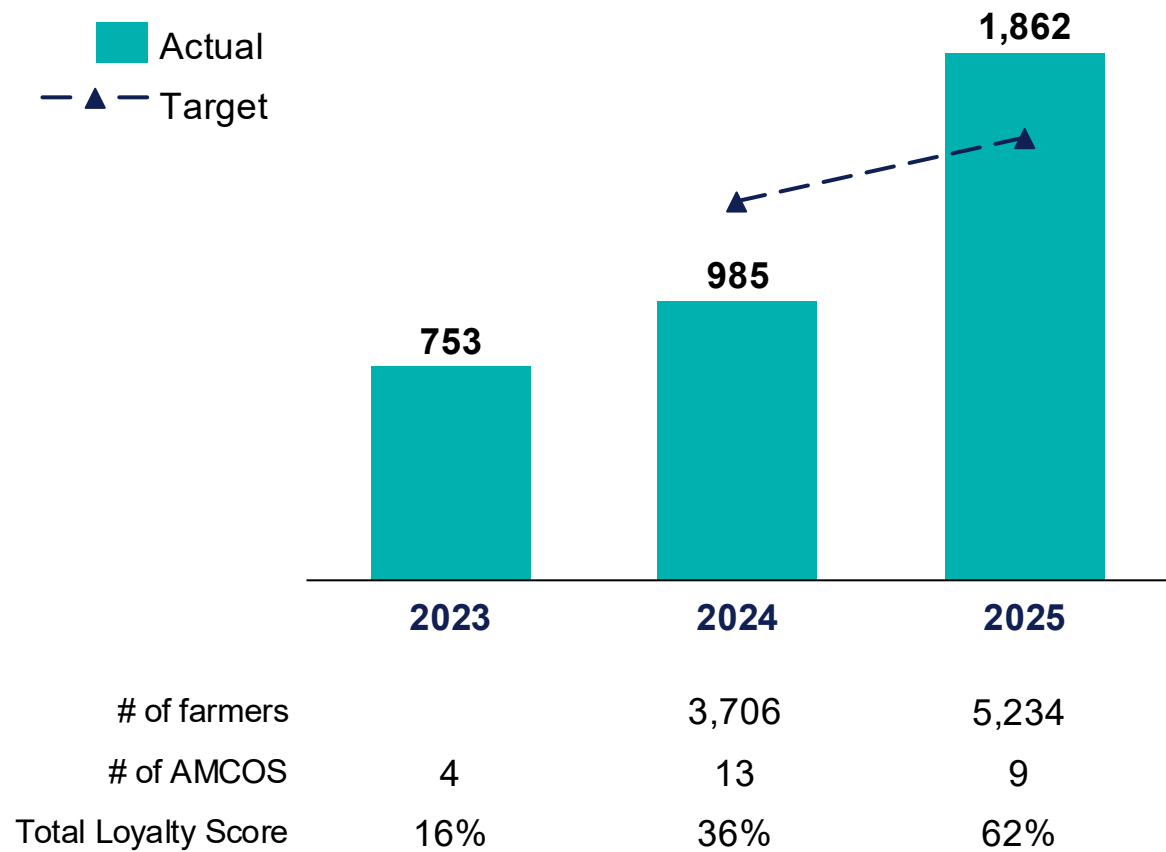


- Overall cost of AMCOS support is around \$50,000 per year, including training, stumping pilot for 200 farmers and 4 demo plots
- Gender-related event costs (coffee packs as incentives and feedback sessions) are estimated to be 25% total event costs, making up approx. \$6,000 in cost per year or **12% total farmer support costs** – that needs in turn to be offset against income related to training women**
- In addition, gender advisor costs were around \$2,000. This was a one-off cost, but is split over 3 years as the benefits are ongoing; this brings the total gender-related cost to \$6,675, or **13% farmer support costs**
- One-off costs to design initiative are not gender-specific but there is the intention to include women woven through the plans, e.g., ensuring % stumping pilot farmers and demo plot owners are women; ensuring women attend trainings; encouraging women to own separate coffee plots

*Event costs e.g., refreshments. **Gender-related event costs e.g., incentives (coffee packs) for women to attend; feedback sessions. Gender-related event costs estimated to be 50% overall of total event costs excl. field officer and materials. Analysis assumes 3000 farmers trained; 200 stumping pilot farmers and 4 demo plots. Trainings take place 8x per year with approx. 30 farmers at each training. Over time the estimate can be refined through calculating the direct cost of incentives, direct cost of feedback sessions and direct transport cost to the decentralized venues rather than a top-down estimate
Source: Cotacof

Driven in part by this engagement with women, at the same time the volume of coffee purchased by Cotacof grew significantly

Green EQ coffee purchases in Tanzania
MT



- Overall volumes of coffee purchases increased, with 2025 representing the first year Cotacof was able to reach its purchasing volume targets
- Volume grew from 2024 to 2025, despite reducing AMCOS from 13 to 9 in the same period

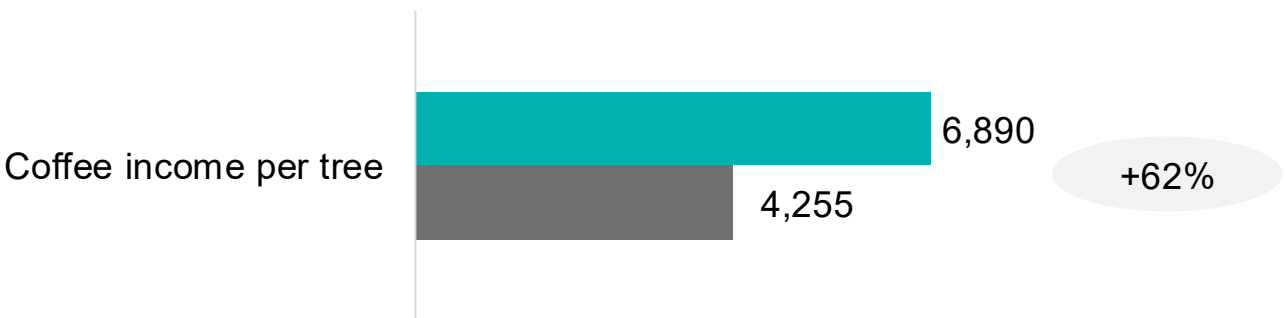
Source: Cotacof

Data shows that training women leads to better adoption of practices and is associated with increased income and increased productivity

Impact of training women on coffee income

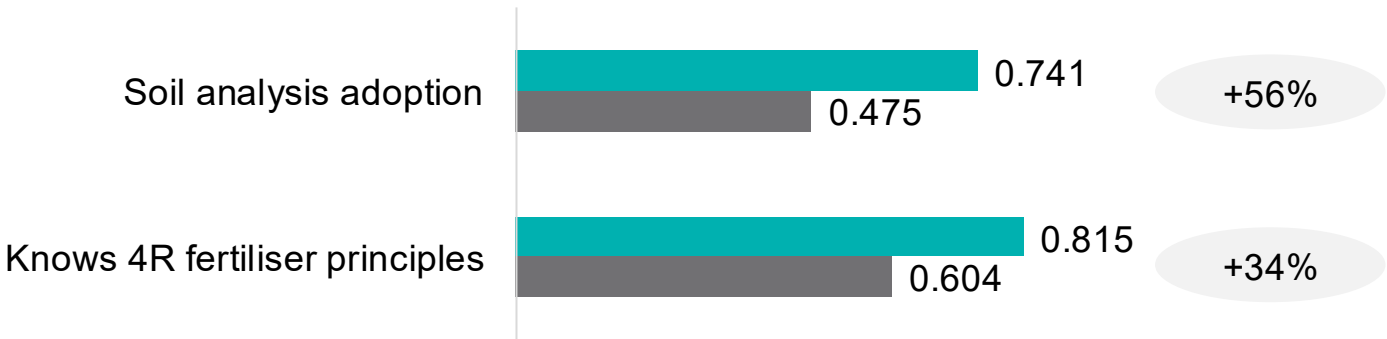
Tsh/tree

Women trained
Women not trained



Impact of training women on training practices

Proportion of HH adopting new practices/recalling knowledge



- Data from Cotacof’s CASA evaluation shows that family coffee farms have higher income and better adoption/recall of practices where women and men are trained vs. where only men are trained
- The data also suggests directionally that there is more green coffee equivalent (GCE) per tree in households where women were trained (although this effect is not significant in the dataset) with 32% more GCE produced
- Note the data shows correlation not causation; however, the correlation is very interesting and can be explored further
- The literature suggests a causal link of 30 – 70% yield uplift (IFC; Fair and Sustainable Consulting) from training women alongside men

Overall, Cotacof's minimal outlay in actual cost to improve WEE is associated with improved outcomes both for the business and for the farmers that far exceed this cost

\$7,000

incremental cost of making
training more gender-inclusive

30%

yield increase

5x

minimum conservative return on
investment on gender-related costs

\$3,500,000

additional value for farmers
impacted

- $\pm$ \$6,675 annual incremental cost represents a relatively easy target to pay back with a small incremental volume and/or quality increase from 3,000 farmers
- Cotacof evaluation – supported by evidence from the literature – suggests that a yield increase of 30% in households where women are trained is realistic
- In 2025, Cotacof purchased 1,862MT green coffee equivalent. 30% this value is 559MT. Using 2025/6 prices, the value of this incremental volume would be \$3.5M.
- A margin of just 1% on that would be \$35,000 or 5x the investment in training women farmers
- Model is win-win: additional coffee puts significant additional income into farmers' pockets. \$3.5M value to farmers of the additional coffee produced

* 1kg green coffee has a value of about \$6.175 1kg parchment (800g green coffee) sells for an average price of USD 4.94 (Tsh12,691).

Literature supports an increase in yield from training women as well as men

Support from the literature

- Training women as well as men can increase yields by 131% (IFC)
- Training households leads to the improved adoption of GAPs by husband and wife resulting in higher yields (+50-70% in 5-8 years) and better quality (coffee Uganda case study)
- Coffee has become a family crop instead of the men's crop it used to be. This resulted in more households selling coffee to Kyagalanyi, and better 'loyalty rates' (coffee Uganda case study)
- Roasters selling in Europe and the USA realize that 'stories' on how coffee is produced in a fair way, benefitting both men and women, strengthens the linkage with end consumers. Some are willing to support Kyagalanyi with funds for the farmer support programme and the gender programmes
- Where more people per household are trained, there is higher adoption rate (TechnoServe experience)



*1kg parchment (800g green coffee) sells for an average price of or USD 4.94 (Tsh12,691). Exporter margin: <https://econfix.wordpress.com/tag/coffee/>

Cotacof: Lessons learned and recommendations

- Cotacof's investment in women seems to repay many times and is therefore a solid business initiative, as well as a social initiative to cement Cotacof's position in the community and in the region
- There is limited new Cotacof training cost linked to gender goals; many times, including women is more about intentionality than about incurring extra costs
- Gender-disaggregated data currently only considers male-owned vs. female-owned farms and there is no specific data on women's role on male-owned farms, although there is a stated aim to improve these farms' performance through training the women working on them. There is a need and an opportunity to further measure how women's training directly translates to yield improvement on male-owned farms
- Data from AMCOs and certification agencies may be self-reported by farms or unreliable due to various local factors; because Cotacof measures volume rather than yield, it is dependent on these other partners to capture farm-level productivity. Given potentially unreliable large data-sets, Cotacof's supplementary small-scale sampling data may support with demonstrating a solid business case



Coscharis is a vertically integrated rice farm and milling business in Nigeria

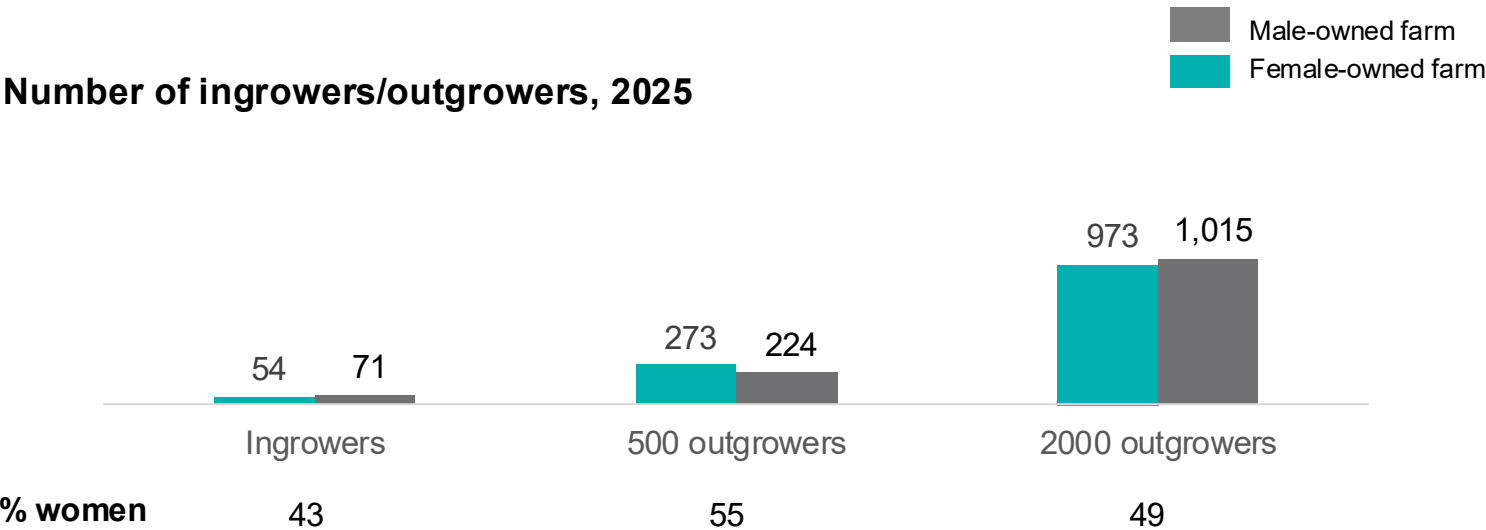
- Founded in 2015, Coscharis Farms is a vertically integrated rice farm and milling business in Anambra State, Nigeria.
- Coscharis has made significant capital investment into land cultivation (1,800 Ha), a grain silo (25kMT) and a rice mill (40kMT). The business sources paddy from a combination of own-farm operations, outgrower farmers and on the open market, however has historically struggled to achieve target utilisation of the mill (c.65% in 2022) due to structural local supply-side issues, most notably the acute impact of flooding in Anambra State.
- The business is aiming to increase the volume of paddy it sources and therefore improve utilisation of these assets by supporting productivity and climate resilience initiatives with local community farmers.
- With CASA's support, Coscharis established an ingrower seed multiplication model where farmers – at least 50% women – grow improved rice seed varieties on Coscharis land. Coscharis will provide prepared 0.25Ha plots, mechanised services, pre-financed inputs and guaranteed off-take at harvest. Coscharis retains a portion of seed production for use on their own farm, with the remainder to be packaged and distributed to local community farmers via agrodealers and at farm gate.



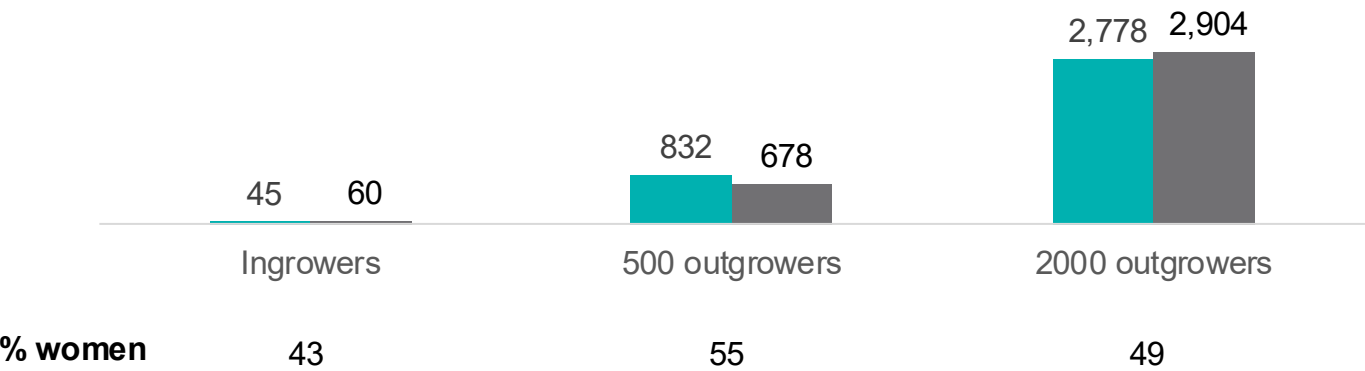


With CASA’s support, Coscharis set up ingrower and outgrower schemes with an explicit target of including 50% women farmers

Number of ingrowers/outgrowers, 2025



Production from ingrowers/outgrowers, 2025
MT

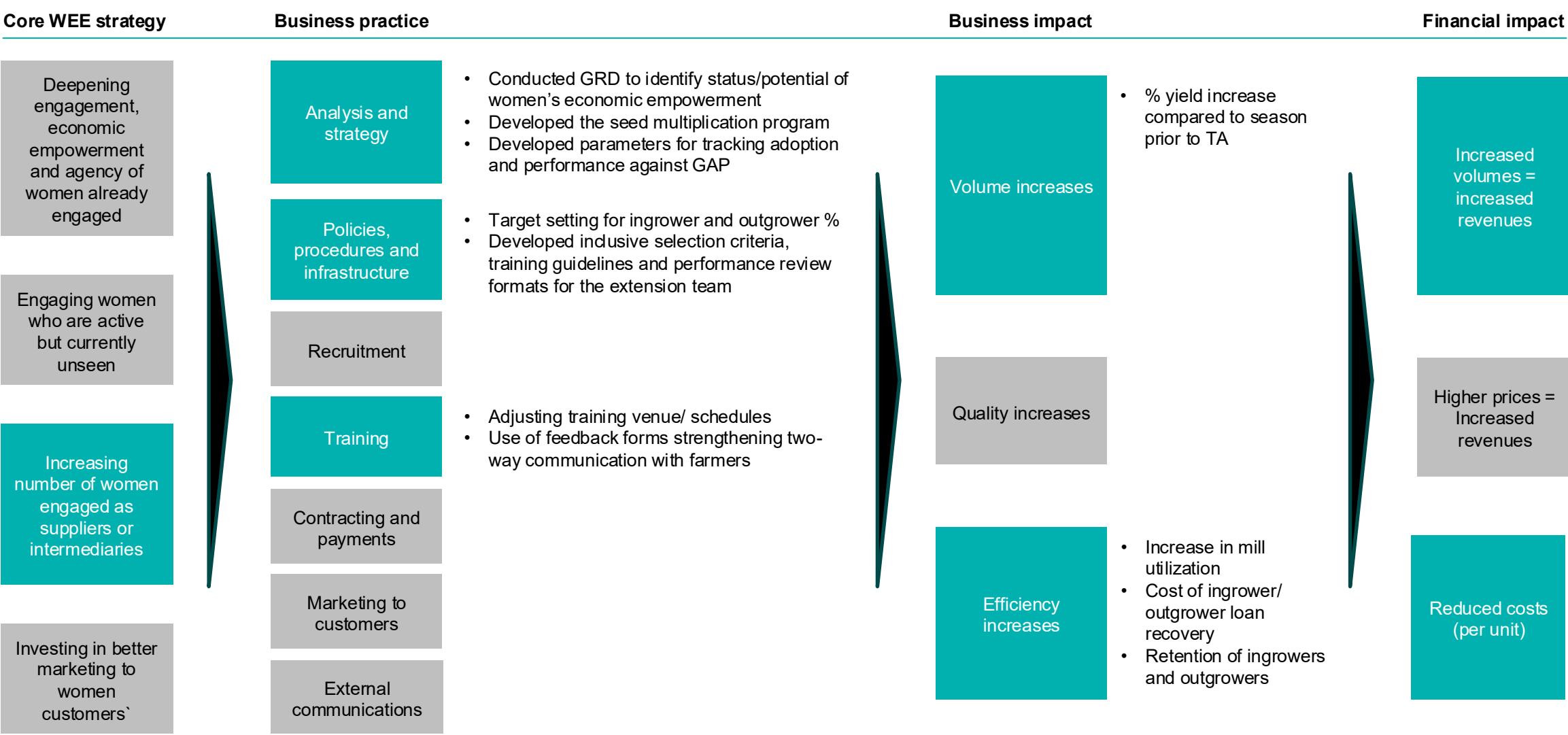


- With CASA’s support, Coscharis is working with 125 ingrowers who produce seed, and 2500 outgrowers who produce rice
- Roughly 50% of all farmers are women, and production per farmer is on average the same, so that % men/women is the same as % rice produced by men/women
- Coscharis’ initial interest in establishing an outgrower scheme stemmed from its need to improve the capacity utilization of the mill by directly engaging local farmers vs. attempting to purchase sufficient rice from further afield
- Coscharis’ outgrower scheme plan includes a strong focus on gender and data is gender-disaggregated

Source: Coscharis ingrower/outgrower database



Coscharis aimed to increase the number of women engaged, through setting targets and adjusting its training approach – with a view to improving mill efficiency



*GRD showed that women constituted less than 40% of the ingrower program prior to CASA engagement



Coscharis’ costs were mainly one-off and training costs; on the business impact side, increases were expected from increased volumes and improved mill efficiency

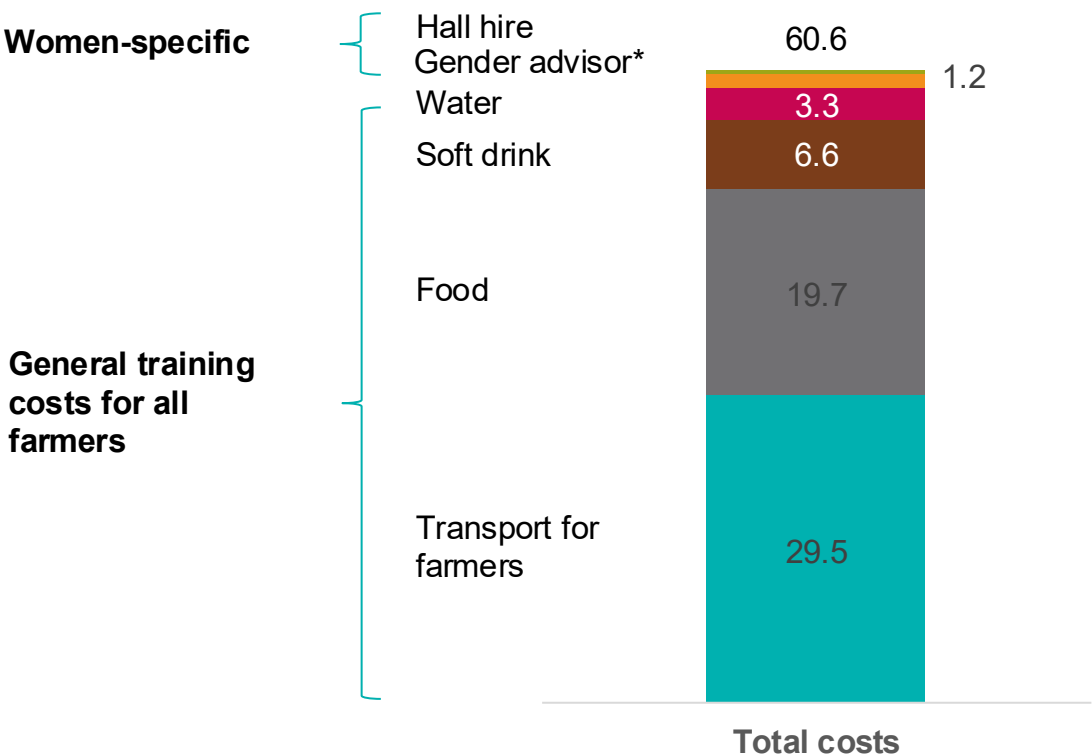
Business cost	Business practice	One-off cost	Ongoing cost	
	Analysis and strategy	- Cost of study (Team LOE = company and/or NGO and/or external service provider)	N/A	
	Policies, procedures and infrastructure	- Cost of developing new policies or procedures (Team LOE = company and/or NGO and/or external service provider)	N/A	
	Training	- One-off training costs e.g., new materials (Team LOE = company and/or NGO and/or external service provider)	Ongoing training costs e.g., venue hire	

Business impact	Business impact	Key business metrics / KPIs	Conversion into P&L effect	Financial impact
	<u>Volume increases</u> - Increased productivity on farm	<u>Volume increases</u> - Future % increase in yield vs. baseline	<u>Volume increases</u> - No. additional units	<u>Increased revenues</u> - No. additional units x price = increased revenues
	<u>Efficiency increases</u> - Increased processing utilization - Reduced cost of recovering loans - Increased supplier retention	<u>Efficiency increases</u> - Increase in processing utilization vs. baseline (72% vs. 50%) - Reduction in loan recovery costs (TBC) - Average ingrower & outgrower turnover (months/years) (TBC)	<u>Efficiency increases</u> - Reduction in unit processing cost - Reduction in loan recovery costs - Reduction in supplier recruitment/training costs	<u>Reduced costs</u> - Reduced costs per unit x no. units = reduced costs



Coscharis’ WEE-related business costs were less than 3% total farmer support costs, representing less than \$2,000 in annual cost to the company

Farmer support costs
\$000 per year



- Overall training cost for ingrowers and outgrowers is about \$60k per year; most of these costs are equal for men and women
- Only about \$300 was spent on hall hire over the year to ensure women find it easy to attend trainings – a **marginal incremental cost of 0.5% for the company**
- In addition, about \$3,600 was incurred on gender advisory services. This was a one-off cost, but is split over 3 years as the benefits are ongoing. Together, the **hall and the gender advisor make up 2.5% farmer training cost base**
- A very small income/profit uplift would be required to offset this cost
- Other women-inclusive policies and procedures stem more from intentionality vs. needing to spend more money (e.g., targets for outgrower and ingrower schemes; gender disaggregated performance tracking)
- One-off costs to design initiative (e.g., staff time) are not specific to women or men; rather, the intention to include women is woven through the plans

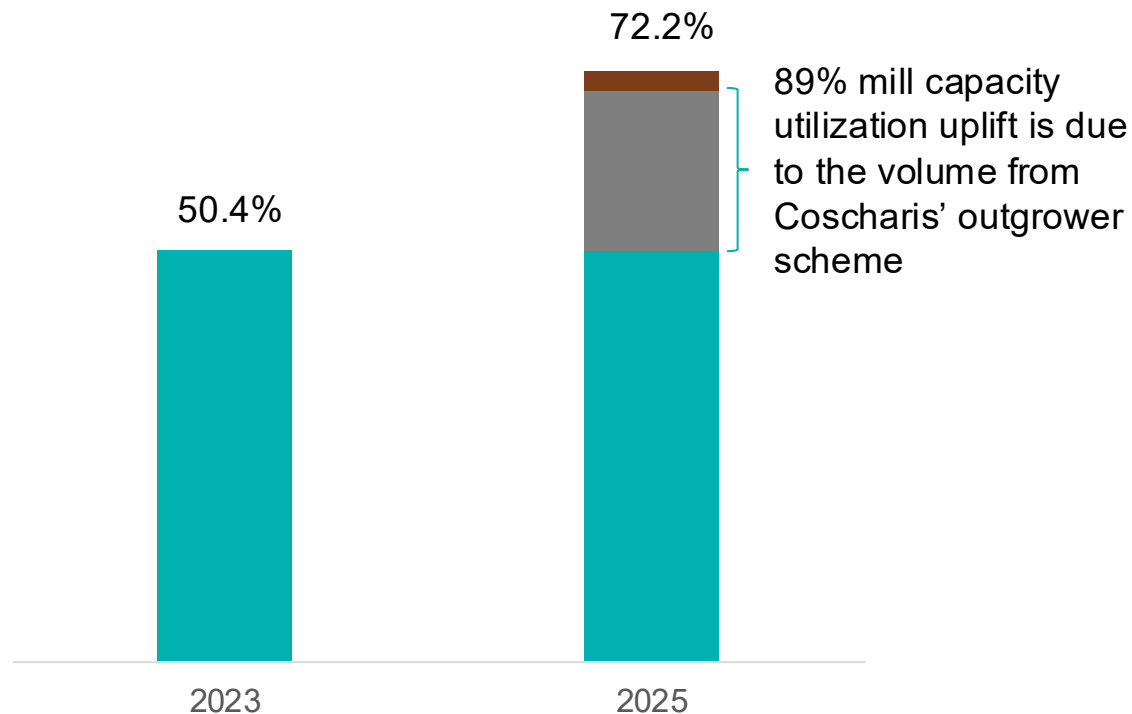
*1/3 cost assumed – this is a one-off cost which is split over 3 years' annual training costs
Source: Coscharis



The outgrower scheme increased mill efficiency from 50% to 72%; including women reduced loan repayment costs and is expected to increase outgrower retention rate

Mill utilization

% capacity utilisation



- Coscharis' outgrower scheme delivered about 7778MT to the mill out of the 8720 MT uplift, a major driver of increasing capacity utilisation from 50% to 72% in just 2 years (small additional volume from external purchases supplemented this)
- Coscharis believes setting 50% target for women in the outgrower scheme has 2 major important factors for the success of the scheme:
 - **(1) Loan repayment costs:** While both male and female farmers have repaid loans 100%, Coscharis believes that costs to recover from women are lower – a perception they say is shared by other companies in the country. While no data was available, this could be tracked over time to demonstrate and quantify this effect
 - **(2) Outgrower retention:** With just 2 seasons, the outgrower scheme has not yet experienced any turnover of outgrowers; however, the company believes over time, women outgrowers will remain with the scheme more than men outgrowers (based on women's feedback and migration patterns in the area) thus reducing recruitment and training costs in future. Again this could be tracked over time using outgrower lists (to evidence turnover) related to recruitment costs

Source: Coscharis

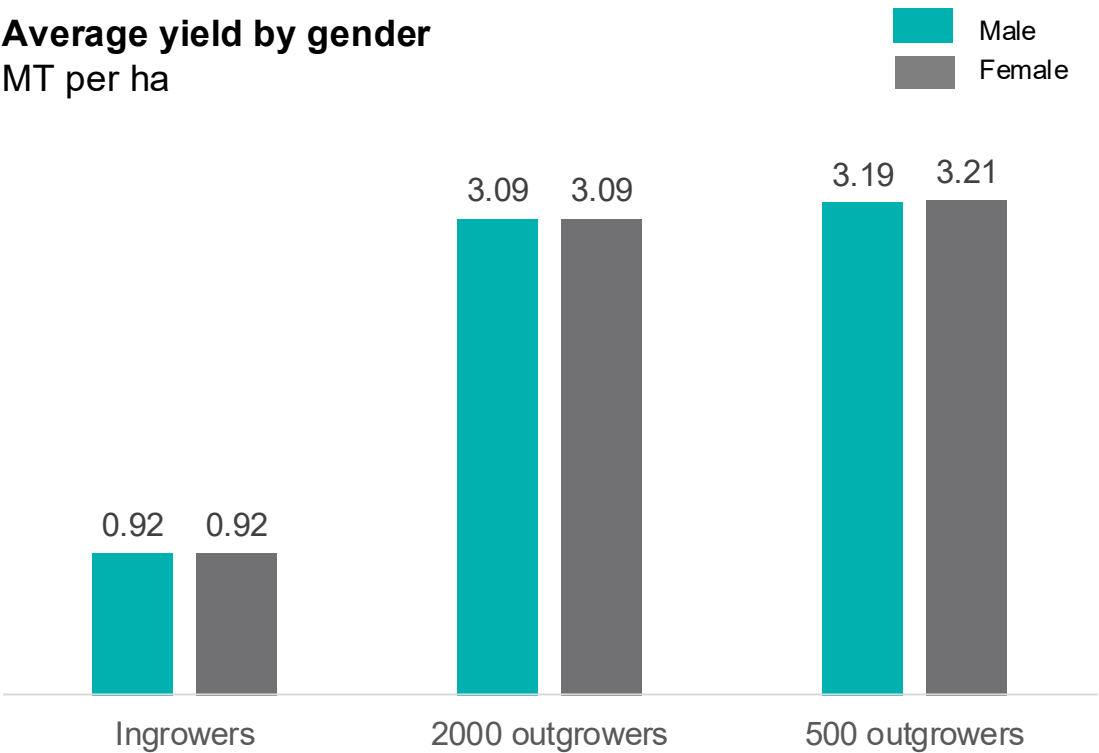


While yield figures to date show women’s performance is similar to men, a recent evaluation suggests that the improvement is higher for women

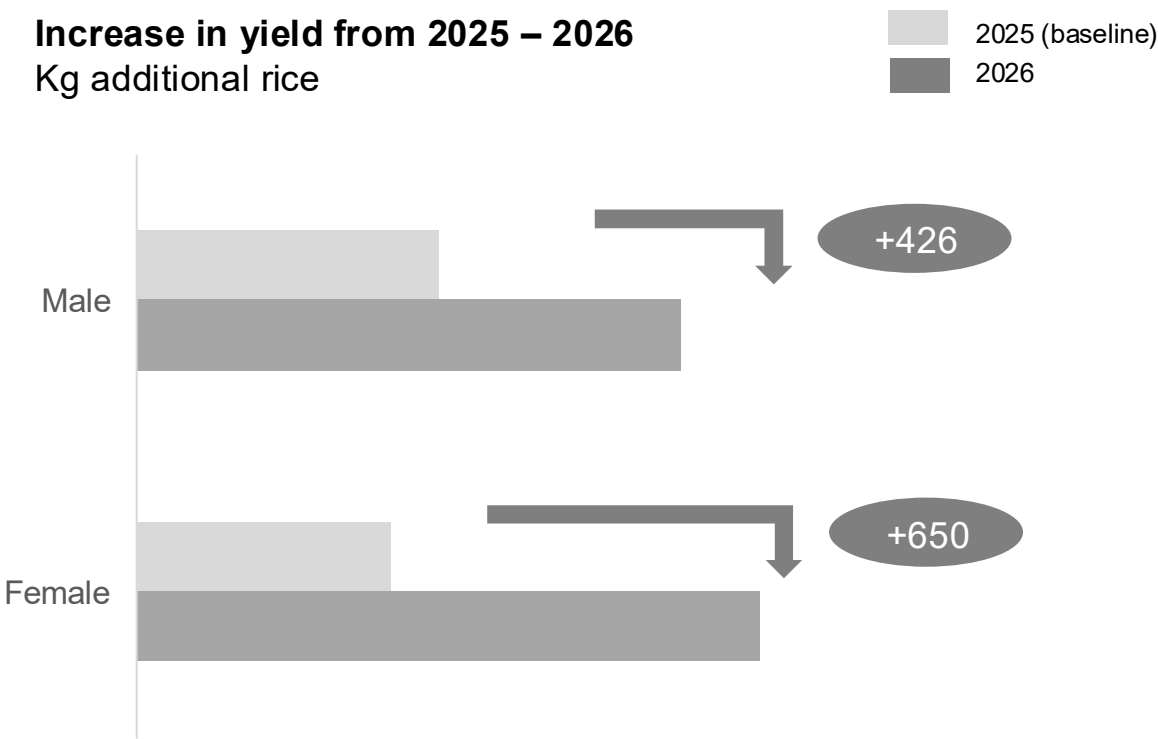
Yield figures to date show that women are performing as well as men or very slightly better

A recent evaluation suggests that the rate of improvement in yield is faster in women who started on average at a lower yield prior to Coscharis’ support

Average yield by gender
MT per ha



Increase in yield from 2025 – 2026
Kg additional rice

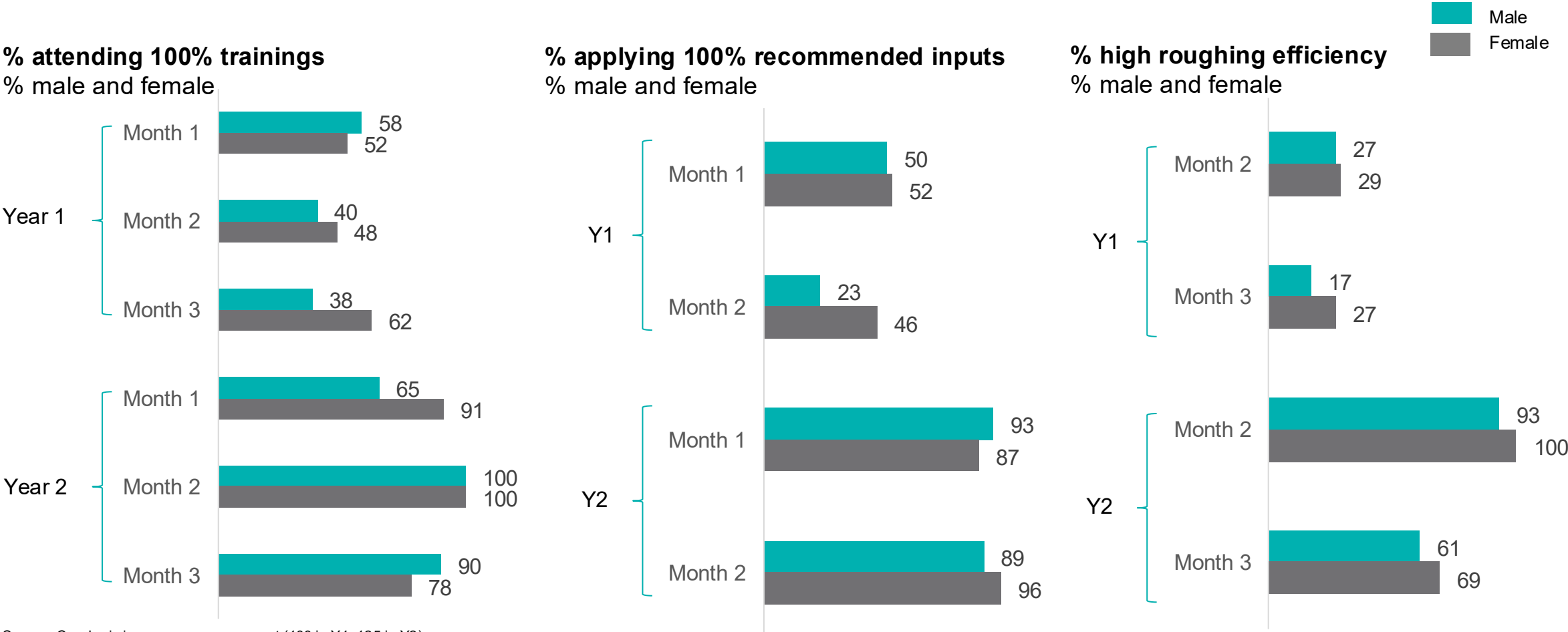


Source: Coscharis ingrower/outgrower database; evaluation



In addition, women have attended training and adopted certain practices at higher rates than men – this could be a leading indicator of future yield increases

Women tended to attend training and adopt certain practices better – which might be a leading indicator of future yield increases



Source: Coscharis ingrower porgress report (100 in Y1, 125 in Y2)



Overall, Coscharis' small cost to improve WEE has contributed to the success of its outgrower scheme and saved costs from improved mill capacity utilisation

\$1,500

incremental cost of making
training more gender-inclusive

- Very small additional cost related to making training more gender-inclusive (venue hire to facilitate women's participation – about 2.5% overall training costs)
- Gender advisor is an up-front cost – split over 3 years training costs

\$250,000

saved costs from
outgrower scheme

- **Outgrower scheme efficiencies:** Higher retention of women over time, reducing recruitment and training costs; lower cost of loan recovery from women
- **Mill efficiencies:** Spreading fixed costs over increased processing volume decreases processing cost per unit, reaching NGN 327M (approx. \$250,000) to date. This benefit is attributable to the success of the outgrower scheme, but the gender strategy forms a part of this success

100% +

Yield of women outgrowers
compared to men outgrowers

- Women's yield currently comparable to, or slightly better than, men's yield. Right now, performance and revenue are equal, but cost efficiencies alone outweigh the small incremental venue hire cost. In future, the business case may be built on both higher performance of women (suggested by leading indicators of training participation input application and roughing efficiency) and cost efficiencies due to gender strategy



Literature supports that women, once trained, are at least as productive on-farm as men, while supplier diversity has benefits for innovation and retention

Support from the literature

- Companies that focus on supplier diversity programs experienced a 133 percent greater return on procurement investments compared to the average while also saving 20 percent on buying operations (UN Women, 2022 quoted in USAID WI-ROI)
- Supplier diversity and inclusion can promote greater innovation through new products and services, increase competition on prices between existing and potential vendors, and generate access to new markets (WEPs, 2020 quoted in USAID WI-ROI))
- **If you control for land size**, women suppliers are as productive as men (TNS)
- Nestle/TNS Mozambique case: 65% retention of new women sales agents





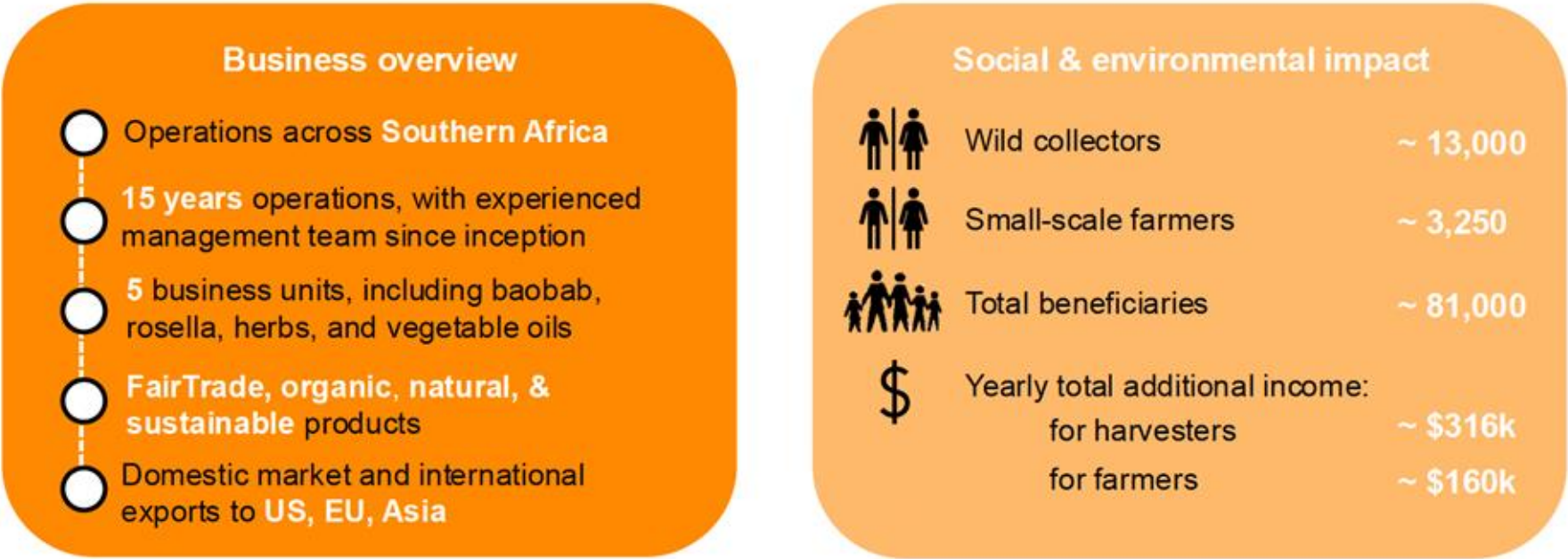
Coscharis: Lessons learned and recommendations

- Relatively small, direct outgrower and ingrower schemes are easier to monitor and data can be more easily analysed and interpreted (e.g., vs. a situation where farm-level data has to be sourced through third-parties like aggregators or cooperatives). Where finance is extended by the company, typically stronger records will be kept compared to a situation in which the company is only buying from the farmers
- Introducing gender-disaggregated performance tracking system enabled the company management to look deeper into the performance metrics and understand the value of women suppliers
- New outgrower schemes or inclusive sourcing models might not show impact – or not full impact – for several years; in this case, longer tracking time may be needed and/or leading indicators might be useful (e.g., adoption of practices before yield increases)
- Attribution may be tricky. For example, the success of Coscharis' outgrower scheme directly realizes efficiencies in mill operations due to spreading fixed costs over a larger volume including the volume from the outgrower scheme. However, while the gender-inclusive policy appears to be an important part of making the outgrower scheme sustainable and successful, assigning a portion of the increased efficiency to the gender-inclusive nature of the scheme is very hard



Organic Africa is an inclusive agribusiness based in Zimbabwe that sources herbs, spices and medicinal plants from smallholder farmers and wild collectors

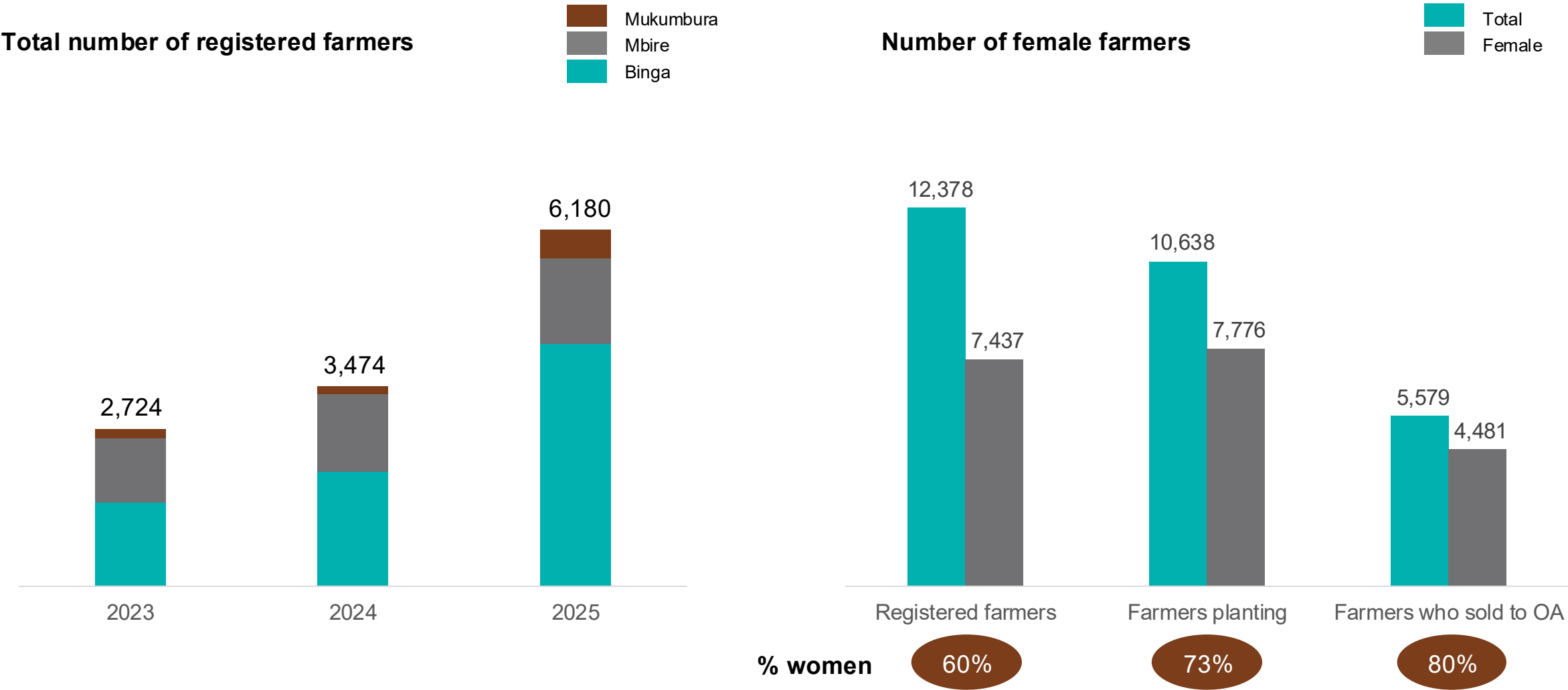
Founded in 2007, Organic Africa is an inclusive agribusiness based in Zimbabwe that sources herbs, spices and medicinal plants from smallholder farmers, wild collectors and commercial farms, working in some of the most marginal areas of the country



Our Organic Africa analysis does not include costs as there was no specific gender intervention to cost. However, it is still interesting to review the impact-side data which could form the basis of a future CBA

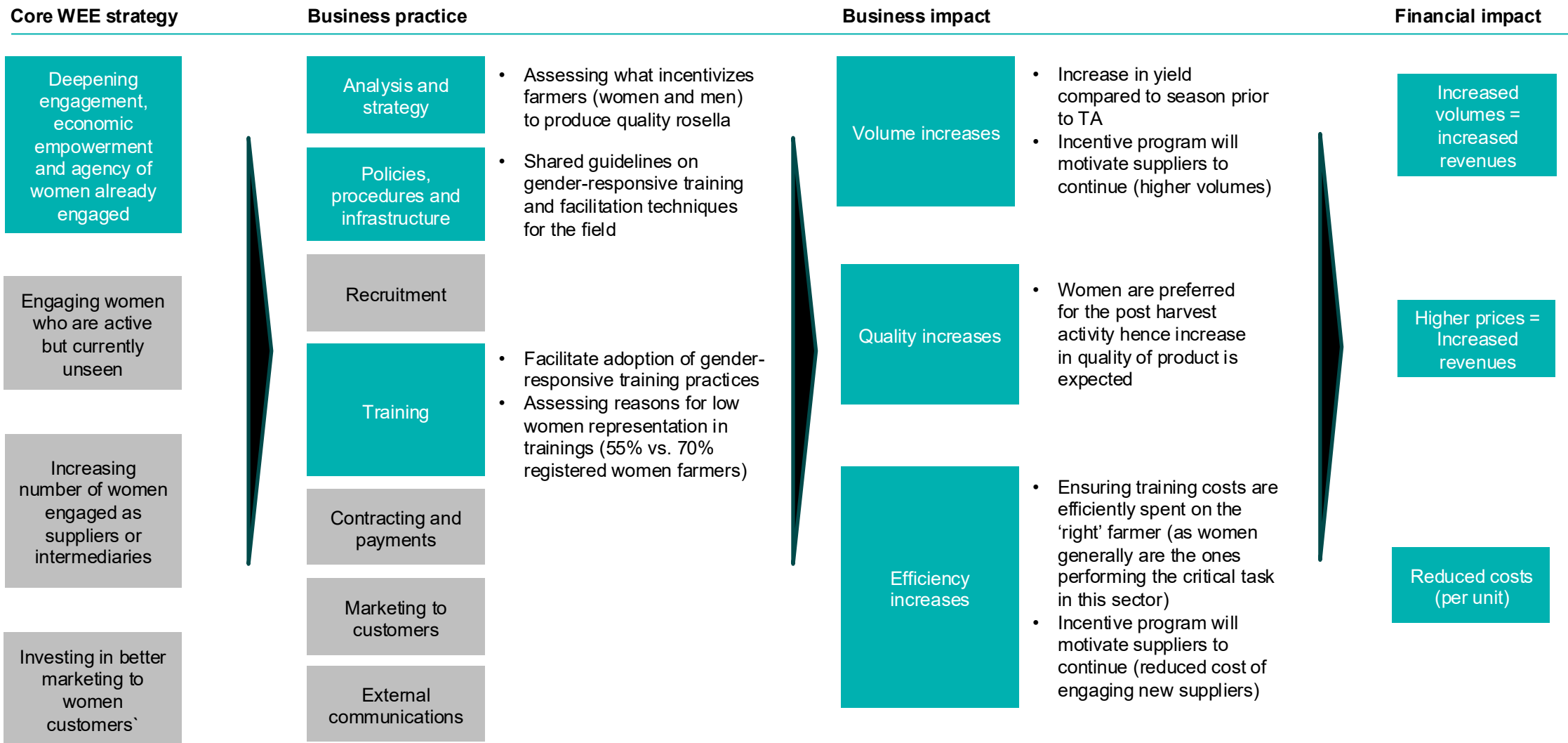


60% of Organic Africa’s registered farmers are women, while women make up 80% farmers who sell to Organic Africa



Source: Organic Africa

Organic Africa aimed to deepen its engagement with existing women suppliers through data analysis and targeted training

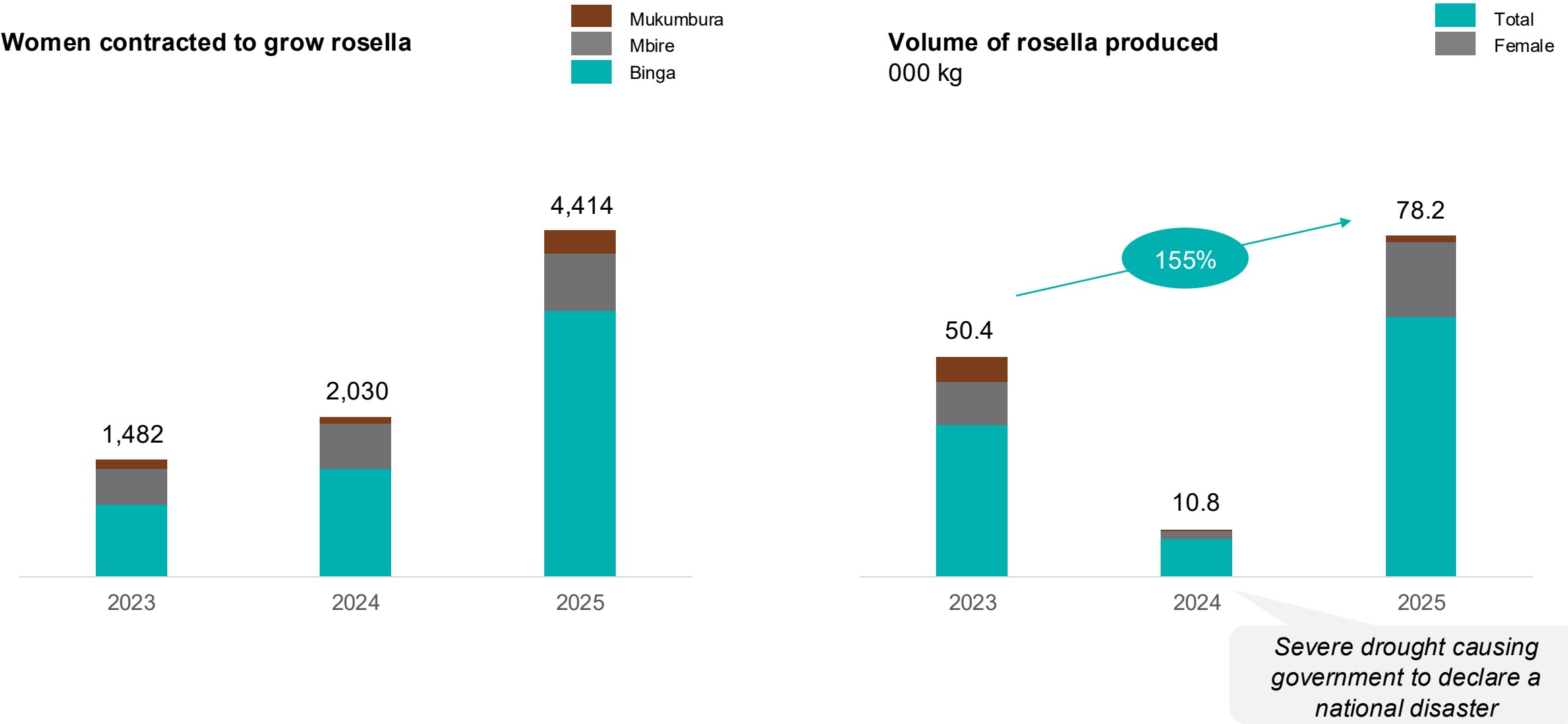


Costs included one-off set up costs of new data systems, while impact can be measured through data on volumes, quality and efficiency

Business cost	Business practice	One-off cost	Ongoing cost
	Analysis and strategy	- Cost of study (Team LOE = company and/or NGO and/or external service provider)	N/A
	Policies, procedures and infrastructure	- Cost of developing new policies or procedures (Team LOE = company and/or NGO and/or external service provider)	N/A
	Training	- One-off training costs e.g., new materials (Team LOE = company and/or NGO and/or external service provider)	- Incremental ongoing training cost per person if any (training cost vs. baseline OR incremental cost if known))

Business impact	Business impact	Key business metrics / KPIs	Conversion into P&L effect	Financial impact
	<u>Volume increases</u> - Increased productivity on farm	<u>Volume increases</u> - % increase in yield vs. baseline - % reduction in losses vs. baseline	<u>Volume increases</u> - No. additional units	<u>Increased revenues</u> - No. additional units x price = increased revenues
	<u>Quality increases</u> - Higher quality product	<u>Quality increases</u> - Increase in key quality KPIs (e.g., drying level, removal of calyx)	<u>Quality increases</u> - Increase in price	<u>Increased revenues</u> - Incremental revenue per unit x no. units = increased revenues
	<u>Efficiency increases</u> - Improved training efficiency - Increased outgrower retention rate	<u>Efficiency increases</u> - Training outcomes vs. spend - Average outgrower turnover (months/years) (TBC)	<u>Efficiency increases</u> - Reduction in training cost per volume product - Reduction in supplier recruitment/training costs	<u>Reduced costs</u> - Reduced costs per unit x no. units = reduced costs

Women contracted to grow rosella grew over time, while volumes had also increased by 50% by 2025 compared to 2023

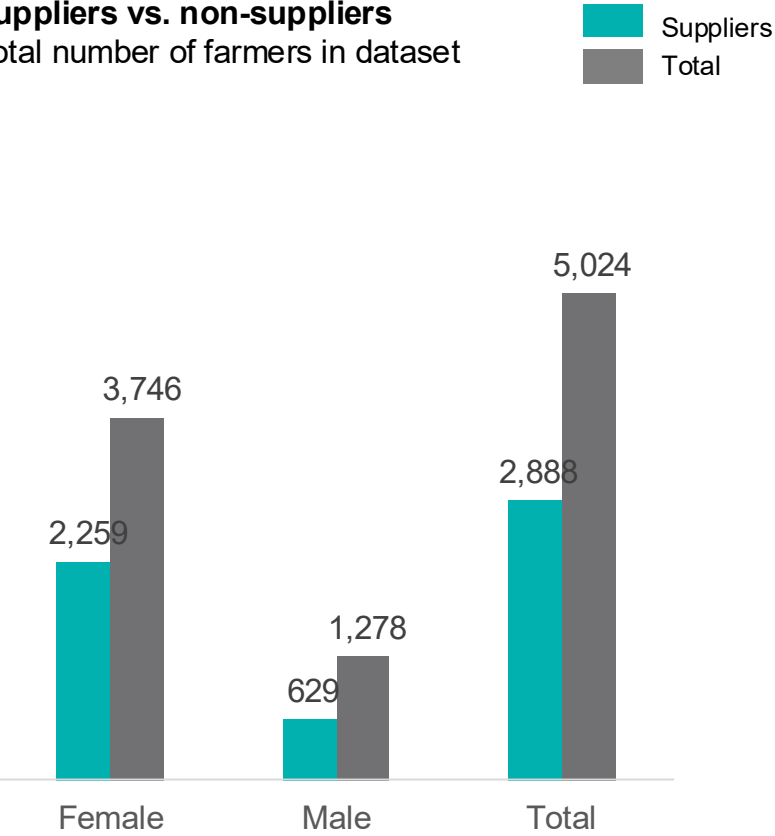


Source: Organic Africa



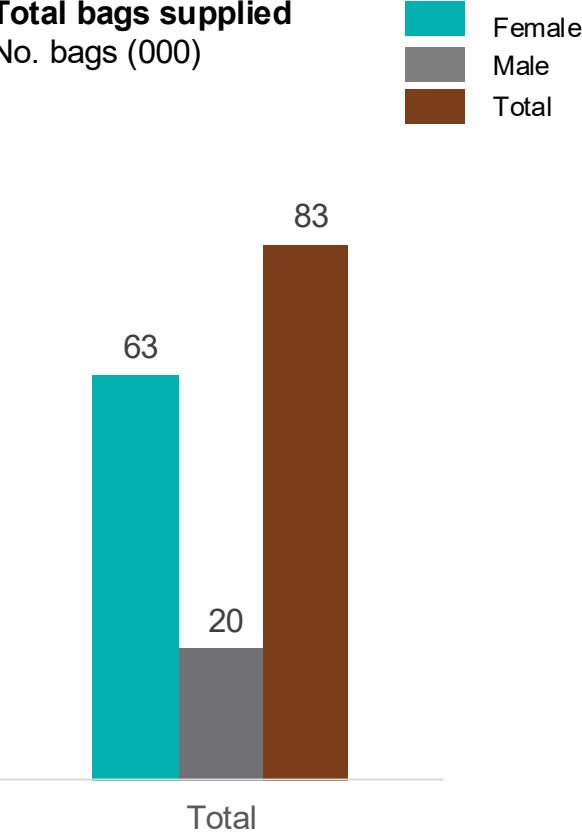
Women achieved slightly higher yields than men, and contributed the majority of Organic' Africa's purchases

Suppliers vs. non-suppliers
Total number of farmers in dataset



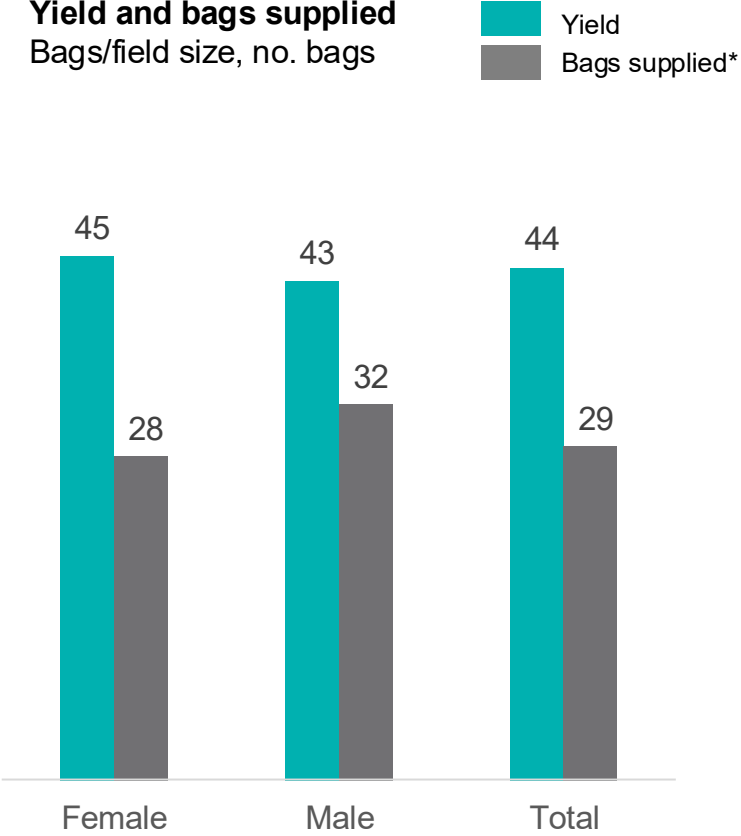
60% females supplied the company compared with 49% males

Total bags supplied
No. bags (000)



Overall women supplied over 75% total bags

Yield and bags supplied
Bags/field size, no. bags



While women achieve higher yields, they tend to supply slightly fewer bags than men

Source: Organic Africa

Despite lacking a complete WEE-CBA, Organic Africa's strategy seems to have potential to increase volumes, quality and revenues while reducing costs

- For Organic Africa which engages large numbers of women, there are no gender-specific costs; the cost of engaging, training and incentivizing women is built into their standard mode of operating
- While not fully attributable to the way Organic Africa engages with women in particular, key benefits of the overall approach for the company are:
 - **Volume:** Volume increased over 150% from 2023 – 2025, and women supply over 75% total volume in bags
 - **Reliability of women:** While women make up only 60% registered farmers, they make up about 75 – 80% volume sold to Organic Africa, representing a cost efficiency to the company: the cost of engaging and registering and farmers is more likely to pay back in the supplier delivering product if the supplier is a women
 - **Quality:** Supporting women on quality initiatives will translate into higher prices over time
 - **Branding:** Organic Africa's brand as a social business – and associated market access – is is deeply linked to its smallholder farmer suppliers, including the high % women it sources from.
- While a complete WEE-CBA is not possible at present based on the challenge disaggregating gender-specific costs, overall the strategy of engaging, training and incentivising women seems to be paying off at a business level due to all these benefits
- In addition, new data insights will allow Organic Africa to further adapt their extension services to match the demographic needs and realities



Literature supports the potential branding benefits of investing in women, particularly for markets like the EU market



Support from the literature

- Afrifresh's focus on women secured access to EU market (Afrifresh/Fair and Sustainable)
- New policies, worker committees and training led to better and consistent quality of production and less management time:
 - 1. Retaining the right people;
 - 2. Maintaining a high-quality workforce;
 - 3. Providing better working conditions to retain the same seasonal workers (Afrifresh/Fair and Sustainable)



Contents

- Chapter 1: Introduction
- Chapter 2: WEE cost-benefit analysis framework
- Chapter 3: Putting the framework into practice
- **Chapter 4: How to use the framework**
- Appendix 1: Literature summary
- Appendix 2: Mapping gender CBA framework to gender analysis tool

General reflections on case studies

- Featured case studies are highly imperfect
 - Data is missing, unreliable and estimated
 - Only 2 or 3 examples from a much wider range of cases where there is business benefit alongside women's empowerment; all of them production examples
- However, the study marks a starting point and a methodology to be further tested in more cases and refined through continual adaptation as it is used
- The methodology also gives teams and companies a framework to identify which KPIs make sense to explicitly track, and where additional sampling/evaluations can be useful alongside broader, higher level data sets
- Overall and even with imperfect quantification, the cases do demonstrate that there is a significant business-level return on investing in working with women and begin to assess the ratio between costs and benefits for the business
- As the data-set grows, it will be possible to start to draw general conclusions about (a) overall CBA range; (b) typical CBA ranges for different contexts/starting points and/or different interventions; (c) linkages and multiplier effect of some business practices (e.g., retaining staff may in turn increase productivity). These learning areas should be explicitly laid out and tracked as the initiative moves forward

Practical tips on engaging with agri-businesses

- Often, the staff inside the business responsible for gender activities may be most used to quantifying social impact rather than business impact – a shift in mindset may be needed
- Upfront costs, or investment of senior staff time, may not be tracked and may be difficult to attribute. As a proxy, we used CASA gender advisor/team support, recognizing this may under-estimate the true cost by some amount
- It can be hard to decide what counts as a “WEE cost”. E.g., if most staff are women, then costs of training etc. are simply general costs of doing business (vs. a women’s economic empowerment initiative focused on recruiting more women for example). In the early stages, case-by-case decisions will start to create a case history and methodology that can be standardized for different situations over time
- It can take time to gather and analyse data and engage in the back and forth with the business that generates meaningful datasets and insights. It may be useful to focus first of all on non-financial metrics, and as a second step move to converting into financial figures, to not overwhelm the business with too many stages all at once at the beginning
- Data availability will likely continue to be an issue unless specific KPIs and a data collection strategy is defined upfront. Deep evaluations with sampling may ultimately shed more light on true impact and causality, if these can be funded, alongside collection of broader, higher level datasets

Looking forward

- Our objective through developing this methodology is that other programmes can use the same methodology and we can jointly build a data-set of agribusiness WEE-CBAs
- As the data-set grows, and becomes more robust, we will be able to see more trends and use the data to help engage more businesses and predict successes
- In our experience, unless KPIs and specific requirements for gender-disaggregated data are made clear at the start of the project, it can be difficult to construct a thorough WEE-CBA later on. There is now an opportunity to use the framework to define upfront with businesses what to measure and how
- Data collection may be a combination of company data collection, intermediary data collection and targeted evaluations
- Using a common methodology will also enable us to see trends better across practices, value chains and countries. This can be very difficult if methodology differences preclude direct comparison of figures
- We are very open to collaboration and look forward to hearing from you!

Contents

- Chapter 1: Introduction
- Chapter 2: WEE cost-benefit analysis framework
- Chapter 3: Putting the framework into practice
- Chapter 4: How to use the framework
- **Appendix 1: Literature summary**
- Appendix 2: Mapping gender CBA framework to gender analysis tool

Literature review

Overall studies and frameworks

- Women Inclusive Return on Investment (WI – ROI paper) Framework (USAID, 2022)
- Investing in Women: New evidence for the business case (IFC, 2017)
- The Business Case for Women's Employment in Agribusiness (IFC, 2016)
- Making the business case: Women's economic empowerment in market systems development (LEO, USAID, 2015)

Case studies

- Coffee that 'comes with a story': Kyagalanyi Coffee (Fair & Sustainable Consulting)
- Socially responsible fruit growing: Afrifresh (Fair and Sustainable Consulting / IFC, 2016)
- Case studies: WIN (Women IN Business) (TechnoServe Mozambique)

The following slides pull out some key highlights from the documents reviewed

Women Inclusive Return on Investment (WI – ROI paper) Framework (USAID) (1/2)

- Currently, there is limited understanding of how women-inclusive PSE practices drive financial benefits at the firm level
- For SMEs in LMICs the most commonly implemented women-inclusive business strategies are: talent and leadership, workplace culture, supply chains, and consumers.
- Three core gaps in the evidence base for WI-ROI from SMEs in LMICs are in women's leadership, supply chain diversity (as it relates to the benefits to SMEs, not multinational corporations), and targeting women as consumers.
- It takes time to achieve a positive women-inclusive ROI. Thus, most companies also use financial key performance indicators (KPIs) to measure changes in the shorter-term. These financial KPIs do not tell a full ROI story but are used to gauge if their business investment strategies are on target to yield financial returns over time. KPIs help firms make quicker decisions to optimize ROI.
- Companies that focus on supplier diversity programs experienced a 133 percent greater return on procurement investments compared to the average while also saving 20 percent on buying operations (UN Women, 2022). Supplier diversity and inclusion can promote greater innovation through new products and services, increase competition on prices between existing and potential vendors, and generate access to new markets (WEPIs, 2020).
- **Need for a WI-ROI tool.** Within the many interviews with experts and SMEs, one recommendation was consistent: the need to translate this research and framework into a guidance tool. There is a clearly articulated need for not only 'what' to focus on (as this framework sets out) but to also address the measurement process and 'how-to' guidance of a WI-ROI.

Women Inclusive Return on Investment (WI – ROI paper) Framework (USAID) (2/2)



Each of the strategies has commonly referenced business practices, as follows:

1. **Talent and leadership:** Women-inclusive talent acquisition, talent and leadership development, and women-inclusive governance.
2. **Workplace culture:** Care support, gender-based violence (GBV) response, and gender pay equity.
3. **Consumers:** Women-centered product and service design and women-targeted marketing and sales.
4. **Supply chains:** Supplier diversity programs targeting women-owned companies and gender-inclusive programs throughout supply chains.

Women Inclusive Return on Investment (WI – ROI paper) Framework (USAID): Consumers: Financial metrics

KPI	Definition	Women-Inclusive Relevance	Relationship to ROI
Consumer satisfaction score or associated NPS	Number of satisfied consumers divided by the total number of respondents multiplied by 100. This equals the percentage of satisfied consumers.	Targeting women consumers with products geared to their needs and uses can contribute to revenue by bringing new customers, increasing employee morale, and enhancing brand reputation.	Profit: Repeat sales to consumers; customer lifetime value; additional sales to new targeted customer segments. Cost savings in non-compliance, legal and risk. New Investment: Cost of product design linked to new customer segments.
Total sales (by new product or service)	The value of sales from a newly developed product/service for women.	By developing products that meet women's unmet needs, companies can expand their total volume of sales.	Profit: Additional sales of new product or service. New investment: Cost of effort to develop and sell newly developed product/service for women.
Total Sales (by customer segment)	The value of total sales of company by specific customer segments (like women).	By marketing and monitoring by customer segment (women), companies can increase their total sales across their product offerings.	Profit: Additional sales to new targeted customer segments. New investment: Cost of efforts to align and market products to women.
Customer retention rate	Percentage of customers kept relative to the number at the start of a given period.	Specifically marketing to and satisfying the specific needs of women consumers, with products and services, can contribute to repeat revenue from customers, enhancing brand reputation that attracts talent and investors.	Profit: Repeat sales to targeted customer segments. Reduced average customer acquisition cost. New investment: Cost of aligning products to women's needs and customer service delivery.

Women Inclusive Return on Investment (WI – ROI paper) Framework (USAID):

Supply chain: Financial metrics

KPI	Definition	Women-Inclusive Relevance	Relationship to ROI
Diverse supplier count	The number of diverse suppliers with which a company has contracts (e.g., women-owned, women-led).	Supplier diversification efforts promote company resilience and stability and generate competition. Sourcing from women-owned businesses can also promote brand enhancement.	Profit: Cost savings in procurement spending. New investment: Cost of new practices: effort, events, networking, marketing, and software.
Diverse supplier spending	The amount of procurement dollars purchased from diverse suppliers.	Supplier diversification often involves capacity building. Evidence shows that diversifying supply chains, such as through engaging women-owned businesses, can improve business performance.	Profit: Cost savings in procurement spending. New investment: Cost of new practices: effort, events, networking, marketing, and software.
Supplier satisfaction score or associated net promoter score	Number of satisfied suppliers divided by the total number of respondents multiplied by 100. This equals the percentage of satisfied suppliers.	Gender intentionality in supply chain practices can contribute to revenue by building supplier morale, decreasing supplier turnover and scandal, and enhancing performance and reputation that attract investors.	Profit: Cost savings in non-compliance, legal and risk. New investment: Cost of new strategy efforts.
Price premium for niche products	Percentage by which a product's selling price exceeds a benchmark or market price.	Gender intentionality in supply chain-responsible practices protects brands and can attract investment and premium prices.	Profit: Sales generated by niche products and suppliers. New investment: Cost of efforts.

Investing in Women: New evidence for the business case (IFC) (1/2)

- Engaging women overall and investing in diversity is good for countries and companies, e.g., diversity can improve talent pipelines, strengthen market development, and build an enabling investment climate. Evidence shows that: Companies with gender-diverse boards generate a **higher return on equity** than those without, and **companies with gender-diverse boards outperform those with no women** in terms of share price performance during times of crisis or volatility. High-performing companies are almost 50 percent more likely than low-performing companies to report that men and women have equal influence on strategy development. Investors in companies with strong gender diversity strategies **receive excess returns running at a compound annual growth rate (CAGR) of 3.5 percent. In addition**, innovation doesn't happen in closed environments
- However, focusing on women in senior leadership and in developed markets obscures the potential gains from investing in women as employees at all levels, as well as women entrepreneurs, customers, and community members. **More and stronger evidence is required** that further broadens the case **beyond women's leadership and details the case outside large firms based in developed markets**
- Understanding customer segments not only by income and age but also by gender often reveals differences in consumer needs or preferences even in products that may initially seem gender neutral. Designing and marketing in response to these can produce new ideas, or take old ideas in new directions. Specifically targeting women, particularly by opening up a market previously closed to them, can be a key driver of growth
- Encouraging women to join positions or sectors where they are underrepresented increases the labour pool and leads to a more talented and skilled workforce. It also supports diversity, which in turn can drive increased innovation capacity and access to new markets. Even in sectors where women are well represented, women's workplace experience might be different from men in terms of leadership, pay and benefits, working conditions, health and safety, and flexible working needs. These type of changes can lead to increased efficiency, productivity, employee satisfaction, retention, quality of outputs, and, ultimately, profits
- Diversity in supply chains allows firms to access a wider variety of high-quality suppliers. Initial evidence shows improved diversity can also lower costs: a US study found that **companies with supplier diversity programs spent 20 percent less than competitors on purchasing operations and had lower numbers of procurement staff**. Further, promoting supplier relationships with women entrepreneurs is associated with enhanced corporate responsibility and customer loyalty. Women entrepreneurs may also have better access to female customers or be better positioned to target the base of the pyramid (BOP) markets. Despite these benefits, a small fraction of the money spent on vendors by large corporations and governments currently goes to women-owned enterprises—just 2.2 percent—according to one estimate.

Investing in Women: New evidence for the business case (IFC) (2/2)

- **Case study: Lighting Asia, India:** IFC's Lighting Asia/India program found that women sales agents were better able to access the "women's market" for solar lighting, helping to **build a powerful distribution network and grow sales by 30 percent**.
- **Case study: ECOM Agroindustrial Corporation, Indonesia:** As a result of IFC's training partnership with ECOM Agroindustrial Corporation targeting female coffee farmers in Indonesia, **farmers' productivity increased by 131 percent**, improving ECOM's access to a key commodity.
- **Case study: FINCA, DRC:** FINCA and IFC observed that women agents were more successful than male agents on average, recording 12 percent more FINCA transactions a month and a 16 percent higher net profit on their overall businesses. Women agents' success is determined by three factors: their location (more likely to be based in under-developed geographies), sector (service-focused businesses), and tendency to reinvest in their businesses.
- **Case study: BHD Bank, Dominican Republic:** BHD Bank worked with IFC to identify four specific groups of women in the Dominican Republic that were underserved. As a result, BHD was able to drive an **internal rate of return of 35 percent**.
- **Case study: BLC Bank, Lebanon:** With IFC, BLC Bank worked to establish itself as an employer of choice for women in Lebanon by increasing women's hiring, training bank staff on gender equality, introducing paternity leave, and increasing maternity leave, among other efforts. This supported the bank's ability to launch a series of tailored products and services for women under the WE Initiative. The initiative resulted in a lower rate of nonperforming loans and a higher internal rate of return compared to the bank's overall portfolio.
- **Case study, Various companies, Papua New Guinea:** For the private sector, direct costs of GBV were found to add 3 percent to 9 percent to total payroll expenses and indirect costs to add another 45 percent. In addition, members who promoted the Business Coalition for Women (BCFW) received a reputational premium. Anitua Group, for instance, received positive media coverage for its stance against GBV and successfully positioned itself as an employer of choice for women.
- **Overall conclusions:** Companies that promote investments in gender-smart solutions receive positive visibility in terms of corporate reputation (brand/employer of choice) and first-movers can stay ahead of the competition. The most challenging gender contexts are often those with the most potential upside. Gender analysis produces unexpected insights—even for experts. Gender-smart solutions are mutually reinforcing. The business case is diverse and far-reaching.

The Business Case for Women's Employment in Agribusiness (IFC, 2016)

- In 2015, one-fourth of all economically active women worldwide were engaged in agriculture and it remains the most important source of employment for women in low- and middle-income countries
- Ensuring equal access to employment opportunities in agribusiness for women, and investing in better jobs and working conditions for women can lead to improved workforce and organizational outcomes that have a direct impact on the bottom line (this paper focuses on the case of direct employment relationships, while recognizing that women's work in agribusiness may take on a number of other forms, including small-holder farming). There is an established business case for private sector investment in women's employment, which also applies to agribusiness. Companies that invest in women can improve their access to labor and talent, can lower the costs of recruitment and (re)training by reducing labor turnover, can drive innovation and cohesion through having a more diverse workforce and management team, and can improve productivity through stronger teams and employee motivation. Moreover, proven compliance and quality employment can improve access to quality buyers
- Women bring different perspectives, ways of thinking, and problem-solving strategies. Higher levels of gender diversity can also help spark innovation, by strengthening team dynamics and creativity
- A reputation as a good employer for women can help to retain and attract workers. A solid reputation for good working conditions, demonstrated by proactive programs ("beyond compliance") to support women workers can help to raise the profile of agribusiness firms with respect to buyers, investors, and consumers
- Creating a supportive environment for women workers can have a positive impact on the attendance and retention of workers, resulting in significant cost savings. A supportive, non-discriminatory working environment with fair opportunities for women and men leads to higher employee productivity and better overall business performance
- Leading global brands are increasingly placing social and environmental sustainability at the heart of their business, and women's employment is a key feature. This means that suppliers who want to work with these brands need to be able to demonstrate compliance with voluntary codes of conduct that ensure decent working conditions, including non-discrimination and anti-harassment
- Companies that put in place gender-disaggregated data collection systems are better placed to understand the position of women (and men) in their workforce, and to monitor the outcomes, costs, and benefits of interventions to support women workers.
- 5 case studies detailed at length, including Afrifresh South Africa (see p. 43) (focused on employment not supply chain/customers)
- **Supreme Poultry South Africa** is highlighted as a case focused on women's employment/conditions in the company. However, reference is made also to contract growers – of 48 growers, 1 is a women, although contract-growing operations will typically be registered in a man's name, though many will be family farming operations in which some women will also be involved. Contract growers to Supreme currently provide jobs to 448 people, of whom 25% (114) are women, compared to 44% women at the company, indicating an opportunity for the company to build on its relationships with the contract growers to encourage them to employ women in non-traditional jobs on the farm as well

Making the business case: Women's economic empowerment in market systems development (LEO, USAID, 2015)

- Need for a business case for gender: *"if businesses are going to take what may be perceived as a financial or social risk, they need a solid business case to do so. A business case is an argument or rationale, based on market research, for starting or expanding upon a business opportunity. A business case answers the question, 'What will be the benefits or losses if the business takes this course of action?'" Businesses determine which investments they will make by assessing the costs and benefits of a given opportunity. Expenses associated with any alteration of a business model must be offset by the likelihood (or assurance) of short-term and/or long-term increased benefits to the business. For example, when integrating women into a part of the supply chain where none or few currently exist, the business needs to show how revenues will increase and/or expenses will decrease by doing so."*
- "Studies show that when a business integrates women into its business model and core operations, not only do profits improve but gender inequalities decline in the communities in which it works. This dual benefit can create a reinforcing cycle of economic benefits to a company, the women it employs (or contracts with), and the communities in which they exist." The paper however notes that most of the current studies on this topic have been conducted in North America and Europe, and suggests more research is needed in developing country contexts; yet evidence suggests that increasing gender diversity in the workplace can be good for business in various contexts.
- Importance of upfront analysis to identify potential for change (in this paper, at a sector level and then also to identify partners to work with). Key criteria at sector level include: Growth potential; pro-poor impact; impact on youth and women; feasibility of facilitating change. Key guidance at partner level includes: Develop criteria that are sensitive to slow adopters (i.e., even if they are not excited about gender at first); look for partners who provide good leadership; find businesses with knowledge of cultural norms and a willingness to address social barriers; Work with multiple partners simultaneously
- There are six primary types of incentives that drive the private sector to change their practices in a way that is more inclusive of and empowering for women: (1) Accessing untapped employee talent; (2) Improving supply chain reliability; (3) Reaching female customers; (4) Opening new distribution channels; (5) Enhancing the brand and reputation of the business; (6) Furthering social impact
- **Supply chain:** A business has a vested interest in understanding its supply chain, including how gender norms and inequities might limit the ability of men and/or women to work efficiently. Promoting access to information, resources, and technology to both men and women can address specific bottlenecks within a supply chain by enhancing productivity, improving product quality, and nurturing a reliable supply
- **Supply chain case study:** Golden Web in Ghana saw that by working with female farmers they could secure a more reliable supply of soybeans for their vegetable oil processing plants. The company provided technical assistance, training, and agricultural inputs to improve the quality and yield of their crops. In return, the farmers became dependable suppliers.
- **Women as customers:** Including women across their employee teams, particularly in their marketing and sales departments, and building on their insights can help businesses more effectively reach women consumers who increasingly influence how household resources are spent. Similarly, microenterprises that include women as customers in their marketing activities ultimately boost sales, while also promoting women customers' access to critical resources, and enhancing their decision-making abilities
- **Case study: Women as customers:** In Bangladesh, a project worked with families on flood-prone river islands and engaged companies to develop business models that will engage women. One of the companies, Auto Crop Care Ltd., commented "By involving women in farmer meetings, we found that they are more attentive than men. "They also insist that their male family members buy our products by name." The inclusive strategy has been so successful that the company now also includes women in field meetings that take place in mainland areas.

Making the business case: Women's economic empowerment in market systems development (LEO, USAID, 2015)

- **Women as distributors:** Coca-Cola wants to reach remote customers or populations with limited resources. It has found that women are effective distributors of products and services, especially during the “last mile,” the movement of product from transport hub to consumer. Women can find reliable outlets and ensure the delivery of relatively small quantities of stock, which helps build market demand.
- **Case study: Women as distributors:** Coca-Cola Kwanza is a Tanzanian bottling company with annual net sales of roughly \$100 million. 95% of sales come from a system of micro-distribution centers (MDC), which supply Coca-Cola products to small-scale retailers in congested urban neighbourhoods. The average MDC serves 250–600 shops in a 3–10 kilometer radius, with frequent deliveries of small amounts of product. Women own or manage most of these centers. As part of its business strategy, Coca-Cola Kwanza has focused on expanding the recruitment of women in its network and has provided them with coaching and mentoring. As a result, owners of participating centers have seen their sales increase by an average of 12 percent, and the average return on investment for an MDC in the Kwanza network is 20 percent, which has boosted the company's efficiency and profitability
- **Enhancing business reputation:** According to one report based on data from North America, when women learn that a company supports women-owned enterprises, 79 percent try the product or service; 80 percent solidify their loyalty to the brand; and 51 percent are willing to give the company a second chance if a product or service falls short the first time they try it
- **Case study: Connecting women producers with customers:** Café Femenino (CF) was established in 2004 when female coffee farmers in Peru decided they wanted to separate their organic coffee crop from the coffee grown by men because they saw their product to be of superior quality given that it was grown organically. At the time, women had no voice in the running of their cooperative or how pre-payments from their buyer, Organic Products Trading Company (OPTCO), were allocated. They approached OPTCO to develop a women-produced coffee for international markets. Today, OPTCO, Café Femenino's parent company, oversees a complex market cycle designed to empower female coffee farmers. OPTCO buys beans from CF members at a premium and exports them. Roasters then donate a percentage of their profits back to CF, which funds development programs for the female farmers, including education and health care. OPTCO also provides other forms of support such as market information, pre-finance loans, and technical assistance. Some 30 percent of OPTCO's business comes from Café Femenino coffee, and demand is growing. This social return on investment has become OPTCO's core business mandate
- There are risks too to engaging women e.g., under-employment and exploitation, unsafe work and transportation conditions, and/or a heavy burden of work inside and outside the home can be detrimental to women's well-being
- Even when a business case exists for firms to empower women, and the risks of doing so are manageable, businesses often do not act on this themselves. Various barriers—informational, motivational, and others—stand in the way. Strategies may take time to deliver enhanced business benefits. Implementers can help businesses see the longterm value of including women and support them in finding innovative strategies for longterm growth. Tips for practitioners include: (1) Build business skills, gender awareness, and buy-in within the project team; (2) Invest in a process of building credibility; (3) Speak their language (in business terms); (4) Tailor the case; (5) Identify quick wins; (6) Help businesses mitigate risk; (7) Engage with civil society and governing institutions to influence the private sector

Case study: Socially responsible fruit growing: Afrifresh (Fair and Sustainable Consulting / IFC, 2016)

- Afrifresh is one of the leading fruit producers and exporters in South Africa, producing citrus and table grapes, with buyers in the EU and other countries. Afrifresh employs over 1,200 permanent workers and over 4,000 seasonal workers on 12 farms in South Africa. 35% of the permanent and 48.5% of the seasonal workforce are women
- Key gender-based constraints: (1) Traditional jobs for men and women; (2) Limited women in management positions; (3) Vulnerability to discrimination and harassment
- Strategies: (1) Zero tolerance for discrimination and harassment on the farm; (2) Worker – management communication; (3) Women in leadership positions; (4) Equal opportunities for professional training and personal development
- Results for Afrifresh: (1) Access to EU market (Access to the high value EU market has been secured with the company's strong social performance record); (2) Better and consistent quality of production and less management time by: (a) Retaining the right people; (b) Maintaining a high quality workforce; (c) Providing better working conditions to retain the same seasonal workers
- Benefits for women: (1) Better working environment; (2) More women in management positions; (3) Equal treatment; (4) More job and training opportunities

Case study: Coffee that ‘comes with a story’: Kyagalanyi Coffee (Fair & Sustainable Consulting)

- Kyagalanyi Coffee Ltd. is the number one coffee exporter in Uganda. Part of the Volcafe group, it specialises in buying coffee from smallholder farmers and traders across Uganda and sells to export markets in Europe and the US
- Key gender-based constraints: (1) Coffee is traditionally a men’s crop; (2) Capacity building on good agronomic practices (GAPs) did not reach women; (3) Lack of collaboration between men and women at household level; (4) Lack of financial transparency and joint planning of husband and wife
- Strategies: (1) Build gender equality values and skills of the company and staff; (2) Build capacities of women producing coffee; (3) Improve collaboration and decision making at household level; (4) Improve financial management of households
- Results for Kyagalanyi: (1) Improved volume and quality of coffee (Households work together and the improved adoption of GAPs by husband and wife resulted in higher yields (+50-70% in 5-8 years) and better quality); (2) Constant and increasing supply; (3) Stronger linkages with buyers and consumers; (4) Recognized as an ethical company
- Benefits for women: (1) Women seen by the company; (2) Women are trained in GAPs; (3) Coffee has become a family crop; (4) Female role models

Case studies: WIN (Women IN Business) (TechnoServe Mozambique)

- 4 papers published by the Women IN Business (WIN) programme implemented by TechnoServe Mozambique to share learnings. The WIN Program is a five-year initiative implemented by TechnoServe and financed by the Embassy of Sweden in Mozambique. Its objective is to economically empower women in Mozambique by enabling their participation in the economy. To do this, we support the private and public sector to trial and implement sustainable changes in the way that they approach women as staff or workers, potential customers, suppliers and business partners. The 4 papers cover: Agent Models; Financial Services; Management Tools and Information; Media
- **Agent models:**
 - WIN supported the development of gender inclusive distribution models in two sectors: (i) the FMCG sector (Nestle); (ii) the green energy sector (Engie, Epsilon Energia Solar, Ignite, Solarworks)
 - Nestle initiative to recruit and train women sales agents (magwevas), with 65% retention rate
 - Engie experienced growth in female customers using Solar Home Systems for business purposes, from 4% to 17%
 - Key benefits of inclusive distribution models: (1) Reduced turnover of agents; (2) Sales quantity and quality; (3) Increased brand penetration; (4) Unlock funding
 - Investing in distribution models that include women is a winwin for the private sector and female micro-entrepreneurs. In Africa informal markets cover 80% of market share and of these 60% are women* Women have greater penetration in markets and communities and sell to more women, which is an advantage for the distribution and consumption of goods.
- **Financial services:**
 - Women customers are a segment little explored by financial institutions but which offers a lot of potential. To reach that potential, financial institutions need to understand women's needs and preferences better, so they can design products and marketing strategies to reach them.
 - Project tested 6 different approaches with 6 financial services providers (1) Digitising customer payments; (2) Financial education and business management skills; (3) Product and marketing design; (4) Market research and financial literacy campaign; (5) Mobile money agent system; (6) Financial and digital literacy
 - Companies who invest in designing financial services and products for this target market improve their bottom line. Gender-responsive and socially-responsible businesses tend to attract new customer segments
 - Business results:
 - Banco Futuro reduced the default rate to 0% for the customers receiving the new training vs. 0.5% without training. Banco Futuro is also benefiting from word-of-mouth marketing by existing customers. Some group trainings are even taking place in people's homes in the community, contributing to highly localized marketing and customer loyalty
 - "The return on investment and revenue for the bank.. has been positive: customers have started to pay their installments on the agreed date, and the current number of customers acquiring finance and savings has grown a lot."
 - AfricaWorks: Improved efficiency e.g., reduction in costs, increased efficiency, Improved data collection and analysis methods, improved approach to customers
 - Key takeaways: (1) Investing in the expansion of financial services for women micro-entrepreneurs is a win-win for the private sector and the customer; (2) Increased access to formal financial services helps women customers increase their savings and their control over their money; (3) By doing market research specifically on women, and disaggregating customer data by gender, financial institutions can better understand this audience; (4) Using a gender lens in the design and marketing of financial products increases the chance that they are accessible to and used by women; (5) Embedded services - such as training, targeted float, and more informative communications - are an effective way of helping women use financial services; (6) Financial education can be made more inclusive of women by considering how women access the materials, and making women more represented

Contents

- Chapter 1: Introduction
- Chapter 2: WEE cost-benefit analysis framework
- Chapter 3: Putting the framework into practice
- Chapter 4: How to use the framework
- Appendix 1: Literature summary
- **Appendix 2: Mapping gender CBA framework to gender analysis tool**

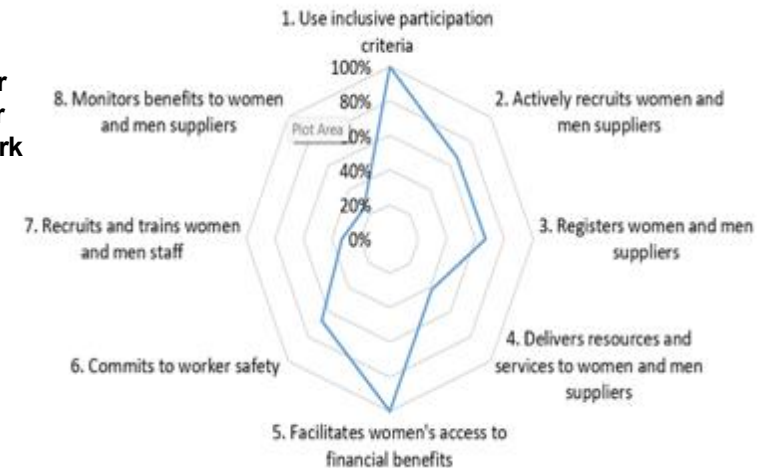
While the CBA framework maps out interventions, GRBP framework is more focused on measuring an agribusiness' current operations, especially its supplier engagement

Business practice	Mapping to GRBP
Analysis and strategy	GBRP is more focused on operations and monitoring current way of doing things in the business; however, analysis and strategy is a key part of the intervention that CASA has developed in all cases, and for the purposes of the gender CBA needs to be captured separately
Policies, procedures, monitoring, infrastructure	1. Use inclusive participation criteria 3. Registers men and women suppliers 4. Delivers resources and services to men and women suppliers 5. Facilitate's women's access to financial benefits 6. Commits to worker safety 8. Monitors benefits to women and men suppliers
Training	4. Delivers resources and services to men and women suppliers 7. Recruits and trains women and men staff
Contracting and payments	4. Delivers resources and services to men and women suppliers 5. Facilitate's women's access to financial benefits
Recruitment	2. Actively recruits men and women suppliers 7. Recruits and trains women and men staff
Marketing to customers	Not included: GBRP is more focused on suppliers and in-company employment and not on customers
External communications	Not included: External communications are a way for an agribusiness to gain value from its gender work, but does not in and of itself improve gender outcomes for women

GRBP framework vs. CBA framework

Monitoring is covered under Policies in our CBA framework

Focused in-company – merge certain intervention areas



1-4 are focused on suppliers; they are impacted by policies as well as practice in training and recruitment

Achieved through contracting/payments and may be impacted through policies