



# Building the Capacity for Small and Growing Businesses (SGBs) to Improve the Climate Resilience of Women Farmers

Creating Impact Measurement Tools and Assessing the Effectiveness of SGB-Level Interventions for Women Coffee Farmers in Central America

## EVALUATION REPORT

Prepared by Value For Women

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<b>Acknowledgements</b>	<b>1</b>
<b>About Root Capital, Value for Women, ANDE and IDRC</b>	<b>2</b>
<b>Acronyms</b>	<b>3</b>
<b>I. Executive Summary</b>	<b>4</b>
<b>II. Introduction</b>	<b>6</b>
Gender Equality, Climate Resilience, and Agriculture	6
Root Capital's Gender Equity Grant Program	7
Root Capital's Mexico and Central America Climate Resilience GEG Goals	8
Evaluation Goals	8
<b>III. Root Capital's Climate Resilience Gender Equity Grants in Mexico and Central America</b>	<b>10</b>
Finca Triunfo Verde	10
Intervention	15
Challenges	17
Asociación Chajulense	18
Intervention	21
Challenges	25
Assessment Methodology	26
<b>IV. Findings</b>	<b>30</b>
Satisfaction with the GEG	32
Gender and climate change mitigation knowledge, attitudes, and practices	34
Institutional changes within the agricultural SGBs	41
Overall findings and drivers, for each agri-SGB	46
<b>V. Recommendations for Investors, Donors, and other Organizations</b>	<b>48</b>
<b>VI. Conclusion</b>	<b>53</b>
<b>Annexes</b>	<b>54</b>
1. Climate change and gender survey	54
2. Individual interviews guide for cooperative's personnel and leadership	60
3. Focus group questionnaire for women cooperative members	63
4. Individual interview guide for women and men cooperative members	65
5. Climate resilience and gender diagnostic for agricultural SGBS	67



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# About Root Capital, Value for Women, ANDE and IDRC

**Root Capital** invests in the growth of agricultural enterprises so they can transform rural communities. These businesses purchase crops such as coffee, cocoa, or grains from smallholder farmers. With growth, they become engines of impact that can raise incomes, create jobs, empower women and young people, sustain peace, and preserve vulnerable ecosystems. We supply these businesses with vital resources: access to capital, trade and technical partners, financial training, and conservation practices. We work in hard-to-serve geographies where others don't. To date, we've distributed \$1.5 billion to improve the lives of almost 10 million people in farming communities.

**Value for Women (VfW)** is a women-led global social enterprise that works closely with partners to design and implement research, technical assistance programs, evaluations, tools and blended capacity-building initiatives in Africa, Asia and Latin America focused on impact investing and the small and medium enterprise (SME) space. VfW helps organizations to advance gender inclusion. We believe that women are key drivers of economic and social growth, and that women's inclusion is essential for better business outcomes. We identify and test new solutions that foster inclusion while unlocking the powerful economic potential that women hold. Specifically, we support investors seeking business and social returns in diverse sectors, such as finance, agriculture, and clean energy by providing research and technical advisory support.

**The Aspen Network of Development Entrepreneurs (ANDE)** is a global network of organizations that propel entrepreneurship in emerging markets. ANDE members provide critical financial, educational, and business support services to small and growing businesses (SGBs) based on the conviction that SGBs will create jobs, stimulate long-term economic growth, and produce environmental and social benefits. Visit [www.andeglobal.org](http://www.andeglobal.org) for more information.

**The International Development Research Centre (IDRC)**, part of Canada's foreign affairs and development efforts, funds and supports high-quality research in developing countries, shares knowledge with researchers and policymakers to inform local and global action, and mobilizes alliances to drive global positive change. IDRC works on and funds projects in five interconnected areas of research that they believe will have the greatest impact on reducing the effects of climate change and addressing inequality, while helping to reach the UN Sustainable Development Goals.

# Acronyms

**Agri-SGB:** Agricultural Small and Growing Business

**CSA:** Climate-Smart Agriculture

**GEG:** Gender Equity Grant

**SGB:** Small and Growing Business

**WAI:** Root Capital's Women in Agriculture Initiative

# I. Executive Summary

This report was commissioned as a product of the working partnership between Root Capital and Value for Women, with the support of the Aspen Network for Development Entrepreneurs and the International Development Research Center. The main objective of this partnership is to build evidence around innovations for gender inclusion within small- and medium-sized agricultural enterprises globally.

Women make up to 43% of the agricultural workforce in developing countries, yet they face significant barriers to fully participating in, and benefiting from, the agricultural sector—including less access to land, credit, farming inputs, training, and decision making power. Climate change can exacerbate these gender inequities and, in turn, the vulnerability of communities. Root Capital knows that agricultural small and growing businesses (agri-SGBs) level the playing field for women by enabling market access, generating economic opportunities, paying price premiums, training, and providing crucial inputs. However, although agri-SGBs are poised to assist farmers in both addressing the effects of climate change and in leveling the playing field for women, they can struggle to bring these two efforts together and to recognize the gendered differences in vulnerabilities to climate change. Furthermore, women are often underrepresented in farmer/producer groups and the different roles they play throughout the agricultural value chain are under recognized. Taken together, these factors create new challenges and opportunities for women's empowerment.

Gender Equity Grants (GEGs) are a cornerstone innovation of Root Capital's Women in Agriculture Initiative (WAI). The GEGs were launched in 2016 to help agri-SGBs improve gender inclusion within their operations and communities—specifically, by supplementing the initial costs and risks for a business to implement gender-inclusive policies and programs. In 2019, with an understanding of the impact of climate change on women and the important role of women in mitigating its effects, Root Capital launched its first-ever climate resilience-focused Gender Equity Grants in Mexico and Central America. The following assessment examines the effectiveness and relative impact of two of these GEGs: with Finca Triunfo Verde S.C., a coffee cooperative in Mexico, and Asociación Chajulense, a coffee cooperative in Guatemala.

The two cooperatives differed greatly in their size, composition, and prior experience working on gender inclusion-related projects. Finca Triunfo Verde had previously worked on gender equality and sought to use the GEG to improve the climate resilience and productivity of members through: raising awareness and building capacity within the cooperative on gender and climate change, implementing good practices for climate change resilience on the plots of the most vulnerable women members, and designing a climate resilient women's coffee product. Asociación Chajulense was a more rural cooperative; women members were primarily non-Spanish speaking and there was less awareness on gender issues. With the GEG, Asociación Chajulense sought to increase the productivity and quality of coffee it produced through raising awareness and building capacity within the cooperative on gender and climate change, implementing good practices for climate change resilience on the plots of the most vulnerable women members, and designing a credit product for women. Both GEGs were implemented over the course of 2020 and faced unique challenges as a result of COVID-19.

To evaluate these grants, Value for Women employed a mixed-methods methodology, collecting quantitative and qualitative data from cooperative leadership, staff, agricultural technicians, and members, as well as Root Capital GEG staff, prior to and at the close of each intervention. The study found that GEG participants saw improved on-farm practices between baseline and endline, and that participants were satisfied with the intervention process. The study also identified several business-level impacts of the GEG program at Finca Triunfo

Verde, including the hiring of women in non-traditional roles, leadership's increased awareness of women's vulnerability, and the strengthening of institutional gender commitments. The GEGs provided women—often for the first time—an opportunity to participate in the decision-making processes at both cooperatives.

However, the evaluation also made clear the significant limitations that gender and climate resilience projects face when seeking to support the most vulnerable women. Additional resources are required to reach women who face geographic, language, and cultural barriers. Agri-SGBs that have never worked on gender before, meanwhile, require extensive awareness-raising activities to secure leadership buy-in before investors support agricultural activities.

Agri-SGBs seeking sustainable approaches for building women's climate resilience have to undertake both organizational reforms—such as gender-focused changes in internal regulations and hiring of women in non-traditional roles—and programmatic reforms, such as specific activities to directly strengthen the resilience of climate-vulnerable women and their farms. The GEGs offer an excellent tool that, with adjustments, can even more effectively advance gender inclusion and climate resilience within small- and medium-sized agricultural enterprises globally.

Investors, donors, and other organizations working to promote gender and climate resilience in agri-SGBs are recommended to: provide agri-SGBs with both funding and incentives to achieve gender action, use a gender lens to solve business problems to ensure buy-in and sustainability, and develop a participatory design process to engage agri-SGBs around gender equity.

## II. Introduction

### Gender Equality, Climate Resilience, and Agriculture

Small and growing agricultural businesses, such as cooperatives, form the backbone of their rural communities. They create jobs, connect farmers to better markets, pay them fair prices, and improve their farming practices. As the business grows, livelihoods improve and rural communities transform. Too often, however, **women in rural areas are excluded from these impacts**. Women frequently own only a fraction of the land they work, are less likely than men to access essential resources like credit and training, and bear a heavy double burden of farm and household responsibilities. As a result, women experience less productivity and earn lower wages than men. This not only holds women back from fully realizing their potential, it also affects their families and broader communities.

**Climate change can exacerbate these gender inequalities and, in turn, the vulnerability of communities.** The destructive impacts of climate change—like droughts, floods, and increasingly severe storms—cause decreased farming output. Furthermore, the FAO has reported that plants, animals, and ecosystems—which are adapted to the prevailing climatic conditions—are impacted when these conditions change, in some cases becoming less productive or disappearing altogether<sup>1</sup>. Additionally, pests and diseases are likely to move following climate change, thus arriving in areas less prepared for them, biologically and institutionally. Each of these brings risk that rural livelihoods and incomes will decrease. Growing empirical evidence shows that women’s overall lower access to assets, services, and decision-making power makes women more vulnerable than men to the effects of climate change<sup>2</sup>. Climate change can negatively affect women’s ability to generate income and reduce their time availability for productive and household endeavors. Additionally, because women typically have lower levels of decision-making power and asset ownership, they have limited ability to implement climate change mitigation measures and develop appropriate coping mechanisms.

Yet climate resilience is not just about women’s vulnerability to climate change but also their roles as agents of change. Women’s wide-ranging functions in agricultural and natural resources management, including both subsistence food and cash crop production, means they have an important role in climate change adaptation and mitigation. There is strong and mounting evidence that improving gender equality leads to better environmental governance, whether through increased representation and voice of women within their communities, in society at large, and at the political level, or through increased labor force participation.<sup>3</sup>

Producer groups and other agricultural businesses—in their role as formal social networks for sharing of knowledge, experience, inputs, and labor, as well as procuring inputs and facilitating access to finance—are poised to assist farmers in both addressing the effects of climate change and in leveling the playing field for women. **Yet women are underrepresented in producer groups and the different roles they play throughout the agricultural value chain are under recognized<sup>4</sup>**. Climate change adaptation interventions that rely on cooperatives to

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<sup>1</sup> Food and Agriculture Organization of the United Nations (2015). Climate change and food security: risks and responses. Available at: <http://www.fao.org/3/i5188e/i5188e.pdf>

<sup>2</sup> World Bank Group (2011). “Gender & Climate Change: 3 Things You should Know.” Available at: <https://openknowledge.worldbank.org/handle/10986/27356>

<sup>3</sup> World Bank Group (2011). “Gender & Climate Change: 3 Things You should Know.” Available at: <https://openknowledge.worldbank.org/handle/10986/27356>

<sup>4</sup> Root Capital. (2014). Applying a Gender Lens to Agriculture Farmers, Leaders, and Hidden Influencers in the Rural Economy. Issue Brief NO. 2.

deliver climate-smart agriculture (CSA) technical assistance and inputs will continue to replicate gender inequalities if women do not have a seat at the table. With these issues in mind, Root Capital, with the support of Value for Women and generous funding from ANDE and the IDRC, set out to pilot and test a set of interventions to redress gender inequalities and climate vulnerabilities within agricultural cooperatives.

## Root Capital's Gender Equity Grant Program

### *Root Capital's Gender Equity Grant Program*

Gender Equity Grants (GEGs) are a cornerstone innovation of Root Capital's Women in Agriculture Initiative (WAI). Root Capital launched the Gender Equity Grants program in 2016 to help agri-SGBs improve gender inclusion and opportunity within their operations and communities—specifically, by supplementing the initial costs and risks for a business to implement gender-inclusive policies and programs. Root Capital invites clients to apply to the GEG program based on credit performance, advisory service relationship, need, interest, and commitment to gender inclusion. The design process for the grants is collaborative, bringing together women employees, farmers, managers, and other stakeholders to identify impediments they see limiting or preventing women's participation and leadership in the organization. Root Capital's Advisory Services team works closely with the organization to diagnose issues at the organization related to gender inclusion, and develop concrete project proposals to confront these challenges. Once businesses have finalized their project proposal, Root Capital provides them with one-time grant funding of up to \$20,000 to help the business put its plan into action over one year. GEG applications need to demonstrate clear rationale and goals for the funding; identify the key beneficiaries; include a work plan of activities, budget, and sustainability plan (beyond the grant period); and outline the businesses' ability to implement the activities and what their contribution (financial, or in-kind) would be to the activities. Disbursements are made over two to three tranches, dependent upon performance monitoring reports.

To date, six GEGs have been completed in Kenya, six in Peru, four in Rwanda, and three in Mexico and Central America, including the two presented in this report. Currently, five GEG recipients in Peru are implementing a second GEG to ensure that gains achieved through their initial projects are not lost due to the impacts of COVID-19. Originally focusing on women's economic empowerment (i.e., income generation for women), the GEG program has cross-pollinated ideas with other grant-giving programs at Root Capital, including grants to help coffee SGBs respond to the coffee rust crisis in Latin America. The decision to scale the GEG program was based on an evaluation of the three initial GEGs piloted with agri-SGBs in Kenya, all of them focused solely on gender equity and inclusion. The evaluation, conducted by Value for Women, found clear social and commercial impacts<sup>5</sup>. Activities implemented with GEG funds contributed to cost and time savings for women farmers, improved their physical safety when bringing product to market, and removed specific barriers women faced to full participation in the workplace. At the business level, the three businesses reported improved productivity, reduced absenteeism, and increased worker retention.

With an understanding of the impact of climate change on women and the important role of women in mitigating its effects, Root Capital launched its first-ever climate resilience-focused GEGs. To implement these new climate resilience GEGs, Root Capital refined existing GEG diagnostic tools, training for agri-SGBs, and proposal development approaches. This report focuses on this newest GEG innovation at the intersection of climate resilience and gender inclusion.

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<sup>5</sup> Root Capital and Value for Women (2018). Gender Equity Grants: Evaluating Key Benefits for Businesses, Workers, and Farmers. Available at: <https://rootcapital.org/resources/gender-equity-grants-evaluating-key-benefits-businesses-workers-farmers/>

Through this scaling of its GEG program, Root Capital is building evidence around how agri-SGBs and development organizations can work together to clear obstacles facing women in the agricultural sector. In the coming years, the organization plans to scale the GEG model globally.

## Root Capital's Mexico and Central America Climate Resilience GEG Goals

In 2019, Root Capital received funding to offer GEGs in Mexico and Central America, and launched its climate resilience GEG pilot. The objective was to help agri-SGBs identify and address the need for, and potential impact of, improved policies and programs for women farmers facing climate-related threats to their livelihoods.

The specific goals of the Mexico and Central America climate GEGs were:

- Identify the particular vulnerabilities of women coffee producers to the effects of climate change;
- Develop and implement strategies with agri-SGBs to address these vulnerabilities; and
- Ultimately, create opportunities for women in agriculture and build their resilience to climate change.

For these GEGs, Root Capital identified five clients in the region as being particularly vulnerable to climate change and expressing a commitment to gender inclusion. Based on client interest and availability, they selected three SGBs for participation in the grant program—including Finca Triunfo Verde and Asociación Chajulense. All three GEGs were implemented between January and December of 2020.

For all three GEGs, Root Capital's GEG Latin America coordinator, located in Peru, led the diagnostic and design workshops. As the most local of Root Capital's GEG staff, the GEG Latin America operational coordinator, located in Mexico, provided remote follow-on support. Partway through GEG implementation, Root Capital hired an external consultant (also located in Mexico) for in-person GEG monitoring and to provide additional support as needed. As a result of COVID-19, however, this in-person work became virtual. All three of the aforementioned individuals were women.

Prior to grant implementation, the present evaluation was designed and two of the participating agri-SGBs were selected to participate: Finca Triunfo Verde and Asociación Chajulense. These two agri-SGBs were selected strategically for their significant differences from each other and for their distinct starting points on gender equality and climate resilience, therefore offering unique and contrasting perspectives from which to learn through the evaluation.

## Evaluation Goals

The goals of the present evaluation were to:

- Develop and use participatory assessment tools to **evaluate how effective** enterprise-level gender inclusion efforts, applied by selected agri-SGBs in Mexico and Central America, were in both creating opportunities for women in agriculture and building their resilience to climate change;

- Draw upon outcomes and lessons from this evaluation to **inform a future global expansion** of the GEG program; and
- Widely share the tools and communicate the evaluation results in order to **contribute to more sophisticated solutions** to the intersecting issues of gender inclusion and climate change.

Specifically, **the evaluation sought to understand:**

- How have agri-SGB projects progressed differently over their life course?
  - What factors influence project progression—positively or negatively? How could Root Capital leverage these positive influences or address/mitigate negative influences in future GEGs?
  - Have any differences in project progress undermined/limited project impact? In what ways?
- What agri-SGB-level **tools or interventions** are effective at building women’s climate resilience?
  - Does providing CSA **technical assistance** to climate vulnerable women increase the climate resilience of the community/business?
- What **organizational and programmatic reforms** are necessary for agri-SGBs to create sustainable approaches for building women’s climate resilience?
  - Are organizational reforms supported by **financial incentives** in the form of climate resilience and GEGs?
- What are **good practices** for Root Capital and other gender lens investors to engage with agri-SGB clients around gender inclusion and climate resilience efforts in order to elicit institutional changes that create opportunities for women in agriculture while building their resilience to climate change?

Additionally, given that the GEGs were implemented during the COVID-19 pandemic, the evaluation also sought to understand:

- How has **COVID-19** affected the implementation and impact of the GEGs under study? Did it present any challenges? If so, how did the agri-SGB address/overcome those challenges?
- How, if at all, did Root Capital help the agri-SGBs address those challenges? Is this model of intervention (the GEG model) vulnerable to the effects of any/future shock(s)? If so, how?

A mixed-methods methodology was used to collect data at both baseline and endline, including both quantitative and qualitative methods. Baseline data was collected at both cooperatives November-December 2019, and endline data between December 2020 and January 2021. Evaluation participants were cooperative leadership, cooperative staff, cooperative agricultural technicians, women and men cooperative members, and Root Capital GEG staff.

In developing this evaluation, Root Capital, ANDE, and other impact investment ecosystem stakeholders—particularly those working with agri-SGBs—as well as industry audiences were held in mind as the primary audiences. In addition, we look forward to bringing the findings back to the agri-SGBs and their members. We hope that local students and professors in academia in both Mexico and Guatemala will also find value in this work.

# III. Root Capital's Climate Resilience Gender Equity Grants in Mexico and Central America

Root Capital has worked in Central America and Mexico since its founding in 1999 and with the coffee cooperatives Finca Triunfo Verde, in Mexico, and Asociación Chajulense, in Guatemala, since 2006.

As with the prior GEGs, Root Capital worked with the client cooperatives to carry out a participatory diagnostic process that had the threefold purpose of: 1) building understanding of climate change vulnerability and gender equality; 2) identifying quantitative and qualitative information on cooperatives' existing policies, strategies, and experiences around these topics; and 3) informing a proposal and workplan based on the strengths, opportunities, and organizational challenges identified. Root Capital also provided training workshops to the agri-SGBs, focused on building knowledge of the importance of gender equity and women's climate resilience. The agri-SGBs that participated in the diagnostic process prepared and submitted to Root Capital their proposals and workplans. Root Capital's gender equity, climate resilience, lending, and advisory teams reviewed, and ultimately approved, the proposals and workplans for three agri-SGBs, and provided GEGs to fund the proposed activities. The agri-SGBs then implemented their activities with support from Root Capital advisors.

The following section introduces the two cooperatives that were selected for this evaluation. It describes the diagnostic process, intervention, and implementation challenges for each GEG.

## Finca Triunfo Verde

Finca Triunfo Verde is a coffee production cooperative established in 2000. Located in Angel Albino Corzo, Chiapas state, Mexico, it has 507 members, of which 30% are women. It is located in the buffer zone surrounding the El Triunfo Biosphere Reserve, one of the most biodiverse cloud forests in the world, which serves as a critical habitat for thousands of species of migratory birds and endangered animals. Through good agricultural practices, farmers in this buffer zone serve as critical stewards, protecting the watershed and preventing intrusion on the forest by extractive industries like mining or logging.

Requirements for membership in Finca Triunfo Verde are: at least one hectare of coffee cultivation and personal identification documents, such as birth certificate, voter registration card, or tax identification number. Finca Triunfo Verde



members cumulatively cultivate 1,981 hectares. Finca Triunfo Verde has annual sales of US\$2,886,851, of which US\$2,555,928 is paid back to producers. The cooperative has nine employees, is both Fair Trade and Organic certified, and has been a Root Capital lending client since 2006 and an advisory client since 2011. Their most recent loan from Root Capital, closed in 2020, was for US\$1,500,000.00. The advisory services provided include: planning for productivity improvement, digital business intelligence, internal credit planning, agronomic assistance, internal controls, financial literacy and governance, financial planning, data analysis, and human resources management.

In 2018, prior to the GEG, women members of Finca Triunfo Verde had created the financial institution FINMUJER as a result of gender-focused work with their buyer, Equal Exchange<sup>6</sup>. FINMUJER is composed of 51 women and aims to finance on-farm activities, as well as obtain funding to support all women cooperative members. Through FINMUJER, the agri-SGB had previously implemented initiatives to strengthen the participation of women members and improve their situation. In addition to this initiative, in 2018, Finca Triunfo Verde's General Assembly had established that at least one woman had to participate in the cooperative's board. Nevertheless, the agri-SGB did not yet have any women board members, nor women agronomists or technicians; all of their non-managerial employees, however, were women. While overall membership increased by 46% from 2012 to 2019, the number of women has remained stable with a slight increase of two percentage points (28% in 2012 to 30% in 2019).

**Figure 1: Finca Triunfo Verde Enterprise Information**

Sales (USD)	2,886,851
Volume Purchased from Producers	760,000
Hectares cultivated by Producers	1,981
Payments to Producers (USD)	2,555,928
Units Purchased from Producers	kg
Hectares Managed by Enterprise	0

<sup>6</sup> Equal Exchange is a for-profit, Fair Trade, worker-owned cooperative headquartered in West Bridgewater, Massachusetts. Equal Exchange distributes organic, gourmet coffee, tea, sugar, bananas, avocados, cocoa, and chocolate bars produced by farmer cooperatives in Latin America, Africa, and Asia. Founded in 1986, it is the oldest and largest Fair Trade coffee company in the United States.

**Figure 2: Finca Triunfo Verde Gender Inclusiveness Snapshot**

<b>Percentage</b>	Cooperative Woman Led	<b>No</b>
	Women Owners	<b>0%</b>
	Women Board Members	<b>0%</b>
	Women Non-managerial Employees	<b>100%</b>
	Women Producers & Artisans	<b>30%</b>
	Women Other Part-Time Employees	<b>N/A</b>
	Women Managers	<b>0%</b>
	Women Agronomists & Technicians	<b>0%</b>
	Women Agroprocessing Employees	<b>0%</b>
	Women Producers, Artisans, Employees	<b>30%</b>

*Source: Root Capital, 2019*



## Diagnostic

In 2019, Root Capital invited Finca Triunfo Verde to take part in the GEG program. Root Capital implemented the participatory diagnostic process with Finca Triunfo Verde through two workshops, each lasting for three days in June and September 2019. The first workshop focused on diagnosing challenges at the organization related to gender and climate change. It consisted of two parts: one with women members and staff of the cooperative and a second where the cooperative board and administrative and technical staff joined. Fourteen women and four men participated. An in-field follow-up diagnosis was conducted by Root

Capital’s agricultural advisor to identify the specific needs of the most vulnerable women in the cooperative. The second workshop focused on project design and again consisted of board, staff, and women members—eight people total, with just over half being women.

During the diagnostic workshop, Root Capital’s staff identified that Finca Triunfo Verde leadership knew the terms “climate change” and “gender equity” but did not know exactly what each referred to. Leadership reported during the diagnostic workshop that many members practice felling of trees and burning, as they were previously taught, and noted that they may be polluting rivers and water sources through their activities. Climate change events attended by leadership had not addressed the impact of climate change on coffee production specifically, and women reported having no exposure or access to training on the topic despite their proximity to the biosphere reserve.

<sup>7</sup> Due to climate change, coffee beans do not ripen homogeneously. As a result, producers have to harvest coffee at different times. This particularly affects the economy of single women and widows, since they have to pay more day laborers to harvest the coffee in different moments, while married women receive help from their husbands.

Yet Finca Triunfo Verde women members identified climate change effects on their production that they had experienced that year, as well as associated income reduction, and expressed interest in receiving training. In both the survey and the individual interviews conducted during the baseline data collection for the evaluation, women members reported experiencing the following key vulnerabilities:

- Heavy rains/storms
- Changes in the coffee ripening cycle due to weather variations<sup>7</sup>
- Coffee borer beetle (*broca*)
- Coffee leaf rust (*roya*)

- “Before we were happy because there were no such problems, it has been growing and growing... Now it destroys even young plants.”

**- Woman member,  
Finca Triunfo Verde**

- “Yes, it is because of climate change [the damage to coffee plantations]. Before it didn't happen, before the coffee used to ripe evenly. Sometimes, the labor we hire doesn't want to harvest a small part of the production, they want to work a whole labor day so we have to pay more. They do not want to work by hours but by complete days, it doesn't work for any of us. We end up hiring for a whole day, then we also cut ourselves, so we have almost no profit left.”

**-Woman member, Finca Triunfo Verde**

During the diagnostic workshop, Finca Triunfo Verde undertook a participatory activity to define cooperative members' vulnerability—particularly the highest vulnerability—to climate risks. In this activity, participants decided on a goal for the cooperative's development, identified how climate change affects that goal, and determined who is most vulnerable and what actors can contribute to mitigate these risks. Through this process, they defined High Vulnerability as a cooperative member meeting any of the following criteria: owning a plot of less than one hectare, living furthest away from the cooperative, and being a woman. For example, climate change was identified as creating drought, which directly impacts production, making those with fewer hectares to farm particularly vulnerable. Women participants saw that they had less flexibility around income-generating activities than men, which resulted in them having a less diversified income stream. This was the first time that Finca Triunfo Verde considered organizational vulnerabilities to climate change, identified members facing the greatest vulnerability, and designed or implemented resilience strategies to address climate change impacts on members' coffee production. Participants identified that the cooperative's limited knowledge and access to tools—as well as insufficient budget, meaning a small number of technical personnel—had hindered its ability to work on these issues previously.

On gender, specifically, women mentioned in the diagnostic workshop attending cooperative assemblies but not participating as they would have liked, despite being the ones who manage their coffee farms. Likewise, 69% of the women members surveyed before the intervention mentioned not feeling comfortable giving their opinion or that they give their opinion with difficulty in cooperative assemblies. When describing the problem, one participant simply wrote “husband’s permission” while another wrote “women not making decisions.” The cooperative had previously undertaken isolated activities to address gender equality, but they were disconnected from a clear strategy and hampered by staff’s limited knowledge.

The following table summarizes the main problem identified by Finca Triunfo Verde through the proposal design workshop, together with its causes and consequences.

**Figure 3: Finca Triunfo Verde Problem, Causes, and Consequences, as Identified by Workshop Participants**

Problem	Causes	Consequences
<p>Finca Triunfo Verde has not been able to integrate its women members into the cooperative’s decision making, nor been able to work on strengthening climate change resilience capabilities for members’ coffee production.</p>	<p><b>Economic:</b> there is not sufficient budget to develop training programs for members or to carry out studies to design projects to improve member participation.</p>	<p>Women are more vulnerable than men to the consequences of climate change, particularly in the highest and lowest coffee growing areas.</p>
	<p><b>Institutional:</b> the need of women members to strengthen their capacities had not been identified, nor had the value of women members’ knowledge for the cooperative.</p>	<p>Women are knowledgeable on the entire coffee process, but their knowledge is not utilized by the cooperative.</p>
	<p><b>Cultural:</b> social norms and gender roles that limit women’s active participation in certain spaces are replicated in cooperative activities.</p>	<p>There is low to no participation by the women members in the cooperative’s processes and decision making.</p>

## Intervention

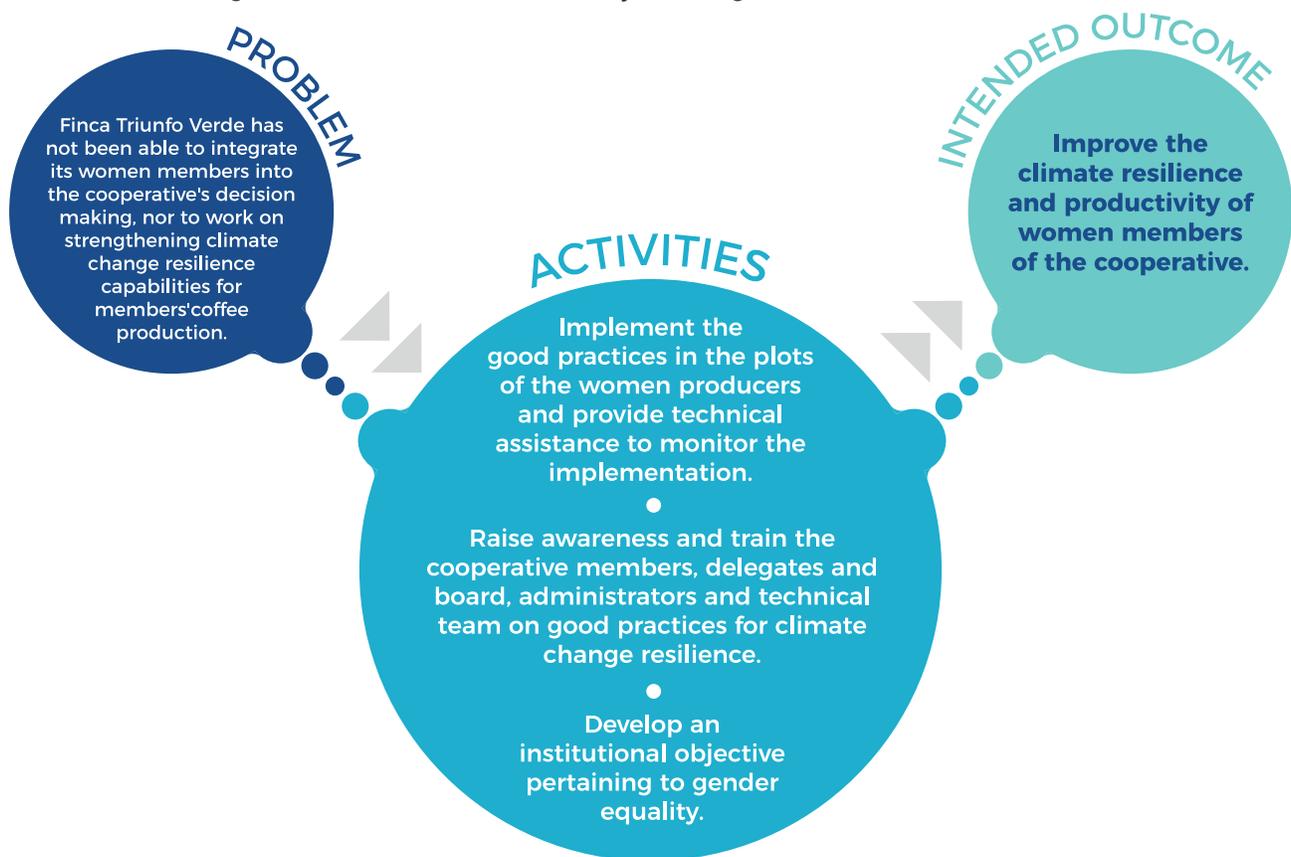
As a result of the participatory diagnostic and design process, Finca Triunfo Verde defined the following intervention objective: Identify and implement effective processes to improve the productivity and quality of the coffee produced by the most vulnerable women members of the Finca Triunfo Verde cooperative, focusing on the production sustainability and their climate change resilience.

They aimed to achieve this objective through:

- Raising awareness and training the women and men cooperative members, the board of directors, delegates (a decision-making body under the board of directors), administrators, and technical team on good practices for climate change resilience.
- Implementing good practices on the plots of women member beneficiaries tailored to their specific needs and vulnerabilities; namely, renewal of one hectare of coffee plants per beneficiary, needed infrastructure for those who did not have it (reception tanks, drying patios, hose, motor, depulper for coffee processing), and providing technical assistance to monitor the implementation through cooperative agronomy technicians.
- Developing a business model for a women coffee brand with a value proposition focused on climate change resilience.

Based on the intervention design, the Theory of Change for Finca Triunfo Verde's GEG can be understood<sup>9</sup> as depicted in Figure 4 below.

**Figure 4: Finca Triunfo Verde Theory of Change<sup>9</sup>**



<sup>9</sup> The activity to support the development of a business model for a women coffee brand was not included in the theory of change because it was not carried out by Finca Triunfo Verde.

The following table summarizes the workplan activities by Finca Triunfo Verde and progress achieved by the end of the implementation period in December 2020. It also includes how the budget was spent across the project's components. During project implementation, a higher level of investment than budgeted proved to be necessary for most components and, as a result, budget was reallocated between the components in order to complete those deemed highest priority by the cooperative. Effectively, the table sheds light on the real cost of each component. All of the GEG activities for Finca Triunfo Verde were completed successfully except the design of a business model for a women's coffee product (Activity 3), due to time and budget constraints. Finca Triunfo Verde decided to prioritize the other two activities (See Figure 5 below) since they were the ones that would have the most positive impact on the women members.

**Figure 5: Finca Triunfo Verde GEG Workplan**

Objective	Components	Percent of total executed budget <sup>10</sup>	Activities	Progress
Improve the climate resilience and productivity of women members of the cooperative	1. Raise awareness among and train Finca Triunfo Verde cooperative women members, delegates, board of directors, and administrative and technical staff on good practices for climate change resilience.	51%	Technical study to identify the basic situation of plots of beneficiaries (vulnerable FINMUJER members)	Completed
			Design of action plan	Completed
			Awareness raising workshop with women members	Completed
			Implementation of training plan, including training of young women and of women members' daughters to support the field technician team monitoring on-farm activities	Completed
			Monitoring of trainings	Completed
	2. Incrementally implement good practices for climate change resilience on beneficiaries' plots, under supervision of the technical team.	49%	Design of action plan for implementation of good practices	Completed
			Implementation of plan on plots (25 plots)	Completed
			Socialization of plan implementation	Completed

Legend  Not undertaken  Initial phases  Partially completed  Completed

<sup>10</sup> Figures represent the percentage of the total amount spent via the GEG and agri-SGB on the component. Percentages are an approximate.

Objective	Components	Percent of total executed budget <sup>10</sup>	Activities	Progress
Improve the climate resilience and productivity of women members of the cooperative	3. Design a business model for a women's coffee product that has the value proposition of climate change resilient farms <sup>11</sup> .	0%	Design of brand proposal	Not undertaken
			Registration of brand	Not undertaken
			Printing of brand	Not undertaken
			Marketing	Not undertaken

Legend	 Not undertaken	 Initial phases	 Partially completed	 Completed
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## Challenges

One of the most significant project challenges mentioned by cooperative staff and leadership was delivering the inputs and infrastructure, such as fertilizers, plants, reception tanks, and drying patios. Intrinsicly tied up in the beneficiaries' vulnerability, the plots were in remote areas, difficult to access by car and made more difficult by bad weather. Mules were ultimately the solution to transport both infrastructure and materials.

Additionally, shortly after project approval, Finca Triunfo Verde recognized that the scope of the proposed project was too ambitious to complete in one year under the defined budget. In response, the cooperative chose to prioritize the agricultural activities (Components 1 and 2), given their potential to have the greatest impact on reducing women's vulnerability. Component 2 alone, originally budgeted at under 40% of the total budget cost, ultimately cost more than half of the budget. Component 3 was then deprioritized as the cooperative already had a women's coffee product underway with other outside funding and climate resilience could be integrated into the marketing with limited additional cost.

Finally, the biggest project challenge was COVID-19, which hit just after Finca Triunfo Verde finished the diagnostic process and as they were beginning to train young women and provide on-farm technical assistance. Mexico was heavily impacted by COVID-19; in response, many rural communities chose to limit movement between communities. Home hygiene, cleaning, domestic care work, and at-home food consumption all increased during the pandemic, significantly impacting women. Meanwhile, family income dropped in the face of job shortages and the economic crisis that accompanied the pandemic. Finca Triunfo Verde closed from April to July. This slightly delayed certain in-person trainings, as well as field visits to provide follow-up and monitoring of GEG activities on women's plots.

Yet alternatives were developed: workshops were undertaken with social distancing, the young women who had been trained as field technicians as part of the project supported the monitoring of plots of members in their community, and members who had WhatsApp were invited to send the field technicians photographs of them implementing the new practices and the technicians similarly provided follow-up via WhatsApp. Root Capital pivoted to providing its support virtually instead of in person, which met new challenges in Finca Triunfo Verde due to staff's limited experience with technology. Activities thus took longer. In order to help Finca Triunfo Verde cope with the pandemic emergency, Root Capital also provided

<sup>11</sup> This activity was not implemented due to budget limitations and because it required more than the 10 months under the project implementation timeline.

additional support, such as one oxygen concentrator donated to the Jaltenango hospital, food baskets for families, medicines, and personal protective equipment.

Despite these obstacles, the cooperative's commitment was tangible. By working closely with the field staff, Finca Triunfo Verde managed to significantly advance project activities and began to see results in 2020.



## Asociación Chajulense

Founded in 1989 in the Chajul municipality, El Quiché, Guatemala, the Asociación Chajulense is a coffee production cooperative spread across 52 communities encompassing three municipalities, an area commonly known as the Ixil region. The cooperative has 1,195 members, of which 12% are women.

Requirements for membership in Asociación Chajulense are: being over 18 years of age and producing a minimum of 10 quintals (common unit to measure weight in Guatemala) of coffee or having one hectare planted. Members cumulatively cultivate 1,200 hectares. Deriving from this, Asociación Chajulense has annual sales of US\$2,449,931, of which US\$1,650,547 is payments to producers. The cooperative is both Fair Trade and Organic certified. Unlike Finca Triunfo Verde,

membership in Asociación Chajulense has decreased by 21% since 2013; however, the participation of women members has slightly increased from 5% in 2013 to 12% in 2019.

The cooperative has been a Root Capital lending client since 2006 and an advisory client since 2012. Their most recent credit from Root Capital, closed in 2020, was for US\$800,000.00. The advisory services provided include: accounting, internal credit planning, loan application support, agronomic and climate resilience support, financial planning and analysis, governance, internal controls, human resources management, and planning for productivity improvements (alongside advisory support for the GEG).

**Figure 6: Asociación Chajulense Enterprise Information**

Sales (USD)	2,449,931
Volume Purchased from Producers	16,030
Hectares cultivated by Producers	1,200
Payments to Producers (USD)	1,650,547
Units Purchased from Producers	Quintal
Hectares Managed by Enterprise	0

**Figure 7: Asociación Chajulense Gender Inclusiveness Snapshot**

<b>Percentage</b>	Cooperative Woman Led	<b>No</b>
	Women Owners	<b>0%</b>
	Women Board Members	<b>0%</b>
	Women Non-managerial Employees	<b>25%</b>
	Women Producers & Artisans	<b>12%</b>
	Women Other Part-Time Employees	<b>60%</b>
	Women Managers	<b>0%</b>
	Women Agronomists & Technicians	<b>0%</b>
	Women Agroprocessing Employees	<b>0%</b>
	Women Producers, Artisans, Employees	<b>13%</b>

## Diagnostic

Like Finca Triunfo Verde, Asociación Chajulense undertook its participatory diagnostic process through two three-day workshops. The first focused on gender and climate change and consisted of two parts: one with women members and staff of the cooperative and a second part where the cooperative board and administrative and technical staff joined. Eleven women and six men participated. The second workshop focused on project design and consisted of board, staff, and women members—13 people total, with just under half being women, none of whom were ultimately beneficiaries.

The diagnostic process identified that women members' primary challenge is continually reduced productivity in the face of climate change, to the point that multiple women failed to deliver coffee beans to the cooperative in 2019 despite coffee farming being the only income-generating activity for the majority of them. In addition, the diagnostic identified that only one of the 199 current borrowers from the cooperative's internal credit fund was a woman. It was determined that women face greater challenges to accessing the cooperative's credit offering due to numerous internal regulations, including requiring a guarantor or assets in their name and meeting a minimum delivery of 10 quintals. These requirements limit women's ability to finance coffee production, buy seeds, or renew old plants with more resistant varieties.

The participatory diagnostic, together with the baseline, also identified the following vulnerabilities, which include both those faced specifically by women and those related to climate:

Vulnerabilities faced by women:

- **Age and family status:** Most of the women are over 50 years of age, and 9 of the 10 participants in the workshop were widows or separated; thus, they do not have additional hands to work on their farms nor to address climate-related challenges.
- **Literacy:** Eight of the 10 participants do not know how to read or write and/or do not speak Spanish; they report not engaging in cooperative activities because they do not understand the technical regulations and content delivered in Spanish-language manuals.
- **Leadership:** There are no women in the cooperative's management structures.
- **Income:** For most of the women members, coffee production is their only economic activity; when this activity is paralyzed, women's income is strongly affected.

<sup>12</sup> Neither the cooperative nor the project measured impacts of the coffee rust on men members' plots, to enable a comparison between impacts on women and men.

Climate vulnerabilities:

- *Roya*: Coffee rust impacted more than 70% of the women members' plots<sup>12</sup> from 2013 and 2014; to date, these women have not been able to renew all their plantations.
- Soil: Impoverishment of soils.
- Ecosystem services: Tree felling and poor waste management were identified as causing a lack of water resources.
- Climate change: Climate change effects were noted, including pests (e.g., coffee borer beetle).

Like Finca Triunfo Verde, during the diagnostic workshop Asociación Chajulense undertook a participatory activity to define cooperative members' vulnerability—particularly highest vulnerability—to climate risks. They defined High Vulnerability as a cooperative member meeting any of the following criteria: owning a plot of no more than one hectare, producing less than the average quintals per cuerda (common unit to measure land area in Guatemala), having more non-productive cuerdas (due to the affectation of rust), having their plots in the lower elevation areas, not having enough resources or access to credit to renew and/or maintain their plots, being a woman over 40 years old, and working plots without any family support.

The women who participated in the GEG diagnostic workshops reported that the workshop was the first time they had participated in cooperative training or decision making. They mentioned that often activities and materials are in Spanish, which most do not speak, and the machista culture keeps women outside of decision-making spaces. Root Capital's staff also identified during the diagnostic workshop that the cooperative management and administration had limited knowledge of gender equality and climate change, as well as limited processes to intentionally promote the inclusion of women members or understand their unique needs, and limited interest in exploring the causes of women members' low productivity. Furthermore, it was noted that management seemed to be using gender data solely for regulatory compliance.

On the management front, managers cited limited resources for agricultural technicians to train women members on CSA practices and reported having previously received funding for gender equity initiatives but not seeing results. On climate change, staff and management did not have clarity on how climate change impacts coffee production and were unaware of the cooperative's and members' vulnerability and what response measures should be taken. During the workshop, the cooperative leadership recognized that the women members are in a uniquely, highly vulnerable situation.

The following table summarizes the main problem identified by Asociación Chajulense through the proposal design workshops, together with its causes and consequences.

**Figure 8: Asociación Chajulense Problem, Causes, and Consequences, as Identified by Workshop Participants**

Problem	Causes	Consequences
<p>Asociación Chajulense has not managed to integrate its women members into the organization in such a manner that they make decisions, participate in paid work, or strengthen their capacities for climate change resilience.</p>	<p><b>Economic:</b> There is no allocated budget to address gender equality and work with women members, nor have climate change issues been prioritized in the organization's budget.</p>	<p>Women are more vulnerable to the consequences of climate change, especially in the highest and lowest coffee-growing areas.</p>
	<p><b>Institutional:</b> Women members' need to strengthen their capacities had not been identified, nor had the value of women members' knowledge for the cooperative.</p>	<p>There is very little to no participation of women members in organizational processes and decision making.</p>
	<p><b>Cultural:</b> Women members belong to the Ixil culture and most face greater language barriers than do the men—due to activities and materials being in Spanish, coupled with the machista culture that keeps women outside of decision-making spaces.</p>	
	<p><b>Environmental:</b> There is a lack of water resources for the coffee plantations as a result of tree felling, poor management of solid and liquid waste, and distortion of the rainy season.</p>	<p>Some ecosystem services are highly affected by climate change and by excessive human activity.</p>

## Intervention

As a result of the participatory diagnostic and design process, Asociación Chajulense defined the following **intervention objective**: Increase the productivity and quality of the coffee produced by the most vulnerable women members of Asociación Chajulense through improving their access to adequate financial and technical resources.

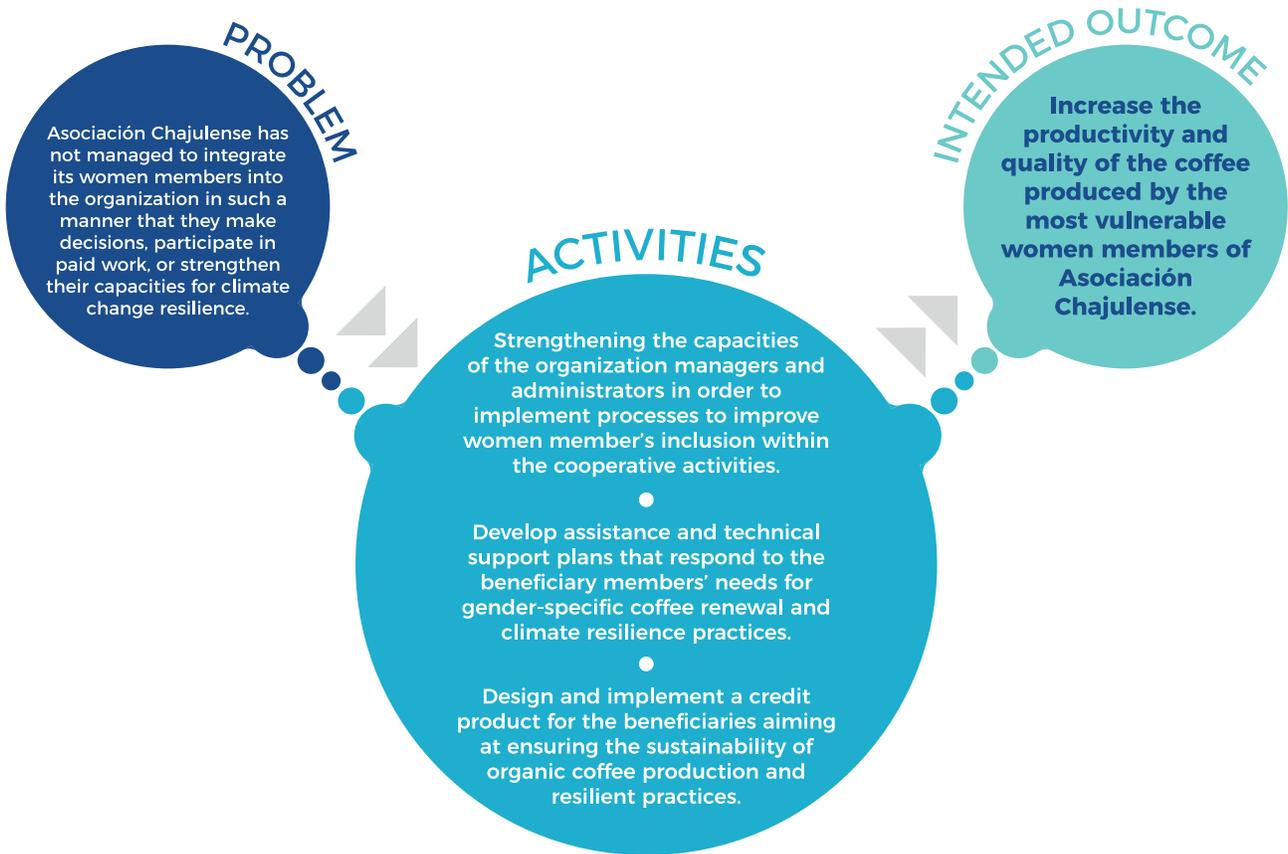
They aimed to achieve this objective through:

- Strengthening the **capacities** of the organization, managers, and administrators in order to implement processes to improve women members' inclusion within the cooperative activities.
- Develop assistance and **technical support** plans with the cooperative's agronomy technicians that respond to the beneficiary women members' gender-specific needs for coffee plant renewal and climate resilience practices. The plan included the renewal of three cuerdas of coffee plants for all beneficiaries.
- Design and implement a **credit product** for the beneficiaries aimed at ensuring the sustainability of organic coffee production and resilient practices. Design support was planned by the local Root Capital credit advisor.

<sup>13</sup> The Theory of Change was developed by Value for Women for the purposes of this evaluation, based on the cooperative's intervention design.

Based on the intervention design, the Theory of Change for Asociación Chajulense's GEG can be understood<sup>13</sup> as depicted in Figure 9 below.

**Figure 9: Asociación Chajulense Theory of Change**



The following table summarizes the workplan activities by Asociación Chajulense and the percent completion of each at the end of the GEG year. It also includes how the budget was spent across the project's components. During project implementation, a higher level of investment than budgeted proved to be necessary for on-farm activities; thus, budget was reallocated from other components, resulting in the allocations seen below.

Figure 10: Asociación Chajulense GEG Workplan

Objective	Components	Percent of total budget (GEG and agri-SGB) <sup>14</sup>	Activities	Progress
Increase the productivity and quality of the coffee produced by the most vulnerable women members of Asociación Chajulense.	1. Development and capacity building on issues of climate change vulnerability with a gender perspective.	12%	Awareness-raising workshop with managers and administrative and technical staff on conditions faced by the Ixil women members	Completed
			Design of new institutional tools and adaptation of existing institutional tools to consider the needs of Ixil women members	Partially completed
			Socialization of the project objectives and activities of the project, both within and outside the cooperative	Completed
	2. Diagnosis and implementation of good on-farm practices for climate change adaptation and mitigation.	68%	Field diagnosis to identify vulnerability criteria of women members	Completed
			Design and implementation of a training plan for youth—including both technical and hands-on components—who will then provide agricultural technical assistance to members	Not undertaken
			Communication and validation of the workplan with women member beneficiaries	Completed
			Design and implementation of a technical workplan for beneficiaries' (vulnerable women members) plots	Completed
			Monitoring and follow-up of the workplan on plots	Completed

Legend  Not undertaken  Initial phases  Partially completed  Completed

<sup>14</sup> Includes both spent and pending budget

Objective	Components	Percent of total budget (GEG and agri-SGB) <sup>14</sup>	Activities	Progress
Increase the productivity and quality of the coffee produced by the most vulnerable women members of Asociación Chajulense.	3. Financial sustainability of the on-farm practices implemented for climate change adaptation and mitigation.	20%	Analysis of credit opportunities for women member beneficiaries	Completed
			Design of a credit product adapted to the needs of women member beneficiaries	

Legend  Not undertaken  Initial phases  Partially completed  Completed

## Challenges

Geography proved to be a significant challenge that the project did not manage to sufficiently plan for or address. Many women members live a six-hour round trip from the cooperative office, in regions with poor infrastructure and limited transportation. Though the cooperative arranged and paid for the initial diagnostic workshop trip, the burden this time commitment represented for women and the cultural norms against women traveling alone were deemed prohibitory by some. Ultimately, this led to drop out by some of the most vulnerable women. Women were selected for the project design workshop based on geographic proximity to the office.

A related challenge, also experienced in Finca Triunfo Verde, was that women were selected as project beneficiaries only after the diagnostic and proposal design workshops were completed, meaning that many beneficiaries did not participate in the design process and missed this opportunity to both learn from it and provide their input into project design. Furthermore, other women who participated in the initial workshops and could have been beneficiaries chose not to continue—some because project activities required multiple trips to the municipal capital and others because they did not have enough land on which to renew coffee plants. Additionally, cooperative commitment to gender equality proved to be lower than had been understood during selection.

COVID-19 hit after the on-farm activities had begun, and primarily caused delays and challenges in training and credit product design. The latter was due to Root Capital no longer being able to provide in-person support on product design and Asociación Chajulense leadership not being comfortable receiving advisory services virtually, including for technical and loan staff, due to their limited knowledge and general resistance to technology. Then, Hurricanes Eta and Iota hit at the end of 2020, destroying roads and some members' coffee plantations. The cooperative has not yet measured the impact of the hurricanes on the coffee plantations because some of them are still not reachable due to the road damage.

Nevertheless, project components 1 and 2 were largely completed, with two exceptions: 1) the design and adaptation of institutional tools to include a gender focus, which was postponed based on the need to secure greater buy-in from management, and 2) the training of youth, intended to build the cooperative's human resources to provide additional technical assistance, which was not possible due to COVID-19. As mentioned previously, Component 3, development of a credit product for women to renew their coffee plantations, was delayed. While the credit product design was later resumed and completed in December 2020 under a no-cost project extension provided by Root Capital, it has not yet been launched.

In the face of high delinquency rates by current borrowers, 99.5% men, Asociación Chajulense has paused all internal lending and delayed the launch of the new credit product designed to support women members on their coffee plantations. This is despite GEG resources for the women member credit fund still being available for disbursement. The delay in the credit product and youth training effectively means that, since GEG completion, activities to support vulnerable women members of Asociación Chajulense may not continue.

During GEG implementation, the Root Capital team saw resistance from the cooperative leadership to developing a women's credit product, in part due to their lack of clarity on the benefits that this product would have for both women members and the cooperative as a whole. This indicated a need for greater gender awareness-raising within the cooperative leadership beyond the gender awareness workshop conducted at the start of the GEG process. In response, Root Capital planned an additional workshop; however, it was not carried out due to COVID-19 and the cooperative's subsequent request that Root Capital support be provided in person. Root Capital plans to facilitate the workshop when circumstances permit, given that Root Capital staff have identified this as critical for achieving credit product implementation.

## A comparative look at Finca Triunfo Verde and Asociación Chajulense

In analyzing the different GEG experiences and implications for future program design, it is important to keep in mind ways in which the two cooperatives are similar and ways in which they are different. Finca Triunfo Verde and Asociación Chajulense have a similar level of annual sales, though the latter has twice as many members—indicating smaller production levels by its members—and has a notably smaller percentage of women members. While both cooperatives are rural, Finca Triunfo Verde has access to stronger public infrastructure.

Language and culture are another significant difference: many women in Asociación Chajulense are Ixil speakers with low levels of Spanish and even when having to travel comparable distances as Finca Triunfo Verde women members in order to reach the cooperative office, they report facing less freedom of mobility. At the start of the GEGs, the two cooperatives had comparable levels of awareness on climate change. Finca Triunfo Verde had previously worked on programs to support women members.

These differences were part of the reason that these two cooperatives were selected for this evaluation and, as the Findings section will detail, these differences had important implications for GEG implementation.

## Assessment Methodology

The evaluation sought to:

1. **Measure changes at the individual and cooperative level** pertaining to gender equality and climate resilience. Given the short timeline available for the implementation of the intervention and the collection of baseline and endline data from November 2019 to December 2020, the evaluation sought to measure changes in practices, behaviors, and perceptions at the institutional and, to a lesser extent, individual level.
2. **Assess the GEG process**, including how enterprises are selected and engaged, and how enterprises identified, designed, and implemented their GEG-funded activities. Additionally, identify implementation challenges and opportunities that can inform future GEG projects.

### Data Sources

A mixed methodology with primary and secondary data was used for both the baseline and endline assessment. Primary data collection included qualitative methods—key informant interviews and focus groups—and quantitative methods (e.g., surveys). The secondary data revision included workshop systematization documents, midterm and final reports, and other project documents.

Because the evaluation sought to engage community and cooperative members as part of the process, the following practices were additionally employed:

- Dual purpose key informant interviews to feed into participatory evaluation objectives, to both answer the evaluation questions and obtain feedback from participants.
- Undertaking a short training with two women cooperative or community members in each business, to both engage cooperative members in surveys and obtain a larger sample size of surveys.

Instruments included the following topics: effects of climate change on women coffee producers, knowledge of climate change resilience agricultural practices, knowledge on the intersection of climate change and gender, participation of women members in the organizations' processes and decision making (the aforementioned collected primarily through focus groups and surveys), and feedback on the workshops (collected primarily through key informant interviews). The following additional topics were included in the endline instruments: changes in knowledge, adoption of climate change resilience agricultural practices and related challenges, participation of women members in the organizations' processes and decision making, organizational impacts and changes, and feedback on the climate GEG assistance received from Root Capital (collected primarily through key informant interviews).

## Data Collection

Baseline data collection was carried out during November and December 2019, after the diagnostic and design workshops and before project implementation began. Data was collected in person by a Value for Women consultant who visited both cooperatives and undertook all interviews and focus groups. Survey administration was undertaken by two young women from each cooperative's community, whom Value for Women hired and trained.

Endline data collection was carried out between December 2020 and January 2021, after completion of the GEG implementation period. The endline methodology had to be changed due to COVID-19 related restrictions. Given the infeasibility of undertaking focus groups, virtual individual interviews were conducted with women member beneficiaries. As in the baseline, young women from the community were hired to administer the survey and key informant interviews with cooperative leadership and staff, as well as Root Capital GEG staff, were undertaken virtually.

The following individuals were selected in each cooperative to participate in the baseline and endline data collection: 1) leadership (i.e., the president and/or general managers), 2) staff managing the GEG (in the case of both cooperatives, this was administrative staff), 3) the cooperatives' agricultural technicians (the agricultural technicians were not the same people at the beginning of the intervention and at the end, as both agri-SGBs hired new people to implement and monitor the agricultural practices; new staff were interviewed in the endline), and 4) women and men cooperative members.

On cooperative members specifically, for baseline data collection women were selected to participate in individual interviews based on participation in both diagnostic and proposal design workshops. Other women members were selected to participate in focus groups, with the selection criteria varying by cooperative. In Finca Triunfo Verde, because women beneficiaries had not yet been selected, the cooperative invited both women members of FINMUJER and women they considered to be the most vulnerable, in accordance with the definition developed during the diagnostic workshop. In Asociación Chajulense, the women members from two communities (Chel and Sotzil) were invited to participate. In both agri-SGBs, the survey was administered with the focus group participants in order to capture quantitative data to complement the qualitative data deriving from focus groups. A small number of men also participated in interviews for the baseline data collection, but the data

collected was not used since it was not a representative sample. For endline data collection, in both organizations, women beneficiaries were selected to participate in individual interviews.

In total, 29 women members were engaged in four focus group discussions of six to ten participants each, 37 were surveyed, and 19 participated in the endline individual interviews. Twenty key informants were interviewed from among the membership and management of the two SGBs and from Root Capital (see Annex for Data Collection Tools). The interviews with Finca Triunfo Verde women members were conducted in Spanish and the interviews with Asociación Chajulense women members in Ixil with the support of an Ixil-Spanish translator. The breakdown of these discussions and interviews, as well as of surveys for both the baseline and the endline in each cooperative, is detailed in Figure 11 below.

Root Capital staff were also interviewed to understand the GEG objectives, processes, and practices. The staff members interviewed for this purpose were: Root Capital’s senior advisor, Mexico, who led grant implementation; a gender consultant, who led diagnostic and proposal development workshops; an advisory consultant, who monitored GEG implementation; a senior impact analyst; and the director of impact and partnerships, who is also lead of the Women in Agriculture Initiative.

**Figure 11: Data Collection Methods and Sample Size**

Baseline Data Collection Methods	Asociación Chajulense	Finca Triunfo Verde
Surveys	17 women	17 women
Two Focus Group Discussions	15 women	12 Women
Key Informant Interviews (KII) with cooperative leadership and staff and Root Capital team	5 women, 3 men	5 women, 5 men
Endline Data Collection Methods	Asociación Chajulense	Finca Triunfo Verde
Surveys	11 women	13 women
Virtual Key Informant Interviews	9 women	10 Women
Virtual KII with cooperative leadership and staff and Root Capital team	5 women, 2 men	6 women, 4 men

## Data Analysis

Survey data was analyzed comparing means between the baseline and endline (pre and post). Individual interviews and focus group discussions were transcribed and entered into an analysis matrix to identify trends in responses, measuring response frequency.



## Methodological challenges

There were several limitations to the research process itself. First, the women sampled for the endline were not always the same women who were sampled for the baseline. This was due to women being selected to participate in the project only after the diagnostic and proposal design workshops and baseline had been conducted. In Asociación Chajulense, some of the women selected at the beginning decided not to continue participating and were replaced by other members.

Second, the endline methodology could not be undertaken as planned (fully in person) and as a result, not all intended participants were able to participate. The COVID-19 pandemic began after

the baseline and before the endline, and related restrictions on movement and travel prevented the evaluation team from employing the fully in-person endline methodology. Instead, the adjusted endline methodology employed virtual and remote activities, such as Zoom training, socially distanced local application of surveys, and virtual Zoom interviews in the cooperative office, following COVID-19 safety protocols. Virtual interviews involving a translator, in the case of Ixil-speaking interviews with Asociación Chajulense, were particularly challenging. These virtual interviews with Asociación Chajulense were then further complicated by rain storms which took down all internet and phone connections, delaying the interviews by a week and requiring participants to travel to the cooperative office in the municipal capital, rather than the cooperative staff traveling out to each woman's community as planned. As a result, not all women members were able to participate.

Third, changes to implementation timing limited the ability of the evaluation to assess project outcomes. The Asociación Chajulense GEG implementation was delayed due to COVID-19, resulting in activities still being in an early stage at the time of the endline data collection. As such, the data collection focused on measuring the organizational change with regard to gender activities and assessing the process and results of the activities delivered by Root Capital. Despite Finca Triunfo Verde's project being slightly delayed by the COVID-19 pandemic, the cooperative had almost finished the implementation of GEG-related activities, and the evaluation was able to assess the outputs and outcomes of the entire project.

For more details on the evaluation methodology, including the main evaluation questions for each evaluation and the evaluation instruments, please see the Annexes.

## IV. Findings

The present evaluation found that, in both cooperatives, the GEG's impact began with successfully increasing the awareness of members, staff, and leadership (both women and men) about the specific climate vulnerabilities of women producers. In Asociación Chajulense, where this work began from a starting point of little to no awareness, the primary impacts were on raising awareness about women's unique vulnerability and improving women members' on-farm practices. In Finca Triunfo Verde the GEG built on leadership's existing awareness and commitment, achieving the same impacts as Asociación Chajulense as well as women-focused changes in internal regulations, including gender as part of the cooperative's strategic plan, hiring women in non-traditional roles, and using climate change vulnerability KPIs on the plots of both women and men.

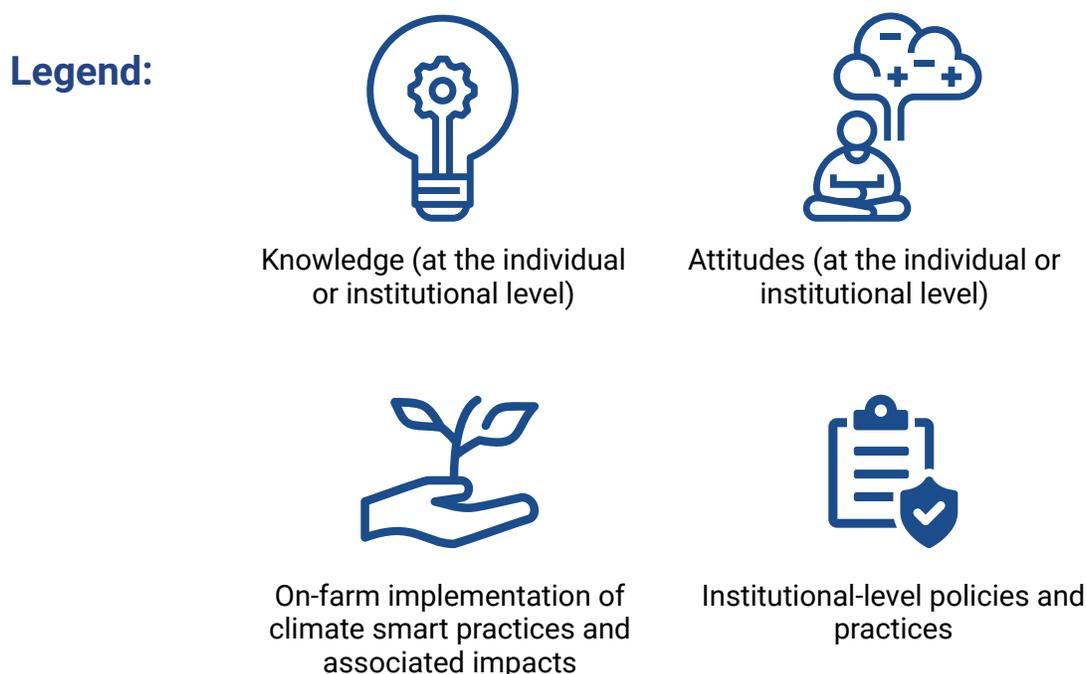
The following section dives into these findings, in three parts:

1. Satisfaction with the GEG;
2. Gender and climate change mitigation knowledge, attitudes, and practices; and
3. Institutional changes within the agri-SGB related to gender inclusion and climate resilience.

Additionally, each learning is tagged with an impact area icon, indicating whether the impact was on knowledge (at the individual or institutional level), attitudes (at the individual or institutional level), on-farm implementation of climate smart practices and associated impacts, or institutional-level policies and practices. The table below, Figure 12, summarizes which implemented GEG activity of the agri-SGBs was found to have influenced each impact area.

As mentioned previously, quantitative data comparing baseline and endline should be interpreted cautiously, as evaluation limitations meant that—though women beneficiaries participated in the endline— in some cases, different women participated in the baseline.

**Figure 12: GEG activities and impacts for Finca Triunfo Verde and Asociación Chajulense**



Impact					
GEG activity		Knowledge	Attitudes	Women's climate practice	Institutional-level policies
					
Diagnostic workshop		X	X	X	
Proposal design workshop		X	X	X	
Field diagnosis to identify vulnerability of women members		X	X	X	X
Training of young women to support monitoring on-farm activities		X	X	X	X
CSA technical assistance to women		X	X	X	
Design of a credit product adapted to the needs of women member beneficiaries		X*	X*	X*	X*

\*These are anticipated impacts since the activity has not been implemented by Asociación Chajulense yet.

## Satisfaction with the GEG

**Finding:** In both agri-SGBs, women were highly satisfied with the project activities. They also felt supported and taken into account by their cooperatives.

**GEG mechanism:** Workshops; on-farm interventions

In both agri-SGBs, 100% of women members surveyed reported being very satisfied or satisfied with the support provided by the agri-SGB through the GEG, from training to on-farm inputs and infrastructure. Some women members felt seen and valued for the first time. This was consistent across both cooperatives despite a key difference: while Finca Triunfo Verde tailored the on-farm activities carried out with beneficiary women members to the specific needs of each of these members, all Asociación Chajulense activities were the same with the 15 women in the beneficiary group.

● “I am very satisfied because they provided me with fertilizers. I received coffee plants from Asociación Chajulense to renew 3 cuerdas. I am also grateful for the support I received during the hurricanes [food baskets].”

**-Woman member, Asociación Chajulense**

● “I want them to continue supporting me, not to be the first and last time they give me trainings. I am grateful that they have taken me into account for the trainings to increase my knowledge.”

**-Woman member, Asociación Chajulense**

Women expressed particular appreciation for the opportunity to learn and for the specific techniques taught by the woman agronomist.

● I liked it a lot, I was surprised, I hope it is not the last time they come. I hope they return, the course was wonderful. We met other people with more ability and who know more, they teach us what they know. We learn what they teach us and the day will come when we can be leaders and we will be able to explain workplans to people.”

**-Woman member, Finca Triunfo Verde**

In both agri-SGBs, the survey results also showed a change in women's perception of how much the organization takes them into account. At the endline, 100% of the women surveyed in each agri-SGB reported totally agreeing or agreeing that the cooperative takes them into account in organizational decisions, while before the intervention only 71% of the Asociación Chajulense women members and 77% of the Finca Triunfo Verde women members surveyed responded this way. Approximately one-third of the women felt seen and valued for the first time.



“I benefited from a drying patio because we didn't have one. What I liked the most is that they are supporting women, they are taking us into account. Before, they did not take us into account and now we are already making a difference, it feels good. They gave us information that we did not know...”

**-Woman member, Finca Triunfo Verde**



“The ladies were happy for the change in attitude in the cooperative, from not being taken into account to start supporting them. The ladies were very satisfied and changed their attitudes regarding their coffee.”

**-Asociación Chajulense staff**

Yet, multiple women in Asociación Chajulense expressed a sentiment of hoping the project would have done more.



“The information and support they gave me was very useful. I thank everyone who supported me. I hope that the organization will continue supporting us with training so that we continue learning about how to manage our coffee plantations.”

**-Woman member, Asociación Chajulense**

## Gender and climate change mitigation knowledge, attitudes, and practices



**Finding: Increased awareness by Finca Triunfo Verde leadership of men and women being equal, as well as of the importance of women's participation in agri-SGB decision making.**

**GEG mechanism: Diagnostic workshop**

Specific workshop activities proved to be important for visualizing the value of women's participation in the agri-SGB. This impact was only identified in Finca Triunfo Verde.

“In the workshop they talked about the value of women, that, I already knew... but it was good to have a little reminder.”

**-Finca Triunfo Verde leadership**

“The workshop helped us understand that men and women are equal, and that we as women, can also participate and make decisions, not only men can participate.”

**-Woman member, Finca Triunfo Verde**

One Finca Triunfo Verde staff member mentioned during an endline data collection interview that he now has data showing that, while women represent 30% of the membership, they are producing a full 35% of the cooperative's coffee; furthermore, in economic terms this represents US\$900,000 generated.



**Finding: In both agri-SGBs, an initial recognition of women members' vulnerability to climate change.**

**GEG mechanism: On-farm diagnostic; collection and utilization of sex-disaggregated indicators.**

“I think the most important part was the on-farm diagnostic to know in what situation the women's plots were.”

**-Finca Triunfo Verde staff**

The initial on-farm diagnostic conducted by the agri-SGBs, with the support of Root Capital, helped identify specific needs of the women beneficiaries. It also served to raise leadership and members' awareness about the level of vulnerability women members are facing and highlight specific issues, such as soil degradation, erosion risk, and the need to renew coffee plants for vulnerable Asociación Chajulense women members. From there, Asociación Chajulense developed a single workplan to be carried out on the plot of each woman beneficiary, while Finca Triunfo Verde developed a plan which included activities for all women beneficiaries, such as plant renewal and fertilizer application, as well as activities to meet the specific needs of a subgroup of beneficiaries, such as providing coffee processing infrastructure.

These on-farm diagnostic results were critical for introducing the topics of climate change resilience and gender with leadership in both cooperatives. Finca Triunfo Verde has expressed its intention to carry out on-farm diagnostics with all of its members, both men and women, and plans to utilize the data to measure gendered differences in climate vulnerability. Additionally, Finca Triunfo Verde is developing resilience KPIs—such as the level of fruit damage due to lack or excess of water—to continue monitoring women’s plots.

In Asociación Chajulense, according to Root Capital staff, planning of awareness-raising workshops helped the cooperative leadership recognize the impacts of climate change on coffee producers. However, based on interviews with the Asociación Chajulense staff, the GEG workshops as designed were not successful at changing perceptions on how climate change impacts men and women members differently.

● “In terms of the damage caused by climate change, it is the same for everyone. [With hurricanes Eta and Iota] the damage was worse for those that were near a stream because some people try to plant near water for irrigation. Regarding the men and women producers, the damage was the same due to the rain, the losses will be equal.”

**-Asociación Chajulense staff**

Notably, the interviewed women (some of whom participated in the trainings) also believe that climate change affects women and men equally; married women see climate change as having a greater impact on their husbands than on them, while an older, single woman sees the impact it has on the laborers she hires.

● “It affects only men because they are the ones who are going to do the cleaning, pour out the poisons [pesticides].”

**-Married woman member, Asociación Chajulense**

● “It affects men more because since I am older, I oversee my coffee plantations but I pay workers to do the maintenance, that’s why it affects men more.”

**-Older, single woman member, Asociación Chajulense**

In Asociación Chajulense, specifically, the workshop content did not successfully and efficiently change perceptions at multiple levels of the cooperative and enable the agri-SGB to link climate change and gender issues.



*Finding:* **Women's knowledge on climate change and resilience practice increased in both agri-SGBs.**

*GEG mechanism:* **Diagnostic workshop; on-farm interventions**

One staff member recognized that, after the diagnostic workshop, women had a better understanding of the negative impacts of climate change on their coffee crops and their interest in learning had grown.



"Before the workshop, women members were not clear about the impacts of climate change on their crops; after the workshop, they identified those impacts, such as that the harvest is coming earlier, that there is not a uniform ripening as before. Now they want to learn more about the impact of climate change on their plots to mitigate it."

**-Finca Triunfo Verde staff**

In individual interviews, women members across both agri-SGBs reported learning about climate change with the on-farm interventions which complemented their lived experience, as well as acquiring the knowledge needed to address the critical climate change issues identified. This increase in knowledge was also reflected in the survey results, where knowledge of the benefits of shade systems among Finca Triunfo Verde women members increased from 38% to 80% between baseline and endline, and of cover crops from 41% to 60%. Among Asociación Chajulense women members, knowledge of the benefits of contour systems, an area in which Finca Triunfo Verde women already had full knowledge, increased from 29% to 87% and on mulching from 21% to 100% (see Figures below). Agri-SGBs staff also reported learning about climate change.



"It was very interesting to know how coffee should be produced depending on the terrain, the shadows, how to put the grooves depending on how the terrain is, the training was very nice. It helped me a lot because now I know that the shade has to be regulated so that the soil stays humid, it also helps a lot that the grooves are crossed so that the leaves fall."

**-Woman member, Finca Triunfo Verde**



"The information they gave me was very useful because before only my husband received training or was informed, sometimes he would share the information with the family during dinner, but I had never participated until now."

**-Woman member, Asociación Chajulense**

“I think it did help them with knowledge, with the workshops we got to know a lot that we do not know about the current situation, we know that there is global warming but we do not know where it is generated from, with the workshops we can learn more.”

**-Finca Triunfo Verde staff**

**Figure 13: Survey results of women member's knowledge on the benefits of specific climate change mitigation and adaptation practices<sup>15</sup>**

Furthermore, one staff member mentioned that women then disseminated these learnings with others.

CSA practice	Knowledge of the CSA practice (mixed group with beneficiaries and non-beneficiaries)	Knowledge of the CSA practice (beneficiaries group)
<b>Finca Triunfo Verde</b>		
Contour planting	100%	100%
Shade system	38%	80%
Cover cropping	31%	60%
<b>Asociación Chajulense</b>		
Contour planting	29%	87%
Terracing	37%	75%
Mulching	21%	100%
Trenching	37%	67%
Live barriers	0%	12%
Cover cropping	36%	55%

“Yes, the needs identified in the diagnostic could be addressed because the women beneficiaries were informed about the damages suffered by coffee and were able to share this knowledge with other women members. The knowledge they acquired was very important to move forward.”

**-Asociación Chajulense staff**

It is of note that, in both cooperatives, the women still do not understand clearly what climate change is nor the range of impacts it can have on their coffee plantations; it was difficult for them to define climate change in the interviews. Nevertheless, women's new knowledge was described as a factor in driving their adoption of the climate change mitigation and resilience practices that were taught.

<sup>15</sup> Women beneficiaries had not yet been selected in both agri-SGBs when the baseline data collection was carried out, therefore the participants included women member beneficiaries and non-beneficiaries of the GEG.



**Finding: Initial on-farm impacts of climate-smart practices were identified, but the implementation of these practices was an additional burden on women from both agri-SGBs.**

**GEG mechanism: On-farm interventions**

In both agri-SGBs, the women members interviewed at the endline noted that they began to see results of new climate-smart techniques they learned through the GEG activities—from healthier coffee plants to less coffee leaf rust (when the baseline was collected, neither agri-SGB had yet measured on-farm results). In Asociación Chajulense, where 2020 was a particularly hard year for agriculture with high presence of the coffee borer beetle (broca), landslides and flooding caused by Hurricanes Eta and Iota, and low temperatures, beneficiaries mentioned in interviews that they had begun to see results of the new climate-smart techniques learned through the GEG activities. For example, in the face of the coffee borer beetle, women members successfully applied the provided pesticides, as taught in the GEG training, and are applying compost for healthier plants.

The survey data also indicates that the new climate-smart techniques may have had an impact. Before the GEG project, 79% of the Asociación Chajulense women members surveyed had experienced the presence of coffee rust during 2019, while only 44% of the women beneficiaries interviewed after the project had experienced coffee rust in 2020. In Finca Triunfo Verde, mention of the presence of coffee rust was slightly reduced from 100% in the baseline to 93% in the endline.



"I am very satisfied with the support Root Capital gave us, it worked a lot for us, they gave us plants, organic fertilizer, we are seeing changes of what we had before. I saw that this year the rust no longer affected us that much. In previous years, it affected us more, now I see the coffee plant looks better. I see that we are lifting our crops again."

**-Woman member, Finca Triunfo Verde**



"Previously the drill bit affected me, but not anymore, now only the cold. They gave me [the Chajulense] some poisons to avoid the CBB and honey to fumigate."

**-Woman member, Asociación Chajulense**



"I have already started seeing changes. Before, when I didn't used to add compost, it was different, now the plants are growing more and healthier."

**-Woman member, Asociación Chajulense**

Unfortunately, according to the data collected through the interviews with staff and cooperative members at both agri-SGBs, the GEG activities aggravated the challenges women producers faced balancing multiple roles (e.g., on-farm responsibilities, any community leadership responsibilities, traditional household responsibilities). The climate change adaptation and mitigation practices implemented through the GEG required additional time, labor, or investment in labor, and were not always accompanied by the necessary awareness raising to encourage male community member participation or credit to enable women to hire labor.

Single women in both agri-SGBs noted that they face greater difficulties confronting climate change impacts because the agricultural practices require more time and labor, which these women can only access by hiring; unlike women who have a partner and/or family members to help them absorb this additional labor. Single women, in contrast, are left with the sole option of not implementing the practices or paying up front for additional labor, thus reducing both cash flow and income. Yet, in the face of diminished production, finding the money to hire labor is even more difficult; multiple interviewees noted that increased price of labor has outpaced increases in payment received for a quintal of coffee. Similarly, the GEG did not have an impact on the labor challenges for single women and widows that derive from the variable harvest times due to climate change.

- “Due to the need of physical strength, women depend more on a third party to help them do the activities. Pruning is more complicated, it takes a man to do that. You can help by working on sensitizing the family so that they support women with that work.”

**-Finca Triunfo Verde staff**

- “It impacts everyone but more women because we have other activities. It has impacted me a lot because I am alone, I am a community member, I have a position in the community, three children, and I am alone.”

**-Woman member, Finca Triunfo Verde**

- “It affects my economy because the workers charge per day, because the groceries have risen in price and we cannot afford them anymore with the income from coffee.”

**-Woman member, Asociación Chajulense**



**Finding: In Asociación Chajulense, women applied new practices on their farms but lack credit to continue implementing these practices in the future.**

**GEG mechanism: On-farm interventions; design of a credit product**

Providing CSA technical assistance to climate-vulnerable women can increase the climate resilience of both the business and the community. However, technical assistance is more effective when accompanied by credit to ensure women are able to pay the costs involved in implementing new practices. The GEG provided resources to cover only an initial cost of applying new practices on one hectare of each beneficiary's plot. In Finca Triunfo Verde, access to finance is provided through the cooperative's standard credit offerings. Furthermore, staff recognize that, due to climate change, they need to provide more credits to all members to cover the additional labor costs for harvest associated with uneven ripening times.

Critically, the women members of Asociación Chajulense who were affected by landslides and flooding noted in the interviews that they do not know how they will cover their losses. They know they will have to replant, but in the face of the lost crop and associated lost earnings, they do not know if they will be able to pay the high level of investment required to do so. It has not yet been possible to assess the level of losses in the renewed plots, specifically, and it is possible that all of the new plants were lost.

- "I will plant more coffee plantations where the landslide occurred but when I have money. I'm going to buy the seeds with my dad later because now I don't have money to buy them. My husband passed away a year ago and I was left alone with my son."

**-Woman member, Asociación Chajulense**

Some of these challenges can be resolved through access to finance, making the delay in launching the Asociación Chajulense credit product that much more troublesome. This credit product looks to address some of the structural issues limiting both women's resilience and their participation in the cooperative. Yet the product still requires collateral and establishes that the cooperative will provide the borrower with technical assistance from the moment of planting through production, which the cooperative does not currently have the capacity to provide. For on-farm climate resilience activities to continue, it will be important for both agri-SGBs to pair continued access to technical assistance with finance for women members.

## Institutional changes within the agricultural SGBs



*Finding:* **In both agri-SGBs, the technical team was diversified to include women, specifically young women.**

*GEG mechanism:* **Diagnostic workshop**

Over the course of GEG implementation, both agri-SGBs diversified their staff. Finca Triunfo Verde hired a woman agronomist technician to implement the project activities, and upon project completion decided to hire her permanently. Not only does this diversify the previously all-male team but it supports project sustainability and follow-up actions with women members and beneficiaries. Root Capital identified the importance of the close support the agronomist provided women, and shared an observation that the women felt more comfortable asking questions to another woman.



"I received the training and we continue to do so. They already taught and explained to us and now we have to do it ourselves. They have a lot of patience with us, the agronomic technique is very patient and I like their way."

**-Woman member, Finca Triunfo Verde**

In Asociación Chajulense, an additional woman was hired in the office staff, though it was in a role traditionally held by women and cannot be attributed to the GEG.

Additionally, young women were hired by Finca Triunfo Verde to support project implementation, specifically providing technical assistance and activity monitoring. In so doing, the cooperative is addressing technical personnel limitations while training future leaders. Finca Triunfo Verde staff particularly noted in the interviews the level of engagement of these young women.



"It is easier to train young people nowadays, they already have more freedom compared to 30-40 years ago, when women used to stay at home. Now young women have freedom, this is an advantage because we can train them and they can facilitate the workshops, that helps a lot."

**-Finca Triunfo Verde staff**

Training of young women was planned as part of Asociación Chajulense's GEG activities but, as previously mentioned, was not carried out during GEG implementation.



*Finding: Agri-SGB commitment to gender equality was solidified, though not in all cases.*

*GEG mechanism: All GEG activities*

The extent to which each agri-SGB solidified its commitment to gender equality over the course of the GEG was reflective of the leadership's level of awareness of, and commitment to, gender equality before beginning the GEG.



"We are making a strategic plan, we started it last year and we will follow up on it next year. The gender component is strategic in the plan."

**-Finca Triunfo Verde Leadership**

In the case of Finca Triunfo Verde, in 2020 this agri-SGB began to develop a strategic plan in which gender, and specifically new masculinities and gender-based violence, is a main component. Additionally, they are developing a gender policy and are in the process of creating a Gender Equality Committee within the board. This is being accompanied by an immediate effort for the cooperative leadership to have more women assembly delegates, effectively developing a pipeline of women leaders.

While these actions in Finca Triunfo Verde cannot be entirely attributed to the GEG, the work deriving from the GEG catalyzed the efforts begun by FINMUJER, spurred discussions around women's participation in the cooperative's membership and leadership, and generated organizational changes that are anticipated to be consolidated in the coming year. This was made possible by the sum of projects that Finca Triunfo Verde has undertaken. GEG activities contributed by keeping the gender topic front and center through the funding entering the cooperative, staff time dedicated to the GEG project activities, and the general presence of these activities within the cooperative. While the GEG strengthened the work of FINMUJER, FINMUJER is anticipated to, in turn, enhance sustainability of the GEG project.



"The policy was implemented so that women participate more, a woman has joined the board and we are promoting more women delegates, to begin to recruit women and begin to take leadership roles."

**-Finca Triunfo Verde Staff**

Finca Triunfo Verde's commitment went so far as to be translated into structural changes to diversify its leadership. In 2020, Finca Triunfo Verde met their 2018 policy mandating the participation of at least one woman on the board, the first woman board member in the cooperative's history (and holding an officer position). The leadership team noted during the interviews that their participation in the variety of GEG activities helped create awareness of the importance of women's participation in the agri-SGB; the GEG contributed to a longer process of improving women's participation in the agri-SGB.



"A week ago, we had a training to develop the gender equality policy. It is a great step, no other organization has it. We already have a woman in our board, we are already including women."

**-Finca Triunfo Verde Staff**

- "[...] for more than 20 years that I have been in Finca Triunfo Verde, I have never seen a woman in the leadership and now there is one holding the position of Secretary and she was close to being the president, that says that we are understanding what they are teaching us [about gender equality]."

**- Finca Triunfo Verde Staff**

In Asociación Chajulense, increased awareness of gender equality did not necessarily connect to climate change or translate to leadership prioritizing or understanding the need for gender inclusion. Despite the impact of awareness-raising workshops on leadership's climate change knowledge and attitudes generally, the work on gender showed less progress. Based on an analysis of the interviews with Asociación Chajulense staff, the GEG was not successful at changing perceptions on how climate change impacts men and women members differently. Furthermore, Asociación Chajulense's climate change work post-GEG is being undertaken without a gender lens (i.e., without specific activities targeted at women).

- "Maybe they have the knowledge but I do not think they are prepared to continue alone."

**-Asociación Chajulense staff**

- "We are training all of the members through promoters, not only women. The trainings are about the identification of water sources, the risk of soil erosion. That is what we are doing but not particularly focused on women, we do not have plans to focus on women members."

**-Asociación Chajulense staff**

Changing attitudes and solidifying cooperative leadership commitment is a process, requiring continuous activities, incentives, and the building of a clear business case. Root Capital's primarily remote presence, as well as change in staff between workshops, initial implementation and monitoring, and follow-on support hindered the organization's ability to provide this.



**Finding: Increased, though still limited, participation of women members in both agri-SGBs.**

**GEG mechanism: (not specific)**

The aforementioned impacts on agri-SGB commitment to gender equality were paralleled by distinct impacts on women members' participation in the agri-SGB.

Finca Triunfo Verde staff, leadership, and women members themselves identified during the interviews that women members' participation in the agri-SGB increased slightly after the implementation of the GEG. One staff member specifically mentioned five women who have participated more. Part of this limited increase may be attributable to COVID-19, which necessitated delegate-only meetings in place of all-member meetings.

- "I think so far women members' participation is little, but there is an improvement. Before they did not participate at all, now they participate, only a few but they are participating."

**-Finca Triunfo Verde staff**

- "I feel that now the organization is taking us more into account. I feel that the project helped us a lot. They know that we have to participate because it is our right, just as the organization has rules we have to comply, we also have the right to give our opinion within the organization."

**-Woman member, Finca Triunfo Verde**

In Asociación Chajulense, the engagement of women members continues to be a challenge even after the GEG; cooperative staff reported no increase in women members' participation in the agri-SGB. Asociación Chajulense leadership perceived women's lower educational levels when compared to men, competing domestic and work priorities on women's time, and a lack of self esteem to be reasons why women were only actively participating when the agri-SGB management encouraged them to do so. Hence, the organizational leadership still perceives the lack of engagement has more to do with women's abilities and desires rather than the actions of the cooperative.

- "It is difficult to develop leadership in them. They are women without an academic level, they are housewives, they do not trust their capabilities, they have low self-esteem. They only come because they have to participate."

**-Asociación Chajulense leadership**

Despite the differing level of impact that the GEGs had on women's participation in each agri-SGB, it is clear that further awareness raising and training—particularly with men—is needed to promote greater participation of women in both agri-SGBs. The idea persists that women do not participate because they do not want to. Asociación Chajulense staff spoke in endline interviews about geography being the limitation to women “getting involved in the cooperative” when, in fact, women’s withdrawal from the GEG activities was due to their limited ability to travel to the municipal capital multiple times and their lack of land on which to plant.

- “Women participation depends on themselves. When they are invited to the workshops, sometimes they hesitate too much to come. To take them more into account, they have to have leadership, attend meetings and trainings in the organization. With this project I see more women participating in the cooperative.”

**-Finca Triunfo Verde staff**

Data from the interviews with Asociación Chajulense staff showed that—while women and men are seen as having equal rights—a vision of gender equity is still missing, as is recognition of what is necessary to achieve the same positive benefits for women and men. Furthermore, leadership does not see the business case (i.e., the potential benefits to the agri-SGB of improving gender equity). This may be a key factor for why the agri-SGB does not plan to implement organizational policy or programmatic changes to increase women's resilience or participation in the agri-SGB.

- “Coffee production is the same for everyone, there is no specific regulation for women, the price of coffee is the same for everyone, the incentive for Fair Trade is the same for everyone.”

**-Asociación Chajulense staff**

- “No, we do not plan to implement any changes [to support climate change resilience of women members] yet. We would need to start with the women who live in Chajul because bringing them from the other communities is a problem. We want a woman and youth committee to get them more involved in the organization .”

**-Asociación Chajulense staff**

- “The impact of the grants will only be on the group of beneficiaries, not on the organization.”

**-Asociación Chajulense staff**

## Overall findings and drivers, for each agri-SGB

As seen across the findings above, the GEG built on Finca Triunfo Verde's previous gender equity activities to contribute to further progress on climate change resilience and gender equity at both the organizational and individual level. In addition to driving changes in knowledge, attitudes, and on-farm practices, the agri-SGB gender commitment was solidified by changes in cooperative regulations and strategy, actions to diversify leadership and staff, and strengthening of women leadership. Women's participation increased in multiple areas and of various generations.

In Asociación Chajulense, the GEG contributed to important initial progress on climate resilience and gender equity. At the organizational level, the GEG served to begin a conversation on why it is important to focus on women's climate resilience. At the individual level, the GEG drove changes around knowledge and adoption of climate-smart practices. Resistance within the cooperative leadership to addressing gender and climate resilience showed initial signs of diminishing, though significant barriers persist. The cooperative leadership continues to view women's low participation as due to low interest and geographical challenges rather than gender norms and cultural barriers, and does not yet see how climate change and gender are inherently intertwined.

As part of this evaluation, Value for Women sought to test the theory of change of each GEG. However, changes to implementation timing limited the ability of the evaluation to assess project outcomes around women's climate change vulnerability, productivity, and quality of production. To understand these findings within the theory of change of each GEG, and to deepen the analysis on what agri-SGB-level tools or interventions are effective at building women's climate resilience, the table below identifies the level of impact on women's vulnerability achieved through each GEG project component, and the level of project budget dedicated to each. The evaluation found that training and on-farm technical assistance had the greatest immediate direct impact on women's vulnerability, but that this work also required some of the highest levels of investment. Smaller budgets were invested in other activities that laid the groundwork for longer-term and institutional impacts—which, for the most part, are not yet tangible.

**Figure 14: GEG project components, impact achieved, and associated level of budget**

Components	Positive impact on women's vulnerability (High/Medium/Low)	Percent of total budget (GEG and agri-SBG) spent on the component
<b>Finca Triunfo Verde<sup>16</sup></b>		
1. Raise awareness among and train Finca Triunfo Verde women members, delegates, board of directors, and administrative and technical staff on good practices for climate change resilience.	Med-High	 51%
2. Incrementally implement good practices for climate change resilience on beneficiaries' plots, under supervision of the technical team.	High	 49%
3. Design a business model for a women's coffee product that has the value proposition of climate change resilient farms <sup>17</sup> .	–	 0%
<b>Asociación Chajulense<sup>18</sup></b>		
1. Development and capacity building on issues of climate change vulnerability with a gender perspective.	Medium	 12%
2. Diagnosis and implementation of good on-farm practices for climate change adaptation and mitigation.	High	 67%
3. Financial sustainability of the on-farm practices implemented for climate change adaptation and mitigation.	High	 20%

<sup>16</sup> Budget percentages for Finca Triunfo Verde are of the executed budget and are approximate.

<sup>17</sup> This activity was not implemented due to budget limitations and because it required more than the 10 months of the project implementation time.

<sup>18</sup> Budget percentages for Asociación Chajulense include both spent and pending budget amounts.

# V. Recommendations for Investors, Donors, and other Organizations

Based on the above analysis, we have developed three sets of best practices for investors, donors, and other organizations (collectively referred to as “investors” below) working to promote women’s climate resilience in agri-SGBs.

## 1. Incentives and financing to achieve gender-related outcomes

**Provide financial incentives to agri-SGBs that meet certain improvement benchmarks supported by gender inclusion technical assistance.** Incentives could include slightly better loan terms for organizations achieving certain gender-related milestones (e.g., increasing membership of women or changing membership rules to allow multiple people from one family in the cooperative). In the case of Asociación Chajulense, financial incentives may have enabled the GEG to overcome leadership reticence enough for the achievement of initial impacts that begin to make the business case to cooperative leadership.

- “More than anything, we would need resources because we have to invest more in mobilizing women than men, that is why we need more resources. Women cannot walk at any hour of the day and stay anywhere.”

-Finca Triunfo Verde staff

**Investors should be prepared to provide additional resources based on logistical constraints for gender and climate resilience interventions in agri-SGBs.** As noted in the assessment, additional resources for climate resilience activities should be considered to address the incremental travel costs, monitoring, and time from consultants and technicians needed to support women producers who are the most vulnerable to climate risks. In the case of Asociación Chajulense and Finca Triunfo Verde, where women beneficiaries were in remote areas and/or had difficulties communicating in Spanish, additional resources were required. Finca Triunfo Verde deciding to reallocate budget between components to ensure that agricultural activities had the necessary funding *before* developing a women’s climate resilient coffee product was evidence of this need.

## 2. Using a gender lens to solve business problems to ensure buy-in and sustainability

**Pair interventions on gender and climate resilience—particularly for the women most vulnerable to climate risks—with institutional interventions that help build the business case** in order to allow for sustainability and institutionalization of these issues. The women’s vulnerability indicators met this need in Finca Triunfo Verde, and the cooperative is now looking to apply those indicators to men’s plots as well. In the case of Asociación Chajulense, there is potential for the intervention to impact business outcomes (e.g., participating women became less vulnerable to storm damages, thus may have suffered fewer losses and will therefore be able to deliver more coffee to the cooperative this year than their fellow members), but the cooperative has not had the chance to see this impact given the timing of the intervention. Highlighting and measuring these results is important in order to make the “business case” for gender and CSA interventions.

In addition, investors should consider:

- **Focusing on the business challenges first.** Identify organizational challenges and priorities in general, then add in exercises to define how gender and climate change issues fit in.
- **Making climate and gender concepts more practical** and placing them in the local context. Beneficiaries of the GEGs evaluated in this report all identified specific climate change effects they have experienced on their land; starting the conversation from here ensures it is accessible, meaningful, and locally specific.
- **Including the investment officers in the gender discussion throughout the project rather than relegating it to social or gender specialists,** to support the linkage between business performance and climate resilience with a gender lens. This was a challenge with Asociación Chajulense’s GEG, further hindered by COVID-19, which hindered the planned women’s credit product from reaching the market.

**Investors should consider providing financing to the agri-SGBs implementing both gender and CSA technical assistance in order to provide credit products for CSA improvements or other relevant activities.** A loan product could be incorporated as part of the funding to cover members’ expenses in implementing climate-smart agricultural practices, such as the payment of labor. Both Finca Triunfo Verde and Asociación Chajulense participants identified this need; though it was included in Asociación Chajulense’s GEG, the launch of the product was hindered because of the agri-SGB’s overall lending challenges.

### 3. Develop a participatory design process to engage agricultural SGBs around gender equity

**Employ a participatory design process for agri-SGB gender grants while undergoing the recommendations outlined below.** Based on the above assessment, this section outlines operational recommendations for investors—including funders and organizations that are supporting agri-SGBs—for the development of gender grants for agri-SGBs, particularly those working in the CSA space. They are organized around four operational areas:

- **Identification and Selection**
- **Design and Diagnostics**
- **Implementation**
- **Measurement and Evaluation**

#### Identification and Selection

**Formalize selection criteria around commitment and capacity for grant recipients.** The assessment demonstrated that agri-SGBs need to have a commitment and capacity to implement gender-related activities in order to institutionalize these activities in the medium and long term. From the start, agri-SGBs should offer clear potential for social and environmental impact. Therefore, it is recommended that agri-SGBs meet the following criteria as a prerequisite for being selected:

##### *On commitment, capacity, and interest in gender inclusion*

- **Strong relationship and good standing between the agri-SGB and investor** (e.g., Root Capital);
- **Strong, tangible interest from the agri-SGB's leadership in applying a gender lens**, including seeking to redress gender disparities in membership and leadership, operations, and—in the case of climate-related gender interventions—climate resilience. For example, one way of eliciting commitment is to ask for matching or in-kind funds or evidence of past resources spent by the agri-SGB on promoting gender equity;
- Have a member of the board, senior level manager, or person of influence formally assigned as a **gender champion** within the agri-SGB, undertaking regular (e.g., monthly, quarterly) check-ins with the investor;
- Assign a **gender focal point** at the recipient organization to coordinate activities; and
- **Availability and willingness to assign human and financial resources** to implement gender-related activities. In particular, a specific matching percentage or amount of financial support should be established beyond the in-kind support. Even relatively small amounts of money can help elicit commitment from the organization.

##### *On social and environmental impact*

- **Climate vulnerability**, particularly agri-SGBs based in locations that are highly vulnerable to climate change impacts; and
- Committed to and currently reaching **marginalized groups**, such as those living in greatest poverty or facing systemic barriers and discrimination, such as indigenous communities.

Figure 15 below analyzes to what extent Finca Triunfo Verde and Asociación Chajulense met these selection criteria. Finca Triunfo Verde met the criteria at a very high level. While Asociación Chajulense largely met the criteria on social and environmental impact and loan status, they did not meet a large number of the commitment, capacity, and interest in gender inclusion criteria.

**Figure 15: Selection Criteria - Finca Triunfo Verde and Asociación Chajulense**

Area	Criteria	Finca Triunfo Verde	Asociación Chajulense
Commitment, capacity, and interest in gender inclusion	Good relationship and good standing with investor (Root Capital)	High	High
	Interest in applying a gender lens	High	Low
	Senior-level gender champion pushing initiative forward	Yes	No
	Assigning of human and financial resources to manage and implement the project	Medium	Low
Social and environmental impact	Climate vulnerability	High	High
	Marginalization	High	High
Loan status	Currently have a loan with Root Capital	Yes	Yes
	Good loan repayment behavior	Yes	Yes

## Design

**Carry out climate resilience plot diagnostics early, often, and widely.** Within the scope of investor-supported technical assistance and beyond, agri-SGBs should carry out plot diagnostics with all cooperative members in order to: 1) identify differences between women and men; 2) collect data on TA-related plot improvements to prove the case for supporting women members by showing their level of vulnerability to climate change effects; and 3) track progress of grant activities.

**Assess the literacy of the participants in advance and take this into account in the design of the workshop and materials.** In both agri-SGBs, literacy levels of women were very low, which could have impacted understanding of the workshop content.

**Facilitate workshops in the local language, which may require additional resources.** Members of Asociación Chajulense shared that it was difficult to understand and interact during the workshops because they do not speak Spanish, only Ixil. Also, the women felt at a disadvantage around the leaders, all men, who do speak Spanish fluently.

**Conduct separate workshops and focus groups with women and/or ensure women feel comfortable sharing their experiences** and point of view with men and/or the agri-SGB's leadership. If women do not feel comfortable, before the proposal design workshop agri-SGBs should consider organizing meetings with women prior to the "all hands" workshops.

**When talking about climate change, use examples that can be related to the participants specific experiences.** Members from both GEG-supported agri-SGBs mentioned that concepts around climate change are complicated and would be easier to understand using examples to which they can relate.

**Consider designing plans with women beneficiaries that include both standard activities and tailored activities to respond to unique needs.** Finca Triunfo Verde did exactly this, with notable success, renewing plans and applying fertilizer on one hectare of all beneficiaries' plots while providing coffee processing infrastructure for a subset of beneficiaries. In a second phase of their gender and climate resilience work, Asociación Chajulense could follow the steps of Finca Triunfo Verde and tailor activities to specific needs of beneficiary subgroups.

## Implementation

**Provide adequate resources for capacity building of organization staff to implement and monitor the project.** As part of the grant funding, the investors should develop a few basic trainings to build capacity of the technical teams in the organizations to better implement the project. If resources are scarce, regular check-ins that focus on identifying and solving problems with the organization are recommended. For both Finca Triunfo Verde and Asociación Chajulense, one of the biggest challenges was the lack of expertise to provide technical assistance and monitor the implementation of activities.

**Promote the hiring of women technicians to implement and monitor the activities.** With women members feeling more comfortable working with other women, this will facilitate women members' engagement. Additionally, this strategy will help to diversify technical teams and offer opportunities for women to access roles in which they are usually underrepresented, facilitating learning.

## Monitoring and Evaluation

**Engage agri-SGB support in the project monitoring system from the beginning of the project.** The advantages of doing this are fourfold, as long as the capacity is installed to ensure methodological rigor and research best practices:

- **Promoting learning and sustainability.** Leadership and technical staff will have the opportunity to learn new skills, which will remain with the agri-SGB after project completion;
- **Eliciting buy-in** from the partner organization in the project results and creating ownership of the process;
- **Facilitating research tools** in local languages and contexts. As noted in the assessment, women faced certain challenges in engaging with the project due to language limitations; and
- **Reducing costs.** In remote, rural communities that are vulnerable to climate change, having program staff coming in from major urban centers may provide logistical challenges and costs that can be reduced by engaging the local organization or community, a strategy that the evaluation team for this report had to employ due to COVID-19 restrictions.

Finca Triunfo Verde applied this strategy as part of training up the younger generation of women as field technicians, which ultimately served them many times over when COVID-19 hit and these women could support the monitoring of plots in their community.

## VI. Conclusion

The GEG program in Mexico and Guatemala demonstrated the potential for agri-SGBs to redress climate risks by supporting those women who are most vulnerable. While COVID-19 delayed and narrowed the implementation of the program, the assessment shows that the participatory design process and direct intervention activities are highly valued by the women beneficiaries. The commitment of the agri-SGBs to continue with the project even in the midst of COVID-19 related restrictions, economic shocks, and (in the case of Asociación Chajulense) major floods, shows that GEGs can help spark change in agri-SGBs.

This report found that financial incentives, in the form of climate resilience and gender equity grants, support the organizational reforms at which they are aimed. They drive increased awareness of these issues, leadership commitment, and organizational and programmatic reforms like those listed above.

Early indications of success are women's satisfaction with the interventions, women members' improved on-farm practices, the hiring of women in non-traditional roles, leadership's increased awareness of women's vulnerability and the strengthening of institutional gender commitments in Finca Triunfo Verde, and self-reported on-farm impacts of CSA practices. Root Capital is already incorporating many of the lessons learned during these interventions, particularly those regarding process, and creating a menu of GEG options in its global expansion.

However, the interventions also made clear the significant limitations that gender and climate resilience projects face when seeking to support the most vulnerable women. Women who face geographic, language, and cultural barriers require additional resources to be reached. Agri-SGBs that have never worked on gender before require extensive awareness-raising activities to secure leadership buy-in before investors should support activities.

On the institutional level, the GEGs helped spur change but results were mixed. Finca Triunfo Verde solidified changes to promote women's leadership and membership, while Asociación Chajulense did not take action on this front. Adjustments to how Root Capital and other investors engage with agri-SGBs on these topics will drive greater institutional changes and, in so doing, further the impact of these financial incentives. Primary among these adjustments are creating tiered or phased grant financing, formalizing selection criteria around commitment and capacity, using a gender lens to solve business problems, and requiring institutional change commitments.

At the on-farm level, initial signs indicate that providing CSA technical assistance to climate vulnerable women increases the climate resilience of the farms in such a way that can be anticipated to impact agri-SGB and community climate resilience in the future.

SGBs seeking sustainable approaches for building women's climate resilience have to undertake both organizational reforms—such as gender-focused changes in internal regulations and hiring of women in non-traditional roles—and programmatic reforms, such as specific activities to directly strengthen the resilience of climate vulnerable women and their farms. The GEGs offer an excellent tool that, with adjustments, can even more effectively advance gender inclusion and climate resilience within small- and medium-sized agricultural enterprises globally.

# Annexes

## 1. Climate change and gender survey

The baseline survey was applied to women cooperative members to identify practices, knowledge and perceptions related to climate resilience. Additionally, the survey sought to assess their participation in the cooperative's support services and in decision-making. The original survey tool was in Spanish.

### Climate change and gender survey

#### INTERVIEWER: WRITE DOWN BEFORE STARTING THE INTERVIEW:

Enumerator name: \_\_\_\_\_  
Date: \_\_\_\_\_  
Respondent full name (optional) \_\_\_\_\_  
Respondent's village: \_\_\_\_\_

#### DEMOGRAPHICS

Are you a member of the cooperative \_\_\_\_\_?

- Yes
- No -> end the survey

Age \_\_\_\_\_

Relationship with the head of the household/head of the family

- I am the head of the household
- Wife
- Mother
- Daughter

Marital status

- Married / Common-law union
- Single
- Divorced / separated
- Widow

How many members live in your household? (all who eat together at home/who live at home most of the time) \_\_\_\_\_

Number of children under 14 years \_\_\_\_\_

Number of children over 14 years \_\_\_\_\_

How much of your total land is dedicated to coffee production? \_\_\_\_\_ cuerdas/  
hectares

Total coffee production during the last harvest \_\_\_\_\_ quintals/kg

## SUPPORT SERVICES PROVIDED BY THE COOPERATIVE

### 1. What support services or benefits does the cooperative provide you?

#### READ OPTIONS AND SELECT ALL THAT APPLY

- The cooperative always buys all the coffee I produce
- The cooperative weighs my coffee correctly
- The cooperative offers a higher price/kilo than other buyers
- The cooperative offers loans
- The cooperative offers partial payment when I deliver my coffee
- The cooperative offers inputs such as fertilizers and seeds (subsidized, partially subsidized, or easily accessible)
- The cooperative provides time-saving services/equipment (plowing, harvesting, planting, transportation, drying).
- The cooperative provides training/technical assistance related to coffee production
- Other, specify (\_\_\_\_\_)

### 2. In general, how satisfied or dissatisfied are you with the support that THE COOPERATIVE provides to producers to improve the productivity or quality of their crops?

#### SELECT ALL THAT APPLY

- Very satisfied
- Somewhat satisfied
- Neither satisfied nor dissatisfied
- Somewhat dissatisfied
- Very dissatisfied

### 3. What other services or benefits should be provided by the cooperative? SELECT ALL THAT APPLY

- Higher price
- Advance payment on delivery
- Short-term credits
- Long- term credits for coffee production (plants renovation, purchase of land, etc.)
- Credits for other crops
- Technical assistance
- Soil diagnosis
- Access to inputs (sold or subsidized)
- Access to equipment
- Projects with other institutions (NGOs)
- Information of environmental care
- Scholarships
- Other \_\_\_\_\_

### 4. From the last five assemblies, how many did you attend?

- 0
- 1
- 2
- 3
- 4
- 5

5. How comfortable do you feel giving your opinion during the assemblies?

- Not at all comfortable
- Extremely comfortable
- Very comfortable
- Slightly comfortable

6. Do you have a leadership position in the cooperative?

- Yes
- No

7. To what extent do you agree with the following statement? THE COOPERATIVE takes your voice into account in the decisions of the organization.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

## INFORMATION ON CLIMATE CHANGE

8. Where do you get information on good practices for managing your farm? SELECT ALL THAT APPLY

- Cooperative agronomist
- Government extension worker
- Friend or neighbor
- Family member
- NGO
- Media: TV, radio, social networks
- Trainings
- Other \_\_\_\_\_

9. Where do you get information about the weather to inform the management of your farm? SELECT ALL THAT APPLY

- Cooperative agronomist
- Government extension worker
- Friend or neighbor
- Family member
- NGO
- Media: TV, radio, social networks
- Trainings
- Other \_\_\_\_\_

10. What type of training for coffee production do you receive?

- Visit from the cooperative agronomists to your farm
- Group trainings
- Both
- None

11. Which family members generally receive information about agricultural practices or the weather? SELECT ALL THAT APPLY

- Me
- My husband
- My son/s
- My daughter/s
- Other \_\_\_\_\_

12. Do you feel confident that you can manage the impacts of climate change on your coffee production?

- Yes
- No

## AGRICULTURAL PRACTICES

13. In this year (2019), has your farm been affected by any of these events? **SELECT ALL THAT APPLY**

- Extreme high temperatures
- Extreme low temperatures
- Intermittent rains or out of season
- Strong rains
- Strong winds
- Prolonged droughts
- Outbreak of rust
- Outbreak of coffee borer beetle
- Landslides

14. Does the slope of your land cause problems with the flow of water?

- Yes
- No
- I don't know

15. Which of the following practices does NOT slow the flow of water and help to prevent soil erosion?

- Contour planting
- Terracing
- Pruning
- Trenching
- Mulching
- I don't want to answer
- I don't know

16. Do any of the following practices apply on your farm? **SELECT ALL THAT APPLY**

- Contour planting
- Terracing
- Trenching
- Mulching
- I did not apply any of these practices
- Other, specify \_\_\_\_\_

17. If you select contour planting above: The main objective of contour planting, which involves planting rows of coffee plants that cut across the slope, is to:

- Control for various pests and disease carriers
- Slow the flow of water and prevent soil erosion
- Suppress weed growth
- I don't know

18. If you select top terrace cultivation: When terracing your farm, it is recommended that farmers cut "steps" or flat surfaces into the landscape in order to:

- Slow the flow of water and help prevent soil erosion
- Improve the productivity of coffee trees by removing dead and unproductive branches
- Incorporate organic material into the soil
- I don't know

**19.If you select trenching above: The primary objective of trenching, which involves digging ditches across a sloping landscape, is to:**

- Collect topsoil and slow the flow of rainwater
- Control for pests and diseases
- Provide groundcover and suppress weed growth.
- I don't know

**20.Which of the following practices involves putting organic material around coffee plants to suppress weed growth, provide nutrients, maintain moisture in the soil, and prevent erosion?**

- Pruning
- Mulching
- Training
- I don't know

**21.If you select organic material application above : Which of the following organic materials did you apply on your farm**

- Pruning materials
- Coffee pulp
- Compost
- Liquid fertilizer
- Animal manures
- Crop residues
- I don't know
- Other specify \_\_\_\_\_

**22.Which of the following practices involves intentionally planting shrubs and trees on contour lines throughout the plantation and between the rows of coffee to retain soil moisture, prevent soil erosion, and diminish damage from winds?**

- Mulching
- Pruning
- Live barriers
- Stumping
- I don't know

**23.Which of the following practices effectively provides groundcover, suppresses weed growth, provides nutrients, maintains moisture in the soil, and prevents erosion?**

- Pruning
- Spraying insecticide
- Cover cropping
- I don't know

**24.Which practices help control coffee borer infestation? SELECT ALL THAT APPLY**

- Pruning of infected branches and leaves
- Harvest and collection of fallen beans from beneath trees
- Using coffee pulp or mulch from infected plants
- Installing coffee borer traps
- Spraying insecticides periodically
- Digging drainage ditches
- I don't know

**25.In 2019, were any of your coffee plants affected by rust?**

-

**26.If rust affected you, what area (in hectares) was lost? \_\_\_\_\_**

**27.If not, what methods did you use to control rust? Select all that apply**

- Pruning of infected branches and leaves
- Maintenance pruning
- Harvesting and gathering fallen cherries under trees
- Use coffee pulp or mulch from infected plants
- Fertilization (chemical or organic or both)
- Use of resistant varieties
- Renewal of coffee plantations
- Use of insecticides or fungicides periodically
- Use of drainage ditches
- I don't know

**28.In 2019, has your production decreased or increased?**

- Decreased
- Increased
- Neither increased or decreased
- I don't know

**29.IF PRODUCTIVITY HAS DECREASED, ASK: What is the reason for the decrease in productivity? SELECT ALL THAT THE PRODUCER SPONTANEOUSLY MENTIONS**

- Coffee rust
- Other pests/diseases
- Decrease in the use of fertilizers
- Weather events or changes in climate
- Economic situation or low investment
- Aging of the coffee plantation without renewal
- I do not know
- Other \_\_\_\_\_

**Thank you very much for your time!**

## 2. Individual interviews guide for cooperative's personnel and leadership

The objective of the individual interviews with the cooperative's personnel and leadership is to obtain feedback from participants—particularly on the diagnostic and proposal design workshops—and to identify challenges the cooperatives face in addressing women members' climate resilience and their participation in decision making within the cooperatives. The original tool was written in Spanish.

### Individual interviews guide for cooperative's personnel and leadership

#### I. DEMOGRAPHICS AND ROLE

Gender

- Woman
- Man

What is your position within THE COOPERATIVE?

- President or
- Agronomist or Technical
- Administrative Manager
- Other: \_\_\_\_\_

How many years have you been working in THE COOPERATIVE? \_\_\_\_\_

#### II. ORGANIZATIONAL

*Root Capital is providing a gender equity and climate change grant to THE COOPERATIVE. Representatives of the organization participated in two workshops with Root Capital to understand the status of gender inclusion and adaptation to climate change in the organization and design a proposal for the grant.*

1. Do you know the Root Capital GEG in which THE COOPERATIVE participates? If yes, describe it briefly.
2. Did you participate in the diagnostic workshop (diagnostic and gender and climate change awareness)?
3. If yes, do you consider that the diagnostic workshop helped you identify gender-related problems in your organization? What were these problems? Did you have any idea about these before?
4. What did you learn about the status of gender and climate change in the cooperative after the diagnostic workshop?
5. What did you like/not like about the diagnostic workshop? What would you change about the workshop and/ or what was missing? Ask about:
  - Duration of the workshop
  - Structure
  - Content and facilitation
  - Location (distance to get there)

6. Did you participate in the GEG design of the proposal workshop?
7. Did it help the cooperative develop a relevant proposal to solve the challenges identified in the diagnostic workshop (gender inclusion and climate change)?
8. Do you think that the proposal developed is feasible and is going to solve the problems defined during the diagnostic workshop?
9. What did you like/not like about the design of the proposal workshop? What would you change about the workshop and/ or what was missing? Ask about:
  - Duration of the workshop
  - Structure
  - Content and facilitation
  - Location (distance to get there)
10. Do you think that with the implementation of the GEG, the cooperative will be able to solve the challenges identified in the diagnostic workshop regarding gender and climate change? Why?
11. What changes will you implement within the organization as a result of this project? Do you anticipate these changes to be temporary or permanent?
12. What were the plans (if any) to improve women's climate resilience in the cooperative prior to the design of the proposal workshop provided by Root Capital?
13. Has THE COOPERATIVE worked on something related to gender and climate change with its partners? Examples: policies, support services, new initiatives, programs, income-generating opportunities, specialized training (e.g., use of renewable energy in coffee processing, reforestation, rainwater harvesting, solid waste management, support for climate-smart agriculture). What had good results? How have you been received by others in the organization? What challenges did you face?

### **III.LEADERSHIP**

14. What do you think about women's empowerment? Do you think it could benefit the organization, the community? Why?
15. Why do you think there are fewer women participating and/or in leadership positions in the cooperative?
16. To what extent do women participate in decision making in the organization? Nothing, a little, very much. How do they participate?
17. Do you think the organization can do more to promote women's leadership? What opportunities have you seen to increase or promote the leadership of women within the cooperative?

#### IV. CLIMATE CHANGE

18. What do you think are the main challenges related to climate change (past and present) the coffee producers face? *Example: water pollution, soil erosion, deforestation, solid waste management, poor terrain, human-wildlife conflict, etc. Explore whether they have been affected by the impacts of climate change, such as excess or low rainfall, floods, high/low temperatures, pests and diseases, soil degradation, frost, storms, etc.*
19. Are women and men producers affected differently by these? If yes, how? (e.g., productivity)
20. What practices do you consider effective/ineffective to build climate change resilience? Do you think that women and men have the same capacity to implement them? Why?
21. Do you think it is important to support women to adapt to climate change? Why

### 3. Focus group questionnaire for women cooperative members

The focus groups questionnaires aimed at identifying women members' knowledge about climate change, challenges they face due to climate change, and how this affects their coffee production. The questionnaire also seeks to collect feedback from the members on the support services received from the cooperative prior to the intervention and on the diagnosis and proposal design workshops. The original tool was written in Spanish.

#### Focus groups questionnaire for women cooperative members

1. What does the term climate change mean to you?
2. What would you say are the main environmental challenges facing your coffee plantations? *E.g. water pollution, soil erosion, deforestation, solid waste management, poor terrain, conflict between humans and wildlife, etc.*
3. Have you experienced any negative impacts from climate change on your coffee plantations? *E.g., landslides, floods/droughts, pests and diseases, extreme winds, heat wave/frost* How did you respond to those impacts?
4. Have these climate change impacts affected your coffee production? *Inquire about changes in types of activities done by women or in time or resources required for existing activities.*
5. How have these impacts of climate change affected your family? *Inquire about income, if they have new economic activities, changes in family dynamics.*
6. What worries you most about the impacts of climate change on your crops (e.g., productivity, production, access to inputs, etc.)? How would that affect you personally, your family, the community? *E.g., livelihoods, food security*
7. Do you participate in THE COOPERATIVE decision making regarding promoting and implementing climate resilience actions? If yes, how? If no, why? What would you do if you had decision-making power?
8. How do you get the information you need to make decisions about how to manage your crop in the face of climate change impacts? Who uses this information, you, your partner ...?
  - Agronomist from the cooperative
  - Government extension
  - Neighbor or friend
  - Family member
  - NGO
  - Media: TV, radio, social networks
  - Courses

9. Have you received **agricultural training/TA** or support services (credits, inputs)? (From THE COOPERATIVE or from other providers)  
If yes: How did you hear about this training? What type of training, and who provided it? What training topics? Are you/were you satisfied with this training? Does it meet your needs and expectations? Did it help increase your production?  
If no: Why haven't you received training?
10. Have you had access to **training on practices of adaptation to climate change** or support services (credits, inputs)? (From THE COOPERATIVE or from other providers)  
If yes: How did you hear about this training? What type of training, and who provided it? What training topics? Are you/were you satisfied with this training? Does it meet your needs and expectations? Did it help increase your production?  
If no: Why haven't you received training?
11. Are you familiar with Root Capital's Gender Equity Grants project?
- Did you participate in the diagnostic workshop?
- If not: Why? Would you have liked to participate?
- If yes: Do you think that the diagnostic workshop helped you identify gender-related problems in your organization? What were these problems? Did you have any idea about these before?
12. What did you learn about the status of gender and climate change after the diagnostic workshop?
13. What did you like, what did you not like, what would you change about the workshop, or what was missing? How would you improve it? INQUIRE ABOUT THE GOOD AND THE BAD
- Duration of the workshop
  - Structure
  - Content and facilitation
  - Location (distance to get there)
14. Did you participate in the workshop to prepare the proposal for the Gender Equity Grants?
- If not, why? Would you have liked to participate?
- If yes: Did it help you develop a relevant proposal to solve the challenges identified in the diagnostic workshop (gender inclusion and climate change)?
15. What did you like, what did you not like, what would you change about the workshop, or what was missing? INQUIRE ABOUT THE GOOD AND THE BAD
- Duration of the workshop
  - Structure
  - Content and facilitation
  - Location (distance to get there)
16. EXPLAIN THE PROJECT FOR THOSE WHO DO NOT KNOW IT What impact would you like to see in your production, community, family, yourselves (increase your participation and leadership in THE COOPERATIVE) as a result of your participation in the Gender Equity Grant project?

## 4. Individual interview guide for women and men cooperative members

This tool seeks to identify the differences between how women and men cooperative members face climate change-related challenges and access to information to cope with the effects of climate change. Additionally, the tool seeks to receive feedback from women and men on the GEG process in general and, specifically, on the diagnostic and proposal workshops. The original tool was written in Spanish.

### Individual interview guide for women and men cooperative members

1. How have the impacts of climate change affected your coffee plantations? What have you done about it?
2. Do you think that women and men face different/specific barriers to coping with the impacts of climate change?
3. How do you get the information you need to make decisions about how to manage your crop in the face of the effects of climate change? Who uses them, you, your partner ...?  
ex: Agronomist from the cooperative
  - Government extension
  - Neighbor or friend
  - Family member
  - NGO
  - Media: TV, radio, social networks
  - Courses
4. What practices and/or information on how to manage your crop in the face of the effects of climate change have you implemented in the last year?
5. Which of these new practices and/or information do you think have been the most important to women coffee growers in the community?
6. What other practices would you like to implement? Why?
7. What do you think about the Gender Equity Grants project for women?
8. Do you think the GEG project will solve the challenges women face in dealing with the effects of climate change? - *Mention challenges identified if they did not participate in the workshop* -
9. Do you think that the results will positively impact the cooperative and the community in general?
10. Do you think it is good to focus on women (we only want to know your opinion, there is no good or wrong answer and it is confidential)? If not, why?

11. Did you participate in the diagnostic workshop? If not, why? Would you have liked to participate?

If yes, do you think that the diagnostic workshop helped you identify gender-related problems in your organization? What were these problems? Did you have any idea about these before?

12. What did you learn about the status of gender and climate change after the diagnostic workshop?

13. What did you like, what did you not like, what would you change about the workshop, or what was missing? INQUIRE ABOUT THE GOOD AND THE BAD

- Duration of the workshop
- Structure
- Content and facilitation
- Location (distance to get there)

14. What would you improve or change about the diagnostic workshop? Would you recommend it to your friends/family? If not, why?

15. Did you participate in the proposal development workshop for the Gender Equity Grants?

If not, why? Would you have liked to participate?

If, yes: Did it help you develop a relevant proposal to solve the challenges identified in the diagnostic workshop (gender inclusion and climate change)?

16. Do you think that the proposal developed is viable and is going to solve the problems it seeks to solve?

17. What did you like, what did you not like about the proposal development workshop? What was missing? INQUIRE ABOUT THE GOOD AND THE BAD

- Duration of the workshop
- Structure
- Content and facilitation
- Location (distance to get there)

18. What would you improve or change about the proposal development workshop? Would you recommend it to your friends/family? Why?

## 5. CLIMATE RESILIENCE AND GENDER DIAGNOSTIC FOR AGRICULTURAL SGBS

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These interview guides are intended to explore challenges within agricultural small and growing businesses (SGBs) related to gender and climate resilience. They may be adapted and used by gender-focused impact investors to formulate financing and technical assistance projects such as the Gender Equity Grant program. In 2019, Root Capital developed these diagnostic tools to identify proposals for Climate-Gender Equity Grants with three coffee clients in Central America. These tools should be edited for context and drafted in conjunction with SGB staff such that questionnaires reflect the SGB's key learning questions alongside the themes discussed below.

### QUESTION GUIDE: FEMALE PRODUCER FOCUS GROUP

THIS TOOL SHOULD BE USED TO CONDUCT FOCUS GROUPS WITH A REPRESENTATIVE SAMPLE OF FEMALE PRODUCERS AFFILIATED WITH THE SGB.

Farm Production, Climate Resilience, and Income

1. Who produces coffee in your family?
2. How do you manage your coffee farm? What agricultural and labor practices do you employ? *Discuss the various stages of the production cycle; note responses in the table below. For each practice, ask:*
  - Did you begin to apply this practice before or after you joined [the SGB]? *If after, ask:*
    - Why did you begin to use this practice?
    - Did [the SGB] influence your decision to begin using this practice? How?
    - Are there challenges to using this practice on your farm? Why or why not? *Identify the barriers to adoption or maintenance of specific practices.*

Type of practice	Specific practices mentioned	Adopted before/after SGB membership	Motivation for practice adoption	Role of the SGB in adoption	Challenges
Seed (ex. different varieties)					
Soil conservation (ex. mulching, live or dead barriers, ground cover)					
Fertilization					
Pest/disease management					
Water conservation or irrigation					
Temporary or permanent shade					

3. What is your role in coffee production? And for other crops or livestock? Who is in charge of farm production in your family—you, your partner? Another family member?
4. What are the primary challenges that your family faces in coffee production?
  - *If climate challenges are mentioned: What type of climate challenges? Probable responses: landslides, floods, changes in rainfall, drought, excessive heat, excessive cold*
5. What are the primary challenges that your family faces in other crop production or livestock management?
  - *If climate challenges are mentioned: What type of climate challenges? Probable responses: landslides, floods, changes in rainfall, drought, excessive heat, excessive cold*
6. *If producers have not mentioned climate already, ask:* Have you noted any change in the climate, for example in temperature or rain patterns, over the period that you've been farming?
  - *If yes: what changes? Probable responses: landslides, floods, changes in rainfall, drought, excessive heat, excessive cold*

7. Have the challenges or climate changes affected your farm production or household well-being?
  - How?
  - Have the impacts been mild or severe? *Mild (economic losses of less than 25%), Moderate (losses of 25-50%), Severe (losses of more than 50%)*
  - Have these impacts affected women's farm production in a different manner than men's farm production? How?
8. How does your family respond to these climate impacts?
  - What is your role in these activities? *Probe differences in the activities performed by women vs. men, and on the time and resources required for current activities.*
9. Who makes decisions in your household related to responding to climate challenges?
  - For example, who makes decisions related to the purchase of inputs to respond to a new pest?
  - Who makes decisions related to coffee farm renovation with different varieties?
10. Would you like to continue farming coffee in the next five years? Why or why not?
11. What are your primary sources of income?
  - What percentage of your income comes from coffee production?
  - Do you have another job (farm worker, office, etc.)?
  - For those who are married or living with a partner, what percentage of your household income is generated by your partner?
12. Who makes decisions about your income and household expenses?
  - Who makes decisions about whether to build a new house, buy a television, or buy livestock?
  - Who makes decisions about purchasing food for family consumption?
  - Who makes decisions about paying school fees or children's education in general?
13. What do you think about the division of labor between men and women in coffee production and in your household?
  - Are you satisfied with these roles? Is your partner satisfied with these roles?
  - What do you think should change about these roles, and how do you think you could achieve those changes?
14. Does your household have a washer, a dryer, or other equipment that saves time on household tasks?
15. Do you have free time to dedicate to yourself? If so, what do you do during this free time?

#### SGB Membership

16. How did you join [the SGB], and why?
17. Do you participate in [the SGB]'s decision-making?
18. Since you joined [the SGB], what have been the primary benefits of membership?
19. Have you had access to coffee trainings? (from [the SGB] or from other providers)

- *If yes:*
  - How did you hear about this training?
  - What type of training, and who provided it?
  - What was the theme of the training? Have you had access to trainings on climate change and how to adapt?
  - How much were you trained?
  - Are you/were you satisfied with this training? Did it meet your needs and expectations?
  - Who participates in these trainings?
  - Do men and women attend/participate equally, or does one group attend/participate more than the other?
    - If women participate less, why don't women participate? Do you have suggestions to increase women's participation in crop trainings?
- *If no:* Why have you not received trainings?
- 20. What additional trainings do you feel you need?
- 21. Do you (not the men in your household) have access to credit for farm activities? (From [the SGB], or from other providers?)
  - *If yes:*
    - How did you hear about this type of credit?
    - What type of credit, and who provides it?
    - How have you used the credit on your farm?
    - Are you satisfied with this credit? Has it met your needs and expectations?
    - Do women and men have equal access to credit in your community?
      - If women have poorer access, why? Do you have suggestions to increase the participation of women in local credit programs?
  - *If no:* Why have you not received credit?
- 22. What additional loans do you require?
- 23. Have you had access to a weather alert system for extreme weather events, like droughts, or pest and disease outbreaks? (From [the SGB] or other producers)
  - Who has access to this information? You? Your partner? Another family member?
  - Who uses this information in your crop production? You? Your partner? Another household member?
- 24. What other services or benefits should [the SGB] provide you?
  - Do you think that [the SGB] should provide a benefit or service specifically for women? To improve their production or climate resilience in particular?
  - What type of service?
  - Provided in what way? Do you have any suggestions to improve the participation of women in these services?
    - What initiatives have you seen in your community or others that aim to support women? To improve their production or climate resilience in particular?

## QUESTION GUIDE: MALE PRODUCER FOCUS GROUP

THIS TOOL SHOULD BE USED TO CONDUCT FOCUS GROUPS WITH A REPRESENTATIVE SAMPLE OF MALE PRODUCERS AFFILIATED WITH THE SGB.

### Farm Production and Income

1. What is your role in coffee production? And for other crops or livestock?
2. Who is in charge of farm production in your family—you, your partner? Another family member?
3. What are the primary challenges that your family faces in coffee production?
  - *If climate challenges are mentioned: What type of climate challenges? Probable responses: landslides, floods, changes in rainfall, drought, excessive heat, excessive cold*
4. What are the primary challenges that your family faces in other crop production or livestock management?
  - *If climate challenges are mentioned: What type of climate challenges? Probable responses: landslides, floods, changes in rainfall, drought, excessive heat, excessive cold*
5. *If producers have not mentioned climate already, ask:* Have you noted any change in the climate, for example in temperature or rain patterns, over the period that you've been farming?
  - *If yes, what changes? Probable responses: landslides, floods, changes in rainfall, drought, excessive heat, excessive cold*
6. Have these challenges or climate changes affected your farm production or household well-being?
  - How?
  - Have the impacts been mild or severe? *Mild (economic losses of less than 25%), Moderate (losses of 25-50%), Severe (losses of more than 50%)*
  - Have these impacts affected women's farm production in a different manner than men's farm production? How?
10. How does your family respond to these climate impacts?
  - What is your role in these activities? *Probe the differences in the type of activities performed by women, or in the time and resources required for existing activities.*
11. Who makes decisions related to responding to climate challenges?
  - For example, who makes decisions related to the purchase of inputs to respond to a new pest?
  - Who makes decisions related to coffee farm renovation with different varieties?
12. Who makes decisions about your income and household expenses?
  - Who makes decisions about whether to build a new house, buy a television, or buy livestock?

- Who makes decisions about purchasing food for family consumption?
  - Who makes decisions about paying school fees or children's education in general?
13. What do you think about the division of labor between men and women in coffee production and in your household?
- Are you satisfied with these roles? Is your partner satisfied with these roles?
  - What do you think should change about these roles, and how do you think you should achieve those changes?
14. Does your household have a washer, a dryer, or other equipment that saves time on household tasks?
15. Do you have free time to dedicate to yourselves? If yes, what do you do during this free time?

#### Household Gender Norms

16. What is your opinion about the idea of women earning income?
17. What do you think about the division of labor in your community between men and women in crop production and in the household?
- Are you satisfied with these roles? Are your partners satisfied with these roles?
  - What roles do you think that women should play in your families? (your partners, daughters, mothers, etc.)
  - What do you think should change, and how do you think those changes can occur?
18. What are your aspirations for daughters and granddaughters? Sons and grandsons?

#### SGB Membership

19. How did you join [the SGB], and why?
20. Do you participate in [the SGB]'s decision-making?
21. Since you joined [the SGB], what have been the primary benefits of membership?
22. Have you had access to crop trainings? (from [the SGB] or from other providers)
- *If yes:*
    - How did you hear about this training?
    - What type of training, and who provided it?
    - What was the theme of the training? Have you had access to trainings on climate change and how to adapt?
    - How much were you trained?
    - Are you/were you satisfied with this training? Did it meet your needs and expectations?
    - Who participates in these trainings?
    - Do men and women attend/participate equally, or does one group attend/participate more than the other?

- If women participate less, why don't women participate? Do you have suggestions to increase women's participation in crop trainings?
- *If no:* Why have you not received trainings?
- 23. What additional trainings do you feel you need?
- 24. Do you have access to credit for farm activities? (From [the SGB], or from other providers?)
  - *If yes:*
    - How did you hear about this type of credit?
    - What type of credit, and who provides it?
    - How have you used the credit on your farm?
    - Are you satisfied with this credit? Has it met your needs and expectations?
    - Do women and men have equal access to credit in your community?
      - If women have poorer access, why? Do you have suggestions to increase the participation of women in credit programs?
  - *If no:* Why have you not received credit?
- 25. What additional loans do you require?
- 26. Have you had access to a weather alert system for extreme weather events, like droughts, or pest and disease outbreaks? (From [the SGB] or other producers)
  - Who has access to this information? You? Your partner? Another family member?
  - Who uses this information in your crop production? You? Your partner? Another household member?
- 27. What other services or benefits should [the SGB] provide you?
  - Do you think that [the SGB] should provide a benefit or service specifically for women? To improve their production or climate resilience in particular?
  - What type of service?
  - Provided in what way? Do you have any suggestions to improve the participation of women in these services?
    - What initiatives have you seen in your community or others that aim to support women? To improve their production or climate resilience in particular?

## QUESTION GUIDE: SGB BOARD MEMBERS

THIS TOOL SHOULD BE USED TO CONDUCT A GROUP INTERVIEW WITH MEMBERS OF THE SGB'S BOARD OF DIRECTORS.

### Climate Change and SGB Operations

1. Could you tell us a bit about the origins of the cooperative? What is the impact you're aiming to achieve?
2. What are the primary challenges facing the SGB today?
  - *If climate challenges mentioned: What type of climate challenges? Probable responses: landslides, floods, changes in rainfall, drought, excessive heat, excessive cold*
  - *If climate challenges are not mentioned, ask: Have you noticed any change in the climate, for example in temperature or rainfall patterns, since the SGB was founded? If yes, which? Probable responses: landslides, floods, changes in rainfall, drought, excessive heat, excessive cold*
3. Have these challenges or climate changes affected the SGB's operations?
  - How?
  - Have the impacts been mild or severe? *Mild (economic losses of less than 25%), Moderate (losses of 25-50%), Severe (losses of more than 50%)*
4. What are the [the SGB]'s objectives related to climate change?
  - Do you approach these goals differently for male/female employees or producers? If so, why?
  - Do you think that it is important to support women in adapting to climate change? If so, why?

### SGB Response to Climate Change

5. How does the SGB respond to the climate impacts discussed above?
6. Who makes decisions about how to respond to climate-related challenges? What is the role of the Board?
  - For example, who makes decisions about changes to your crop purchasing strategy?
  - Who makes decisions about the introduction of new activities to support farmer-members?
7. Has the SGB worked on climate resilience or adaptation issues with members? *Examples: policies, new initiatives, programs, opportunities for alternative income generation or to support crop diversification, trainings regarding adaptation practices*
  - If yes, what types of activities or services? *Identify approximate annual commitments to these activities, in terms of personnel and financing*

- What are the goals of these services for producers, for the SGB, and for the broader community?
- 8. Of those who participate in climate-resilience programming, what percentage are women? How does this percentage compare to women's representation in the SGB's membership?
- 9. Are there factors that limit women's access to these services to improve crop production/climate resilience?
  - How does the SGB address these barriers? If they are not currently taken into account, how could the SGB address them in the future? What opportunities do you see to promote women's inclusion and participation in the future?
- 10. Have you observed any climate resilience initiatives or programs (with or without a focus on gender) in other SGBs or communities?
- 11. What are the risks of pursuing resilience-related activities, and how can those risks be limited?

#### SGB Programs and Policies for Women

- 12. How do you recruit new members? Is the process accessible to women? (For example, are farmers required to own a specific amount of land before they're able to join?) How are women included and how are women encouraged to become members?
- 13. Why do you believe that women members of [the ENTEPRISE] decided to join? Why do you think that non-member women in the community have not joined?
- 14. Are there benefits or resources available or designated specifically for women members or employees of [the SGB]?
- 15. Are opportunities (for membership, employment, training, special programming, etc.) within [the SGB] accessible for women employees and members?
  - *If yes:* Do you believe that the SGB's technical assistance services support or limit the inclusion and participation of women?
- 16. What is the gender composition of the organization's leadership (on the board, among managers, among agronomists, etc.)?
  - *If applicable:* Why do you think there are fewer women participating in positions of leadership/on the technical team?
- 17. How active are women in the organization, and what is their impact (at the level of employees or members)?

## QUESTION GUIDE: SGB MANAGERS

**THIS TOOL SHOULD BE USED TO CONDUCT INTERVIEWS WITH MANAGEMENT-LEVEL EMPLOYEES AT THE SGB.**

### Climate Change and SGB Operations

1. What are the primary challenges facing [the SGB] today?
  - *If climate challenges mentioned: What type of climate challenges? Probable responses: landslides, floods, changes in rainfall, drought, excessive heat, excessive cold*
  - *If climate challenges are not mentioned, ask: Have you noticed any change in the climate, for example in temperature or rainfall patterns, since the SGB was founded? If yes, which? Probable responses: landslides, floods, changes in rainfall, drought, excessive heat, excessive cold*
2. Have these challenges or climate changes affected [the SGB]'s operations?
  - How?
  - Have the impacts been mild or severe? *Mild (economic losses of less than 25%), Moderate (losses of 25-50%), Severe (losses of more than 50%)*
3. What are the [the SGB]'s objectives related to climate change?
  - Do you approach these goals differently for male/female employees or producers? If so, why?
  - Do you think that it is important to support women in adapting to climate change? If so, why?

### SGB Response to Climate Change

4. How has the [the SGB] responded to these climate impacts?
5. What is your role in these activities?
6. Who makes decisions about how to respond to climate challenges?
7. Has the SGB worked on climate resilience or adaptation issues with members? *Examples: policies, new initiatives, programs, opportunities for alternative income generation or to support crop diversification, trainings regarding adaptation practices*
  - *If yes, what types of activities or services? Identify approximate annual commitments to these activities, in terms of personnel and financing*
  - What are the goals of these services for producers, for the SGB, and for the broader community?
8. Of those who participate in climate-resilience programming, what percentage are women? How does this percentage compare to women's representation in the SGB's membership?
9. Are there factors that limit women's access to these services to improve crop production/climate resilience?

- How does the SGB address these barriers? If they are not currently taken into account, how could the SGB address them in the future? What opportunities do you see to promote women's inclusion and participation in the future?
- 10. Have you observed any climate resilience initiatives or programs (with or without a focus on gender) in other SGBs or communities?
- 11. What are the risks of pursuing resilience-related activities, and how can those risks be limited?

#### SGB Programs and Policies for Women

- 12. Please provide the percentage of women in various positions at the organization:
  - Board Members:
  - Managers:
  - Agronomic Team:
  - Employees:
  - Members:
- 13. *If applicable:* Why do you believe that there are few women participating in any of these groups or positions of leadership?
- 14. Have there been women on the Board of Directors in the past? Today, does the organization have a goal to increase the number of women on the Board, or at the organization in general?
- 15. How do you recruit new members? Is the process accessible to women? (For example, are farmers required to own a specific amount of land before they're able to join?) How are women included and how are women encouraged to become members?
- 16. Why do you believe that women members of [the ENTEPRISE] decided to join? Why do you think that non-member women in the community have not joined?
- 17. Are there benefits or resources available or designated specifically for women members or employees of [the SGB]?
- 18. Are opportunities (for membership, employment, training, special programming, etc.) within [the SGB] accessible for women employees and members?
  - *If yes:* Do you believe that the SGB's technical assistance services support or limit the inclusion and participation of women?
- 19. What is the composition of the organization's leadership (on the board, among managers, among agronomists, etc.)?
  - *If applicable:* Why do you think there are fewer women participating in positions of leadership/on the technical team?
- 20. How active are women in the organization, and what is their impact (at the level of employees or members)?



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