

SCAA WHITE PAPER

A BLUEPRINT FOR GENDER EQUALITY IN THE COFFEELANDS



SUMMARY:

Equality is a core value of our industry, but gender inequality exists within it. Research shows a significant disparity between male and female coffee producers in the developing world.

Much of this is due to deeply rooted social biases that create numerous disadvantages for women compared to men.

Overall, women earn less income, own less land, control fewer assets, have less access to credit and market information, greater difficulty obtaining inputs, and fewer training and

leadership opportunities. These disparities create

inefficiencies in the coffee value chain because women, who perform fundamental agricultural tasks, are not accessing

the resources needed to maintain or improve their output. The

coffee industry has a profound reach into the agricultural

sector: as many as 100 million agricultural producers depend on coffee production for their livelihoods (Jha et. al, 2011).

The specialty coffee industry has a tremendous opportunity to minimize the gender gap in agriculture to the benefit of our specialty coffee supply and our suppliers.

METHODOLOGY & RATIONALE:

This paper, developed by the SCAA Sustainability Council, examines gender inequality on the supply-side of the coffee value chain and proposes solutions for creating greater balance. The SCAA Sustainability Council recognizes that there is still work to be done regarding equality throughout the coffee industry, including in coffee consuming countries, but for the purpose of this paper we will only focus on gender equality in the agricultural coffee value chain. The analysis relies on research that includes coffee production as well as other agricultural sectors (e.g., rice, millet, maize). The industry would benefit from additional gender studies focused on coffee specifically, but similarities between rural coffee-farming communities and other rural farming societies allow methodology that applies studies from other sectors to coffee where they are clearly relevant.

KEY TERMS DEFINED

GENDER EMPOWERMENT AND WOMEN'S EMPOWERMENT DO NOT AIM TO PROMOTE ONE SEX OVER ANOTHER. RATHER:

GENDER EMPOWERMENT is the ability for men and women to participate equally in society at the household, community, and national levels, especially regarding economic and political decision-making.

WOMEN'S EMPOWERMENT narrows the focus when there is a gap in equality in order that women have the ability to realize their full potential to participate in society as decision-makers. Both gender empowerment and women's empowerment work to create a balanced society.

GENDER EQUITY deals with justice and fairness and means that women and men have the same opportunity, taking into account their respective needs and historic disadvantages.

GENDER EQUALITY means and that men and women are equally valued and free from stereotypes, prejudice, and discrimination so that opportunities do not depend on being a man or a woman. Gender equity and women's empowerment are pathways to gender equality.

UNDERSTANDING THE PROBLEM

The Gender Gap in Coffee Value Chains

The gender gap in coffee value chains can be demonstrated in four key areas:

- 1) distribution of labor
- 2) income
- 3) ownership
- 4) leadership and decision-making

DISTRIBUTION OF LABOR

Female farmers in rural communities bear what is referred to as the “double burden”; they work much longer days than their male counterparts since they are responsible for both housework and work on farms (Kasente, 2012). Women’s typical household responsibilities include child rearing, caring for the elderly, hauling water, collecting firewood, cooking meals, washing clothes, and cleaning (Twin, 2013). Focus group discussions with coffee-farming couples in Uganda highlighted that women work a highly disproportionate

number of hours when compared to men. Men were found to have an 8-hour workday, while women worked up to 15 hours per day, including total hours spent on coffee production and household tasks (Kasente, 2012).

Moreover, female coffee farmers are typically limited to less influential roles in the value chain. Coffee production begins with a long season of fieldwork, followed by harvest, cherry processing, transporting, and sales. Women tend to play major roles at the initial segments of the value chain, laboring in the field, harvesting, and processing, whereas men typically transport and market the product (Twin, 2013). According to an ITC survey which included 15 coffee-producing countries women comprised an average of 70 percent of the workforce in the fieldwork and harvesting roles, but only participated in 10 percent of the in-country trading and export roles (ITC, 2008). Tasks are increasingly male-dominated as coffee transitions from raw commodity into a value-added product ready for sales and marketing.

GENDER IN THE PRODUCTION SIDE OF THE COFFEE VALUE CHAIN



INCOME

Male dominance in the transport and final sale of coffee exacerbates disparity in income between men and women. Since men receive the money from coffee sales, women have greater difficulty accessing it. Because women generally work for lower wages than men, and in many cases work entirely without pay, their contributions to coffee production are sometimes referred to as invisible (Twin, 2013; Kasente, 2012). “Women’s roles” offer little in terms of opportunity for economic advancement, whereas men receive and control a disproportionate amount of income from coffee relative to work performed (Twin, 2013). The distribution of labor into gender-stereotyped roles leads to a lack of earning power and control over income for women.

Attitudes toward women in rural coffee communities also contribute to these problems. In Uganda for example, the prevailing attitude is that women should contribute to coffee farming out of duty, but should not share in the proceeds from the crop (Kasente, 2012; Twin, 2013). In some coffee communities, there are reports of women secretly selling beans from their household plot to earn a small amount of cash for themselves (Kasente, 2012), an act of desperation that is known to provoke domestic violence. Traditional biases such as these disrupt households and hinder women from equal financial control.

OWNERSHIP

Women make up just 3 to 20 percent of landowners in the developing world, even though they comprise 20 to 50 percent of the agricultural labor depending on the country (FAO, 2011). Even with the constitutional right to purchase land, discrimination against women still exists in legal frameworks. For example, in a December 2014 report, Women for Women International noted that the constitution in the Democratic Republic of the Congo (DRC) guarantees women the right to access land, but other legislation inhibits that right. Under the modern law, the Code de Famille stipulates that a married woman can purchase land, but only with the permission of her husband, and, even then, the document is issued in the husband’s name. Under the customary law in the DRC, women cannot purchase land at all (Women for Women Int., 2014). While constitutions grant equal rights, those rights are often superseded by tradition; there is much work to be done in harmonizing equal rights with legislation and tradition.

Tradition also makes it difficult for women to inherit land even when laws permit it. This is particularly problematic in countries where widows are prevalent because of armed conflict or disease and those women need to be able to provide for themselves and their children. Married women often will have difficulty inheriting family land if the husband passes away because plots will go to male relatives on the side of the husband. The widow and children find themselves with no land for food or cash crops.

Women in rural agricultural societies also have more difficulty accessing credit than men (FAO, 2011; Twin, 2013). Without access to credit women have difficulty purchasing land and when land is obtained they lack the resources to farm and maintain it. Even when women do own land, they are often allotted smaller, less fertile plots or fewer coffee trees. The gap in coffee income across seven East African producer organizations was measured at \$440 USD for female farmers and \$716 for male farmers, according to a 2014 Twin survey (Mounard, 2015). This 39% gap is in part attributable to the size and quality of the farm plots owned by women compared to men. Lack of access to credit, lack of access to land, and the lack of ability to generate

meaningful income create a vicious cycle for smallholders, especially for women, where the economic obstacles compound each other.

LEADERSHIP AND DECISION-MAKING

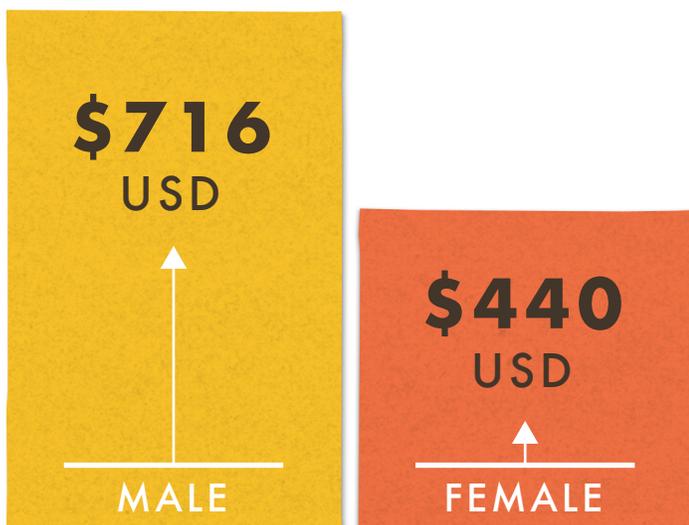
Within a household, decision-making power is linked to control of income and ownership of assets (Twin, 2013). Men often take control over decisions because they are considered the primary landowners.

At the cooperative level, women are often barred from membership because they are not landowners, cannot afford the cost of membership, or are made to feel uncomfortable attending meetings due to cultural prejudice (Twin, 2013). While women are increasingly present at cupping tables at origin, they are rarely included as association leaders, farm managers, or owners. In cases where women do obtain leadership positions, they often lack the training or self-esteem to be effective in their roles.

Women also rarely occupy key leadership positions in policy-making organizations and representative bodies, such as Ministries of Agriculture and local and regional producer organizations. The lack of widespread female participation is especially problematic because these organizations are tasked with addressing the gender gap within agriculture but do not include proper female representation. Effecting change at the policy level represents an enduring challenge for women's advancement in agriculture.

IN 2014, THE GAP IN COFFEE INCOME ACROSS SEVEN EAST AFRICAN PRODUCER ORGANIZATIONS WAS MEASURED AT

39%



HOW GENDER EQUALITY IMPACTS THE ENTIRE INDUSTRY

A strong business case can be made for promoting gender equality in coffee-growing regions; doing so can improve coffee quality and increase productivity, as well as promote rural economic development.

QUALITY

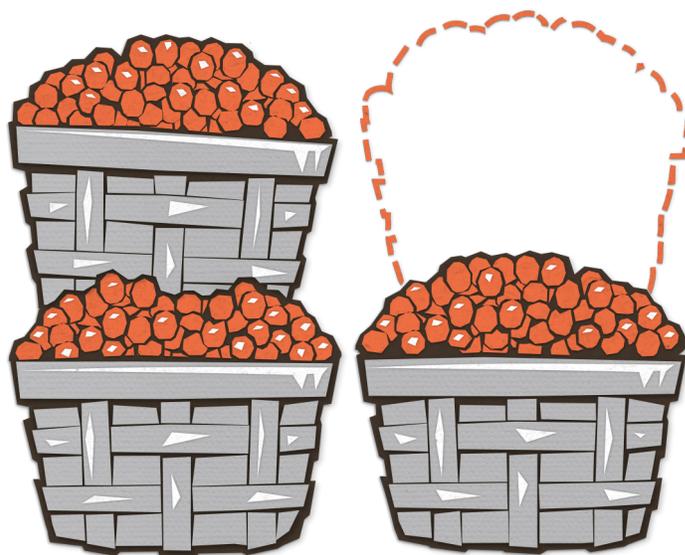
Investing simultaneously in gender equality and technical training leads to improvements in the coffee value chain with regard to quality and consistency of supply because it allows women to access the information they need to produce better coffee (Twin, 2013). For example, Bukonzo Joint Coffee Cooperative increased the average SCAA arrival score over their entire production from 79 points to 85.75 points over a four-year period as a result of deliberately including women in technical training in addition to men (Baluku, 2015). They strive to keep improving quality through work in gender equality. Men in the cooperative are engaging more in fieldwork and harvesting and women are engaging more knowledgeably in coffee production at every level of the trade, creating a higher quality output (Baluku, 2015).

PRODUCTIVITY

Work in women's empowerment can increase productivity by allowing women access to resources and information. According to the Food and Agriculture Organization (FAO),

IF GRANTED THE SAME ACCESS TO LAND, FINANCING, AND TECHNOLOGY AS MEN- WOMEN COULD INCREASE THEIR AGRICULTURAL OUTPUT BY

20-30%



women could increase their agricultural output by 20-30% if granted the same access to land, financing, and technology as men (FAO at Work, 2011-12). In other words, if women have better access to agricultural inputs, they can engage in a more productive agricultural practice. This has the potential to increase both their food production as well as their coffee production, thereby improving both food security and income.

ECONOMIC GROWTH IN RURAL COMMUNITIES

According to the World Bank, financially empowering women in rural areas promotes economic growth and helps alleviate poverty (World Bank, 2014). Several studies, including studies from the Food and Agricultural Organization, find that women spend virtually all of their income from agricultural work on household needs, such as nutrition, school fees, clothing, health care, and home improvements,

while men typically consume 25% or more of their income on consumables (FAO Factsheet). Women reinvest up to 90% of their earnings into the household, helping the family break out of generational poverty (Forston, 2003). Women's economic empowerment in coffee growing regions has positive outcomes for families and entire communities (FAO, 2011).

FRAMING SOLUTIONS



Work in gender equality requires the participation of men and women because it deals with whole societies. The topic evokes emotion since gender roles are deeply rooted constructs that make up personal identities and entire worldviews. It deals with social roles that are largely a product of culture, which varies greatly across the globe and is often thought of as the cognitive

side of being a man or woman rather than the biological or physical aspect. For these reasons, gender empowerment is an effort that requires cultural sensitivity and sensitivity to engage with diverse personal identities. Successful approaches will typically be long-term undertakings, requiring patience, because the work deals with deeply rooted individual attitudes and societal norms. The following recommendations represent five tangible ways that different stakeholders can take action to improve the gender balance in coffee growing environments. We include case examples to illustrate recommendations. The examples are in no way exhaustive, but are meant to provoke ideas and demonstrate effectiveness.

RECOMMENDATION #1:

Include women and men equally in technical training

Including women equally in technical trainings in the coffee sector will benefit the quality of coffee supply by reaching all of the relevant players with key information.

COOPERATIVES, EXPORTERS, FARMER ORGANIZATIONS, AND NGOS

Ensure that women are included in technical training and extension services.

Create or support gender programs to compliment technical training and extension services.

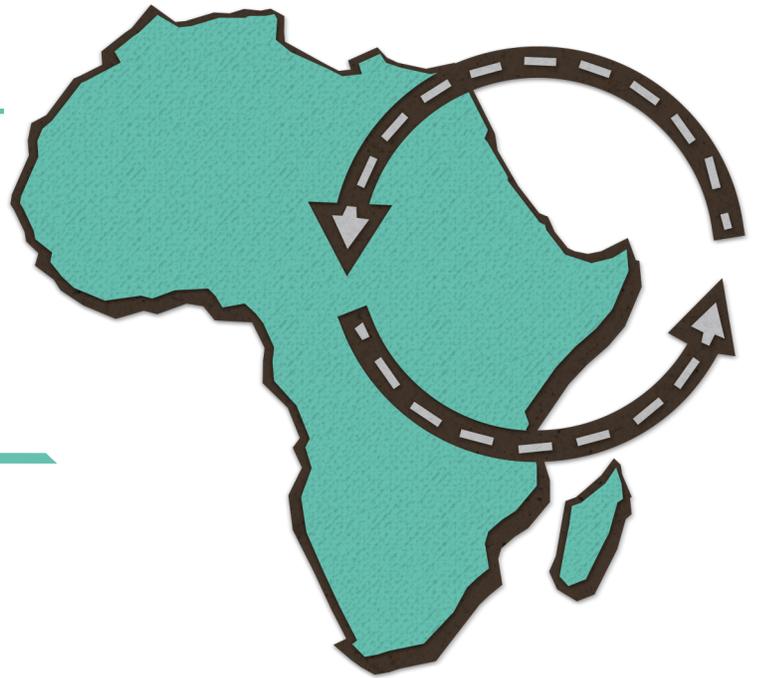
IMPORTERS, ROASTERS, AND BARISTAS

Purchase and market coffee that promotes women's inclusion.

Support projects in coffee supply chains that promote gender equality by donating, participating, or linking gender programs into their own supply chain.

CASE EXAMPLE:

Twin's Maanda Project takes a gender-balanced approach to technical training with coffee producers



Twin's 5-year Maanda Project is strengthening African coffee producer organizations by using gender equality as a cross cutting theme in technical trainings covering: quality, financial management, governance, certification, marketing, and sustainable agriculture. Producers are encouraged to use work in gender balance as means to increase profitability by including both women and men in trainings, rather than only men, because women play a crucial role in the critical areas of production. A gender-inclusive approach is used in all technical trainings covered with each participating organization.

The project performance indicators were created with the farmer organizations and are measuring: percentage of export price returned to farmers (both average income and income disparity between men and women), female membership, female land ownership, percentage of volumes delivered by women, females in positions of leadership, and overall strength of gender

program work. The project also measures the impact work in gender has overall on yield per tree, strength of environmental policies, volume of exports, quality, profitability, and access to market. Based on the metrics, unique gender-inclusive strategies are developed with each organization annually, allowing them to prioritize investments according to the needs of their specific organization.

Approaches designed to link work in gender equality to critical market drivers can be replicated in any supply chain.

TO GET INVOLVED, VISIT:

<http://www.twin.org.uk/projects/maanda/>

RECOMMENDATION #2:

Promote community-driven initiatives that create balanced households

Working at the household level to help men and women communicate and work together is a long-term approach to encourage gender

equality in the supply chain. Working with farming households builds gender balance at the most fundamental level of society. This type of initiative encourages shared labor, joint decision-making, and joint ownership of property for coffee farmers. Working from the household level requires patience and follow-through, but it can have some of the most profound and lasting effects on gender equality because it inspires change from the very fiber of communities.

COOPERATIVES, EXPORTERS, FARMER ORGANIZATIONS, AND NGOS

Introduce methodologies that promote joint labor, joint decision-making, and joint ownership of property within households. This is often best implemented by bringing in an expert in gender to work with community leaders who then become the trainers

IMPORTERS, ROASTERS, AND BARISTAS

Purchase and market coffee that supports work in gender balance in rural households.

Support projects in coffee supply chains that promote equality by donating, participating, or linking programs that target gender dynamics in households to their own supply chain.

CASE EXAMPLE:

Bukonzo Joint's GALS methodology improves coffee by working in gender at the household level.



Bukonzo Joint Coffee Cooperative in Western Uganda uses the 'Gender Action Learning System' (GALS) across all of its group activities, from farmer workshops to board meetings, to enhance the participation of women within the coffee value chain. Bukonzo Joint first implemented GALS as a project with Oxfam Novib in 2007 with the aim of empowering women in rural communities. It evolved from a 2004 project in Participatory Action Learning Systems. GALS is a community-led approach, co-created by Bukonzo Joint and Linda Mayoux. The aim is for men and women to create goals and make decisions together for lasting change.

GALS uses graphics, drawings, and diagrams with groups to work towards social, economic, and political transformation. One exercise is to create a 'gender balance tree'. Participants draw pictures onto a tree outline; at the roots they draw the different activities carried out by women and by men in coffee farming families; on the branches they draw different ways that income is spent and by whom. This helps people visualize and understand different aspects of their lives and identify ways forward, even if

they cannot read or write. Through the GALS workshops, women and men come to understand the benefits of equal participation. In their words, 'Balanced trees bear richer fruit'.

Bukonzo Joint started using GALS at the household level and has adapted the methodology to use it across the organization, from helping members to understand coffee processing and the production of good quality coffee; to considering leadership and opportunities for youth in the coffee value chain; to improving women's participation in board meetings. They have helped to implement similar programs in cooperatives in DR Congo, Rwanda, Sudan and Tanzania alongside Oxfam Novib and Twin.

Today, women represent 85% of Bukonzo Joint's 5,200 farmer members and 55% of its board. Bukonzo Joint also makes a convincing business case for prioritizing gender justice, having successfully established itself in the specialty coffee sector in recent years.

For more information and a complete explanation

of GALS, including a full explanation of stages of implementation see the Sustainable Coffee Program toolkit, Sustainable Coffee As a Family Business, Approaches and Tools to Include Women and Youth.

TO GET INVOLVED, VISIT:

<http://bukonzojointcoffee.com/what-we-do/womens-empowerment-and-gender-justice/>

RECOMMENDATION #3:

Empower women and men equally with access to financial resources

Economically empowering women with access to land, income, and credit has the potential to improve quality, increase productivity, and alleviate poverty.

COOPERATIVES, EXPORTERS, FARMER ORGANIZATIONS, AND NGOS

Increase the percentage of female farmers who own or co-own land.

Increase the percentage of female membership.

Ensure that women farmers are directly paid for delivery of coffee.

Increase productivity.

Improve women's ability to access credit.

Endorse savings groups and micro-credit systems.

IMPORTERS, ROASTERS, AND BARISTAS

Purchase and market coffee from organizations that encourage female membership, female land ownership, and promotes equal access to credit.

Support projects that encourage female membership, female land ownership, and promote equal access to credit.

Offer pre-finance in your supply chain that includes women farmers.

CASE EXAMPLE:

Root Capital's Women in Agriculture Initiative supports women in coffee and in alternative income-generating activities.



Root Capital is a nonprofit agricultural lender that grows rural prosperity in poor, environmentally vulnerable places in Africa and Latin America by providing capital, delivering financial training, and strengthening market connections for small and growing agricultural businesses. Since its founding in 1999, Root Capital has disbursed over \$800 million in credit to 530 businesses, representing 1.1 million smallholder farmers. And since 2011, when they started disaggregating metrics by gender, Root Capital has served over 170,000 women.

Root Capital has always promoted women's economic empowerment. By financing and building the managerial capacity of rural enterprises, the organization has helped to unlock opportunities for the women who participate as farmers, agricultural workers, and leaders.

But Root Capital also recognized that women face systemic barriers, and therefore aspired to identify opportunities to deepen their impact. In 2012, Root Capital formally launched its Women in Agriculture Initiative to better understand and improve the impact of financial services on rural women.

Take the case of Asociación Chajulense “Unidas por La Vida” (ACMUV) in Guatemala. ACMUV was formed when one of Root Capital's coffee clients obtained a sorting machine and no longer needed to employ 500 women sorters. In response, the women established ACMUV to commercialize traditional weavings, as well as to provide female entrepreneurs with microcredit.

ACMVU approached Root Capital and together, the two organizations designed a tailored training program that focused on improving the women's business acumen, specifically their understanding of cost drivers and their ability to forecast. Training was optimized around the women's busy schedules—allowing them to maintain their responsibilities at home and work. Many of the participants were joined by their young children who were tucked away in traditional Mayan slings while their mothers built cash flow models and revenue projections. Root Capital covered the costs of caretakers for the children.

In 2014, ACMUV broke even for the first time. The coordinator explained that, by applying the knowledge gleaned from Root Capital's training and reaching this milestone, “we saw that we

can achieve this as women, this and much more.” It was an especially proud moment because the group, founded first with subsidy, now envisioned a financially sustainable future. ACMUV has set more ambitious targets for 2015.

TO GET INVOLVED, VISIT:

<http://www.rootcapital.org/support-us/women-agriculture-initiative>

RECOMMENDATION #4:

Research gender equality in the coffee industry

Improving gender equality in coffee communities has the potential to improve crop production, household welfare, and community development.

However, the steps and interventions necessary to achieve this equality in such communities are not so widely understood. Investing in research that identifies how to effectively bring about change will be critical to ensure successful long-term outcomes to any intervention.

COOPERATIVES, EXPORTERS, FARMER ORGANIZATIONS, AND NGOS

Carry out research in gender equality.

Continue to improve metrics used to measure gender equality.

Stay committed to research, monitoring, and evaluation over the long-term.

Share data with industry partners.

IMPORTERS, ROASTERS, AND BARISTAS

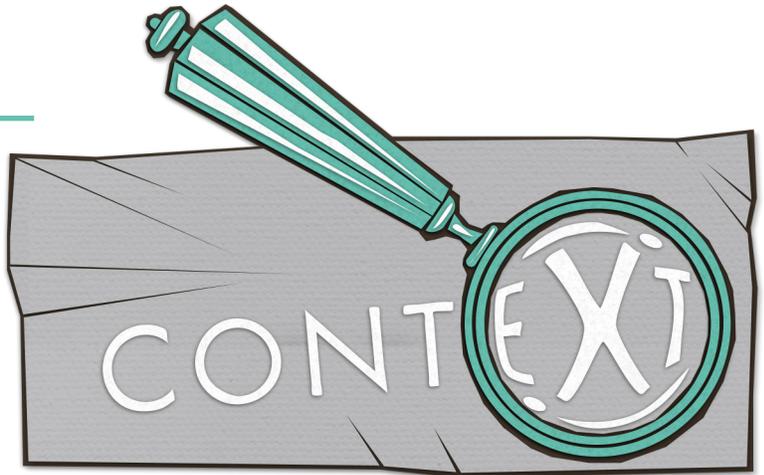
Invest in research in gender equality in your supply chain.

Invest in industry-wide research in gender equality.

Share and read research in gender equality.

CASE EXAMPLE:

The Coffee Quality Institute's Partnership for Gender Equity encourages research in gender issues in the coffee industry.



Understanding the context of gender in the coffee industry is critical to inform strategies, investments, and best practice. While a multitude of studies exist about gender and agriculture, there is so far scant data on gender and coffee. The entire coffee sector benefits from strategically defined research that is employed to underpin collaborative efforts to address sustainability issues like gender.

A number of private sector initiatives track some data points regarding gender related investments and activities, however this information is not often available for public use or broader deployment within the industry.

To contribute to a better industry-wide understanding of gender in coffee, the Coffee Quality Institute (CQI) launched the Partnership for Gender Equity. Stage I of the initiative is to conduct research to inform industry best practice to support gender equity within coffee supply chains—ultimately leading to real, measurable results.

The research stage includes a comprehensive literature review which draws from relevant peer-reviewed academic studies on gender in agriculture, and known coffee-related research commissioned by organizations such as Hivos,

Oxfam Novib, Agri-Pro Focus and the IDH Sustainable Coffee Program, Root Capital and Twin.

Based on research findings, lessons learned from past projects and the recommendations formed in Stage I, CQI will work with industry partners and development organizations to identify communities where projects that address gender imbalance in value chains can be trialed. Stage 2 of the initiative will include pilot projects implemented in coffee-producing communities and gather data on impact and outcomes of these projects. Stage 3 will scale up from pilot projects, utilizing the best tactics identified to address inequality in coffee value chains to improve supply outcomes.

Gender in coffee is a relatively new area of research, and much still remains to be studied and tested, to assure that development and industry efforts have the intended impact.

TO GET INVOLVED, VISIT:

<http://www.coffeeinstitute.org/our-work/partnership-for-gender-equity/>

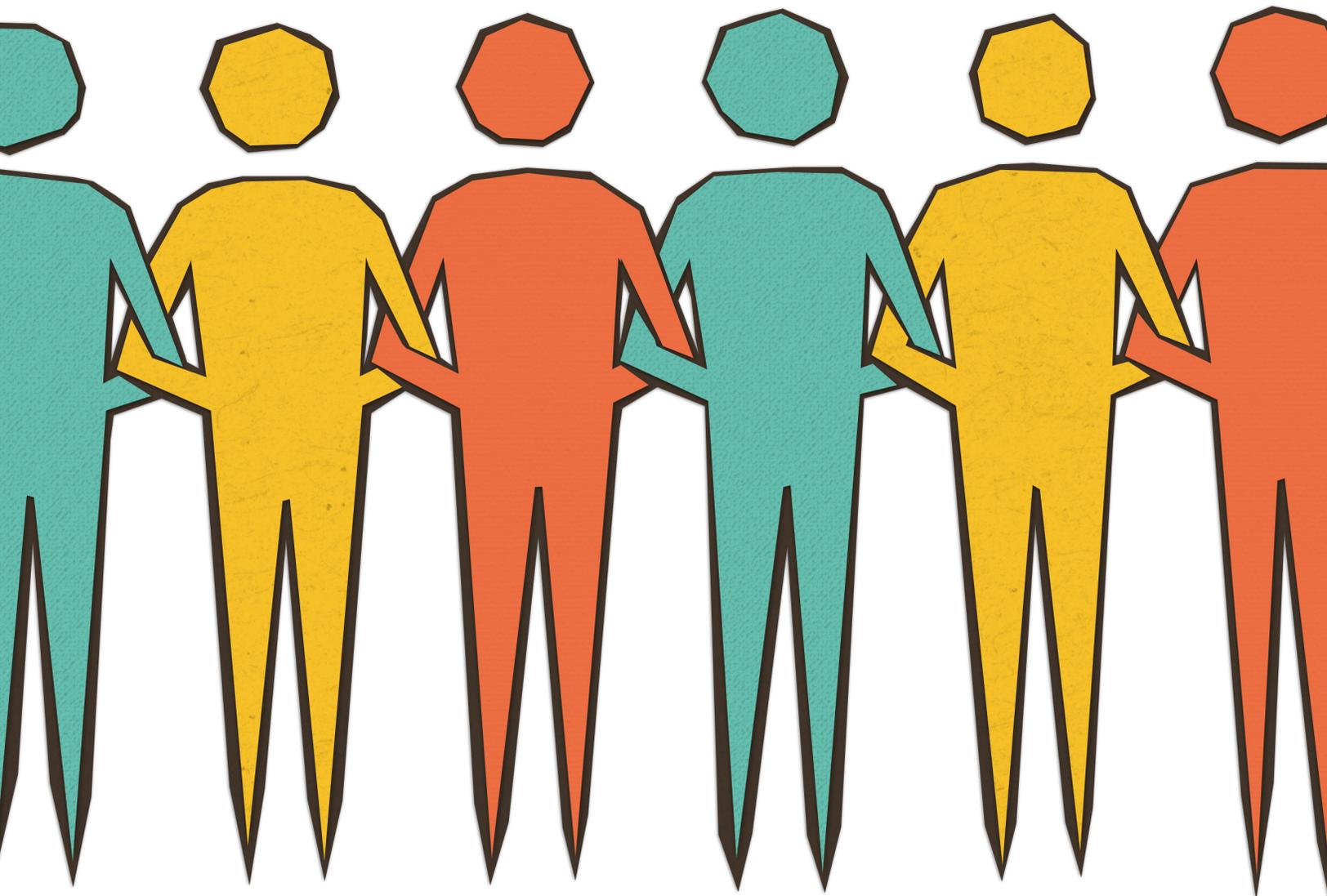
RECOMMENDATION #5:

Advocate for gender equality

Advocacy plays a crucial role in catalyzing social change. Advocacy is publically supporting a cause. When a critical mass of stakeholders

recognizes that gender equality is beneficial for everyone, minimizing the gender gap will become a common goal.

Thank you for being part of this critical mass and starting down your path of advocacy by reading this paper.



RECOMMENDED READING:

- Women in Agriculture Closing the Gender Gap for Development; The State of Food and Agriculture 2010-2011
<http://www.fao.org/gender/en>
- Gender in Agriculture Sourcebook
World Bank, Washington, D.C. 2009
<http://siteresources.worldbank.org/INTGENAGRLIVSOUBOOK/Resources/CompleteBook.pdf>
- Improving Opportunities for Women in Smallholder-based Supply Chains
Prepared for the Bill & Melinda Gates Foundation By Man-Kwun Chan, with advisory input from Stephanie Barrientos
<https://docs.gatesfoundation.org/Documents/gender-value-chain-guide.pdf>
- Additional resources from United Nations Development Programme: Gender Equality and UNDP
<http://www.undp.org/content/undp/en/home/librarypage/womens-empowerment.html>

- Baluku, Paineto with Nolte, Katherine. *Balanced Trees Bear Richer Fruit*. SCAA Symposium presentation. On file with authors. 2015.
- FAO. Closing the Gender Gap in Agriculture. Mar 7 2011.
<http://www.fao.org/news/story/en/item/52011/icode/>
- FAO. The State of Food and Agriculture 2010-2011. 2011
<http://www.fao.org/docrep/013/i2050e/i2050e00.htm>
- FAO. FAO at Work 2010 – 2011. Women – key to food security.
<http://www.fao.org/docrep/014/am719e/am719e00.pdf>
- FAO Factsheet. Women, agriculture, and food security.
<http://www.fao.org/worldfoodsummit/english/fsheets/women.pdf>
- FAO Doss, C. and SOFA Team (2007), *The Role of Women in Agriculture*. FAO.
<http://www.fao.org/docrep/013/am307e/am307e00.pdf>
- ITC, International Trade Forum - Issue 3-4/2008 Women in Coffee. 2008
<http://www.tradeforum.org/Women-in-Coffee/>
- Forston, Chris. 2003. Women's Rights Vital for Developing World. Yale News Daily.
<http://yaledailynews.com/blog/2003/02/14/womens-rights-vital-for-developing-world/>
- Jha, S., C.M. Bacon, S.M. Philpott, R.A. Rice, V.E. Méndez and P. Laderach (2011) A review of ecosystem services, farmer livelihoods, and value chains in shade coffee agroecosystems. 141-208 In B.W. Campbell and S. Lopez-Ortiz (Eds.) *Integrating agriculture, conservation, and ecotourism: examples from the field* Springer Academic Publishers: New York & Berlin.
- Kasente, Deborah. Mar 23, 2012. Fair Trade and organic certification in value chains: Lessons from a gender analysis from coffee exporting in Uganda. *Gender and Development* 20 (1): 111-127.
- Mounard, Nicolas. 13 Feb 2015. Women in Coffee. AFCA Conference.
<http://www.eafca.org/wvc/resources/presentations.htm> and on file with author.
- Senders, Angelica, Lentink, Anna, and Mieke Vanderschaeghe. *Gender in Value Chains Practical Toolkit*. 2013.
<http://www.agri-profocus.nl/2013/publications/gender-in-value-chains-practical-toolkit-to-integrate-a-gender-perspective-in-agricultural-value-chain-development/>
- Twin. *Empowering Women Farmers in Agricultural Value Chains*. Oct 23, 2013.
<http://www.twin.org.uk/sites/default/files/images/Empowering%20Women%20Farmers%20in%20Agricultural%20Value%20Chains.pdf>
- Women for Women International. "Women inherit wrappers, men inherit fields": The problem of women's access to land in South Kivu, Democratic Republic of Congo. 2014
http://www.womenforwomen.org.uk/sites/default/files/WfWI_DRC_Research_Report.pdf
- World Bank. *Voice and Agency Empowering Women and Girls for Shared Prosperity*. 2014
http://www.worldbank.org/content/dam/Worldbank/document/Gender/Voice_and_agency_LOWRES.pdf