



Final Synthesis Report

Gender in Agribusiness Supply Chains in Uzbekistan and Turkey



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EXECUTIVE SUMMARY

EBRD contracted A2F Consulting to conduct a gender assessment to inform future EBRD agribusiness investments and the Bank's potential policy engagement and support for reforms in the public sector in Uzbekistan and Turkey. In this context, a baseline assessment was conducted with the intention of helping to better understand existing gaps between men and women in the agribusiness sector, focusing on legal, regulatory, financial, economic and social barriers for women, as well as the existing gaps in providing assistance in these areas. Two value chains were selected for the baseline study in each country: horticulture and dairy in Uzbekistan and hazelnut and dairy in Turkey. Information and data were collected through a review of available documents, surveys of agribusinesses and focus group discussions (FGDs) with women-led agribusinesses, and stakeholder interviews. This report presents the synthesis of findings from the: (i) baseline assessment in Uzbekistan and Turkey, (ii) the business case for integrating gender into agribusiness supply chains, (iii) opportunities for EBRD's intervention, i.e. recommendations on how EBRD could help reduce these gaps in line with its operating business model, and (iv) policy roadmaps for top three policy issues in the two countries.

A. SUMMARY FINDINGS FROM BASELINE ASSESSMENT

Women play a key role in agriculture supply chains; however, they often work as unpaid family members, or their participation remains at the production level or lower segments of the supply chain. For instance, there are not many women-led or owned businesses that act as producers in the horticulture sector of Uzbekistan. Most of the women are engaged in supporting tasks, such as weeding, watering, picking and sorting activities. In the dairy sector in both Turkey and Uzbekistan, women are engaged in small-scale milk production, trading and microprocessing. Women often work on dairy farms as family members, acting as unpaid and informal workers. Similarly, in the hazelnut sector in Turkey, women are engaged in picking and sorting the nuts. Across the four supply chains, men are involved in producing (especially activities that require hard labour, machines, technology, etc.), trading, processing and marketing activities.

The majority of suppliers (source) were men-led businesses. In the survey of agribusinesses, about 88.8% of the suppliers (source) in the horticulture and 89.66% in the dairy sector in Uzbekistan, as well as 63.77% in the hazelnut and 44.08% in the dairy sector in Turkey, were men-led agribusinesses. The study also found that women-led businesses had, on average, fewer suppliers than men-led firms. The difference in the number of suppliers used by women-led compared to men-led businesses is significant in the horticulture supply chain in Uzbekistan (9 vs. 24 suppliers), as well as in the hazelnut sector in Turkey (1 vs. 17 suppliers). In the dairy sector, the difference is not as substantial; in Uzbekistan women-led businesses has 9 suppliers, compared to 11 suppliers among their male counterparts and in Turkey, women-led business had 4 suppliers compared to 9 suppliers among their male counterparts .



In Turkey, post-harvest losses for hazelnut businesses and pre-processing quality for dairy businesses were reported to be the major issue when buying from suppliers. About 64% of the hazelnut businesses reported having quality issues with their suppliers. Post-harvest loss is a key issue in Turkey as a result of inadequate harvest, drying, storage, shelling, roasting and packaging conditions. Similarly, lack of modern technology and cold storage affects pre-processed milk. Agribusinesses in Uzbekistan, in contrast, indicated that they face only minor issues with product quality as they have several options to buy from to assure good quality from their suppliers.

Women-led businesses are disadvantaged compared to men-led businesses when supplying to large companies. Businesses in both countries reported that low production rates were their main challenge when supplying to large companies. Additionally, hazelnut businesses reported that limited access to finance was a major constraint to supplying to large businesses. These businesses, the majority of whom are micro and small in size and have limited scope for scaling-up, are not able to meet the quantity requirements of large companies. A greater share of women-led businesses reported issues of low quantity when supplying to large agribusiness companies. Women-led businesses also reported quality issues, lack of social networking, transportation, storage, lack of knowledge/training and limited access to finance as constraints to supplying to large companies across the targeted value chains.

Other challenges for women-led businesses include limited access to markets, limited knowledge of marketing and exporting, limited use of advanced equipment, limited access to land and asset ownership, and social norms, among others. Women have limited access to better and/or larger markets and, therefore, often sell their products to middlemen at lower than market price. They have less access to information about markets and export opportunities, and have more limited knowledge of export laws and regulations, which hinder their willingness to export. They also lack advanced technology and equipment that they could use to increase their efficiency. Limited access to land and other assets constrains their access to financing. In addition, social norms limit their access to economic opportunities, as women are traditionally more involved with household work, childcare and other family activities.

The majority of the businesses reported that they do not need to receive certification to sell their products to other actors. Only about 21.15% of agribusinesses in the horticulture and 28% in the dairy sectors in Uzbekistan, and 6% agribusinesses in the hazelnut and 10.26% in the dairy sectors in Turkey needed to have certification to sell their products to other actors. Uzbek businesses reported no major challenges in obtaining certifications. However, in Turkey, complex procedures, time and costs, and stringent quality requirements were reported to be the main challenges in obtaining certification. Among the certification received by the agribusinesses, only the Global Reporting Initiative in Uzbekistan and the SEDEX Members Ethical Trade Audit (SMETA) in Turkey have gender equality components. The Global Reporting Initiative certification also has a requirement of having women suppliers.



B. SUMMARY OF THE BUSINESS CASE FOR AGRIBUSINESS COMPANIES

Large agribusinesses can receive better prices by working with women suppliers as, due to increased public interest, there are potential premiums for women-made products in local and international markets. The majority of the hazelnut (60%) and dairy businesses (57.69%) in Turkey reported that there is a market premium for women-made products. Although women-made products have received less attention in Uzbekistan, survey results show that about 25% of horticulture and 16% of dairy businesses perceive a market premium for women-made products. In addition to local markets, several countries see the promotion of gender equality and women's rights as a key element of social sustainability and promote women-made products. Working with women suppliers can provide access to premium export markets, such as Germany, Italy, and France, which place value on the economic, social, and environmental sustainability of the supply chain.

Supporting women-led businesses with easier access to finance, aggregation, networking opportunities, and training and capacity building can help link them with large businesses. The major challenge women-led businesses face in supplying to large businesses is their limited capacity to increase production volume. Women-led businesses are usually small in size and operate in the informal sector. Limited access to financing opportunities, limited social networking opportunities and contracts, lack of storage facilities, and lack of transport also pose challenges in supplying to large businesses. Women's more limited knowledge on how to access large business contracts and marketing opportunities restrains their ability to supply more. Although women-led businesses are willing to export, they often do not understand trade laws and export processes, which limits their access to export markets. Supporting them with knowledge-sharing and training programs can help them identify better markets and business contract opportunities.

Working with women-suppliers will also help large companies procure better quality products, as women are reportedly better at certain agribusiness activities. One of the major criteria for large companies when choosing their suppliers is quality. They have specified quality standards for products and they choose suppliers who provide high quality products. The baseline assessment shows that agribusinesses perceive women as being better at making certain agricultural products, and they perform better when doing certain activities. For instance, women are most often hired for picking and sorting hazelnuts, a job which requires focused work. Dairy processing is tedious and requires tidiness, which women reportedly perform better than men. The majority of the surveyed agribusinesses in Turkey and Uzbekistan also reported that women-led businesses produce higher quality products. Women also constitute the largest share of customers in grocery markets and have a better understanding of the structure and quality of products and customers' preference, in general.

Supporting women suppliers with certification, as well as access to storage facilities, warehousing services and quality management training will help them in dealing with



quality issues. Currently, only a small share of agribusinesses, including women-led businesses, obtain certification. Agribusinesses, especially in Turkey, reported that obtaining certification involves several challenges, including complex procedures, time and costs, and stringent quality requirements. Supporting women suppliers through the certification process with technical assistance programs will help them obtain certifications that ensure quality standards. In addition, women often have limited access to storage/warehousing facilities and are not aware of the quality standards required by large businesses. Providing them access to storage facilities, training on post-harvest handling and other quality management practices will help them produce better quality products and supply to large companies.

Increasing access to advanced technology and equipment, as well as increasing access to financing to purchase advanced equipment, will allow women-led businesses to improve their efficiency. Most women do not use advanced equipment and perform production and processing activities manually, which hinders their productivity. Similarly, high costs of production, costs of transport services, costs involved in water and electricity, and other regulatory obstacles can also limit women's efficiency. In the dairy sector, the costs of feeding animals and providing veterinary care are very high. Women's limited access to financing is reported to be among the major reasons women have limited access to advanced equipment. By increasing their access to financing, such limitations can be alleviated.

Last, a better integration of women-led agribusinesses can help large companies achieve a diversified supplier base. Agribusinesses use several strategies to cope with business risks, including having a diversified supplier base, diversifying sales and using formal contracts with buyers and suppliers. For instance, about 59.62% of horticulture businesses and 42% of dairy businesses in Uzbekistan, and 48% of hazelnut businesses and 46.15% of dairy businesses in Turkey, use a diversified supplier base to cope with business risks. Increasing the number of women suppliers will increase the supplier base. Working with a larger and more diverse set of suppliers can help manage risks and establish long term relationships with high quality suppliers.

Proactive procurement steps and outreach initiatives could help large agribusiness companies engage with more women-led and owned businesses. Among agribusinesses, on average, the share of women suppliers is lower than that of men-suppliers. Large companies find it difficult to identify women-led businesses. About 40% of horticulture traders and processors and 73.68% of dairy traders and processors in Uzbekistan, and 68.42% of hazelnut traders and processors and 94.29% of dairy traders and processors in Turkey, reported difficulty in finding women-led companies as the main barrier to sourcing from women. Agribusinesses usually do not have gender policies in sourcing, do not collect sex-disaggregated data on their suppliers, and/or do not use any databases to identify women suppliers. Procurement steps to include women suppliers and outreach activities to communicate procurement opportunities will help identify more women suppliers.



C. OPPORTUNITIES FOR EBRD'S INTERVENTION

The analysis builds on the EBRD Agribusiness Strategy 2019 and the EBRD's Strategy on the Promotion of Gender Equality 2016-2020. The potential interventions are structured by type of instrument available to EBRD, namely: (i) investment, (ii) technical cooperation, (iii) capacity building, (iv) external partnership, and (v) policy engagement.

Investment: EBRD could make targeted investments in manufacturing and trading companies seeking to secure premium pricing for women-made products. A range of financial instruments, including trade finance and debt and equity finance, could be used to address the various financial needs of these companies and facilitate a greater strategic focus on women. EBRD could offer a financing facility for the expansion and/or upgrading of warehouse and storage infrastructure to support women-led businesses dealing with losses and integrate more women into the supply chain. The use of warehouse infrastructure will help better manage quality and improvement in cold chains by allowing women suppliers to store perishable products, which will facilitate their access to export markets. EBRD could support partner financial institutions to provide financing on better terms, such as credit lines and equipment financing, as well as facilitating equipment leasing through partnerships with equipment manufacturers and leasing firms to encourage the adoption of more efficient production methods. Furthermore, EBRD could promote forward and backward linkages with women-led businesses through targeted investments in large agribusiness companies at different levels of the supply-chain to promote a gender-diverse supplier base.

Technical Cooperation: EBRD could provide technical support to women-led businesses to improve their marketing practices and access to markets, which will enable them to secure better prices for their products. This technical support could include various aspects of marketing, such as packaging, labelling, logistics, etc., and information on exports laws, regulations, standards, etc. Technical assistance in improving standards and certification systems would be helpful to improve product quality standards. EBRD could help develop or promote supply chain certification programs in collaboration with local stakeholders to promote sourcing from women suppliers; and provide technical assistance to women-led agribusinesses in obtaining certifications. EBRD could also provide technical support to improve production practices of women-led agribusinesses, such as use of solar cooling storages, solar pumps for irrigation, use of modern seeds, advanced breeds, green technology, etc., which would help increase efficiency and productivity. EBRD could also provide technical support to large agribusinesses to improve procurement practices and promote a gender-diverse supplier base. Moreover, the design of an e-market place would allow women suppliers to sell their products online. Improving the availability of gender-disaggregated data would also facilitate the use of supply chain finance products.

Capacity Building: EBRD could facilitate awareness raising programs on market opportunities for women-led businesses. The awareness raising program would include



information on better markets, including a list of companies that buy women-made products and strategies on how to market women-made products, etc. EBRD could facilitate training for women-led businesses on quality standards and quality management to enhance their knowledge of quality assurance. The training program should also include topics on quality management at the supplier level, as well as on quality standards required by warehouses, large agribusiness companies, and for exports and different certification programs. Separate training on improved production techniques, including sustainable and advanced agricultural practices, can help women enhance their knowledge on these aspects and achieve cost and time efficiencies. Awareness-raising programs by large agribusinesses on market opportunities with women suppliers can help bring more women-owned businesses into the companies' supplier base.

External Partnerships: EBRD could facilitate dialogue between large agribusiness companies and women supply-chain partners to support the promotion of women-made products and better pricing strategies. This would raise awareness of women-made products, their needs and challenges, and the roles and responsibilities of each group. EBRD could facilitate partnerships with quality standards authorities such as the Turkish Standards Institution (TSE) and the UZSTANDARD-Agency for Standardization, Metrology and Certification. These agencies can support women suppliers with product standards and certification processes. Partnerships with extension services providers, equipment suppliers and financial institutions can help promote the adoption of efficient production techniques and would increase women's access to advanced equipment. With support from EBRD, government stakeholders could organize outreach events through campaigns, media and online resources to reach women suppliers and increase their participation in procurement processes. Outreach events can also be used to educate the public on buying women-made products.

Policy Engagement: EBRD could facilitate policy engagement with the respective governments to secure better prices, explore market opportunities and increase demand for women-made products locally. Making supportive policies to encourage the purchase of women-made products and subsidizing women-made products to increase their demand can enhance market opportunities for those products. Promoting public-private partnerships on quality management could enhance quality standards. For instance, an SME agent network could be developed, in which trained women-SME agents would be licensed to perform quality standard checks and provide certifications to women suppliers in different regions of the selected countries. Policies to improve women's property rights would enable women to use immovable assets as collateral to obtain financing. Financial literacy programs could also enhance their knowledge of different types of financing. Finally, the design and implementation of policy incentives, such as tax incentives for large businesses for having a more gender-diverse supplier base, could improve the number of women suppliers along the supply chain.



D. POLICY ROADMAP

In Uzbekistan, the government could introduce a formal definition of MSMEs, reform procurement policies and design programs to promote women-owned businesses' exports to better integrate women along the agribusiness supply chains. The government could adapt the existing definition used by the World Bank Group and introduce a certification system similar to the one used in the United States. A formal definition and certification would help women-owned business get access to targeted programs, products and services. In addition, EBRD could engage with the government and industry representatives to design and promote procurement quota for women suppliers in both public and private sectors. Furthermore, the government could support women-led businesses to obtain quality standard certifications, designing tailored trade finance products, and providing training and capacity building in order to promote their export activities. These interventions would require extensive stakeholder consultations and technical assistance, along with training and capacity building for women suppliers.

Similarly, in Turkey, improved procurement policies, targeted export promotion programs, and training and capacity building for women suppliers are recommended for greater gender inclusion along the agribusiness supply chain. EBRD could engage the government to ensure gender quotas in public procurement. In addition, EBRD could work with its agribusiness clients in Turkey to promote voluntary quotas in private procurement. The government could collaborate with KAGİDER to scale up certification for women-owned businesses. In addition, EBRD could work with the Turkish Standards Institution (TSE) to support women-led businesses in obtaining other certifications required for exports, use its existing financial support program to facilitate export activities by women-owned businesses, and work with the government to provide capacity building training to women-led business to enhance their knowledge of quality standards, certifications, and export regulations and opportunities. Moreover, additional training on quality management, market information and general business operations would also increase their ability to grow their businesses.

At the broader level, there is a need for a structured gender mainstreaming policy across all policy areas in Uzbekistan; while in Turkey, taking stock of existing interventions is required to identify gaps that need to be addressed further. In Uzbekistan, a comprehensive diagnosis is required to identify key policy constraints to gender inclusion across all policy areas, as well as to design policy reforms. EBRD could support gender mainstreaming by providing capacity-building for government stakeholders and technical assistance in attaining gender mainstreaming in specific areas. In Turkey, a detailed stock-taking of existing policies is required to identify potential thematic gaps that need be addressed to improve gender inclusion. Furthermore, a Consolidated Results Framework (CRF), including a sound monitoring and evaluation (M&E) plan, should be put in place to efficiently implement the policy interventions in Uzbekistan. In Turkey, the existing results framework for gender mainstreaming should be updated and the existing M&E framework should also be strengthened.



1. INTRODUCTION AND METHODOLOGY

In Turkey and Uzbekistan, women play a critical role in the agriculture sector, but their role remains largely informal. Women in Turkey contribute 46% to the agricultural labour force and 29% of the employed women are employed in the agricultural sector. Women entrepreneurs account for about 14% of all entrepreneurs engaged in the agricultural sector. However, only 12% of Turkish women had access to the funds needed to start or expand a business, compared with 21% of Turkish men.¹ In Uzbekistan, women represent 43% of the agricultural labour force and 23% of all the economically active women work in agriculture, however, women farmers constitute only 5.37% of all farmers. The majority of rural women are engaged in dekhan farms consisting of seasonal and low-skill manual work. Women farmers account for only 4.8% of all private farmers.² In addition to gender stereotypes and lack of formal recognition, because of women's lack of literacy on legal requirements and documentation on land rights, land ownership remains male-dominated. Women in both countries also have limited access to resources such as hired labour, technology, equipment, finance, markets, etc.

EBRD contracted A2F Consulting to conduct a gender assessment to inform future EBRD agribusiness investments and the Bank's potential policy engagement and support for reforms in the public sector in Uzbekistan and Turkey. The study aims to: (i) identify ways to support women agri-entrepreneurs, (ii) highlight economic opportunities to enhance their equitable participation at different stages of agricultural supply chains, and, in so doing, (iii) support the development of the agri-MSME sector. This study takes a systemic approach to understand the differentiated roles, needs and responsibilities of men and women along the supply chain, as well as economic opportunities in the sector. To understand how the EBRD can best integrate gender considerations into agribusiness investments, the study examines the supply chains at each level to determine where women are currently operating, what constraints women face at each level and where the best opportunities exist for women's economic advancement.

The conceptual framework is centred on the idea of inclusive value chains, which promote equal economic opportunities for all players along the value chain. The operational model used by EBRD in the agribusiness sector involves value chain financing to induce vertical and horizontal spill overs, via backwards and forwards linkages, sharing of knowledge and practices, and fostering innovation clusters with suppliers. An inclusive agribusiness sector is also strong and sustainable, and, as such, encompasses farmers and companies of all sizes along the entire value chain. The study thus considers how EBRD can leverage these backwards and forwards linkages to bring about impacts on women's economic advancement, in line with the EBRD's 3A's of the EBRD Strategy for the Promotion of Gender Equality (2016-2020), i.e. access to finance and business support for

¹ O'Neil, M.L. and Toktas, S. 2014. Women's Property Rights in Turkey. *Turkish Studies*. 15(1): 29–44.

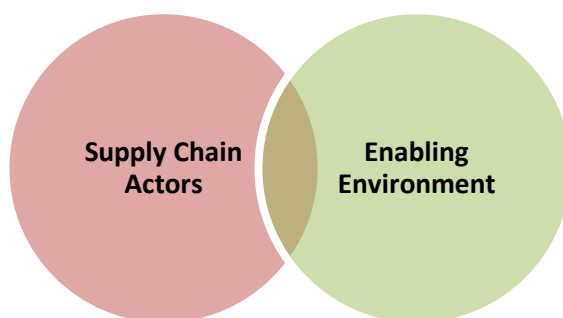
² Asian Development Bank, *Gender and Land Rights Database: Uzbekistan* (2014)



women-led businesses, access to employment opportunities and skills for women, and access to services.

A gender gap assessment was undertaken to provide an overview of gender gaps in agribusiness supply chains in Uzbekistan and Turkey and to understand how the EBRD could help reduce these gaps in line with its operating business model. This assessment consists of two key areas of focus: (i) **supply chain actors**, including women-run agribusinesses and women workers throughout the different stages of the agribusiness supply chain; and (ii) **the broader business enabling environment**.

Figure 1: Components of Market Assessment



The supply chain actors component entailed a mapping of the role of women and men throughout agribusiness supply chains. This included an examination of all supply chain actors (farmers, suppliers, workers, etc.,) and their participation in agribusiness supply chains, women-led MSMEs and their characteristics. The mapping also examined supply chain demand, including constraints and opportunities for companies in terms of local sourcing from smallholder farmers with a focus on gender. This exercise pays close attention to agribusiness supply chains the EBRD invests in (or plans to invest in) to identify ways to integrate women into these supply chains. The study focuses on the selected value chains in Turkey and Uzbekistan to identify how these supply chains are organised, as well as the constraints and opportunities female workers and farmers face within these supply chains.

The enabling environment was assessed through a review of laws, regulations, policies and infrastructure that impact women's participation in agribusiness supply chains. In doing so, the study aimed to assess national policies designed to support women in order to understand how effective those policies have been. This stage also included an institutional/stakeholder mapping to find out what state institutions, private sector companies and development actors are doing in this area to identify gaps in international assistance and opportunities for cooperation in this area, in line with the EBRD's business model. A mapping of local policy stakeholders was also undertaken, assessing their capacity to potentially engage in policy dialogue activities.



Two value chains were selected in each country: hazelnut and dairy in Turkey, and horticulture and dairy in Uzbekistan. To select these high-growth potential value chains for women entrepreneurs, a comparison of different productive sectors in the two countries was made based on their contribution to: (i) GDP/ gross-value added, (ii) exports, (iii) potential for creating employment, and most importantly, (iv) women's participation in the supply chain. The analysis shows that the fruit and vegetable sub-sector in Uzbekistan accounts for 50% of the value of crop output and over 35% of export earnings; and women comprise a substantial share of full-time and part-time employees. Uzbekistan's dairy output is among the highest in the Central Asia region and is primarily produced, and largely driven by, women. Similarly, Turkey accounts for 70% of the world's hazelnut supply and 82% of the world's hazelnut exports. Women play an important role in hazelnut picking and sorting. Also, Turkey is among the ten largest dairy producers in the world, and much of the workforce in Turkish dairy farms are women. Findings also suggest that the selected sub-sectors have potential opportunities for women. EBRD can support women to participating more and at higher levels in the value chains while investing in these sub-sectors.

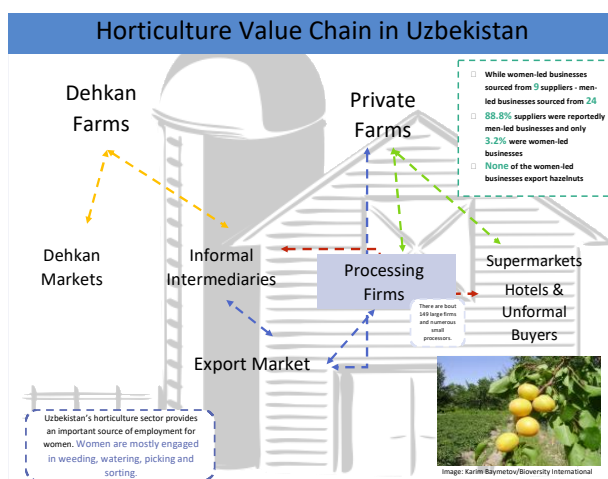
The agribusinesses in each country were selected using quota sampling; and the survey regions were selected based on the production and business potential of the selected value chains. Taking into consideration the objective of the study, 100 agribusinesses, 50 from each of the two supply chains, were proposed to be selected in each country. However, the final sample included 52 horticulture agribusinesses and 50 dairy businesses in Uzbekistan, and 50 hazelnut businesses and 78 dairy businesses in Turkey. The sample included approximately 60% producers, 20% traders and 20% processors. The gender breakdown of the sample represented roughly about 60% male owned- and managed and 40% female owned- and managed agribusinesses. Regionally, the survey covered agribusinesses in the Trabzon area of the Black Sea regions in the hazelnut sector and in the Izmir region in the dairy sector in Turkey. Similarly, in Uzbekistan, the survey of horticulture businesses was conducted in the Samarkand and Fergana regions and the survey of dairy businesses was conducted in the Samarkand and Kashkadarya regions.

The study employed a mixed-methods approach for collecting data among value chain actors. The quantitative component consisted of data collected through a **survey of male and female suppliers** in the selected value chains, as well as **secondary data** obtained from publicly available databases and documents. The qualitative component included **stakeholder interviews** conducted during the fieldwork. In this phase, semi-structured interviews were conducted with relevant stakeholders, including institutions that deal with regulation and policy, private sector companies and international development institutions. In addition, the team conducted four **focus group discussions** to gain a more qualitative understanding of the situations and needs of women. Qualitative components and secondary data analysis aimed to complement primary data analysis and provide a comprehensive picture of the differentiated roles, constraints and opportunities for women and men in the agribusiness sector.



2. FINDINGS OF THE BASELINE ASSESSMENT OF GENDER IN AGRIBUSINESS

2.1. ROLE OF WOMEN IN SELECTED SUPPLY CHAINS

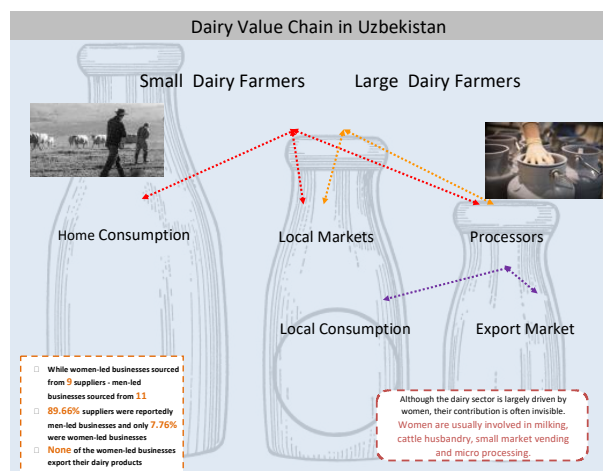


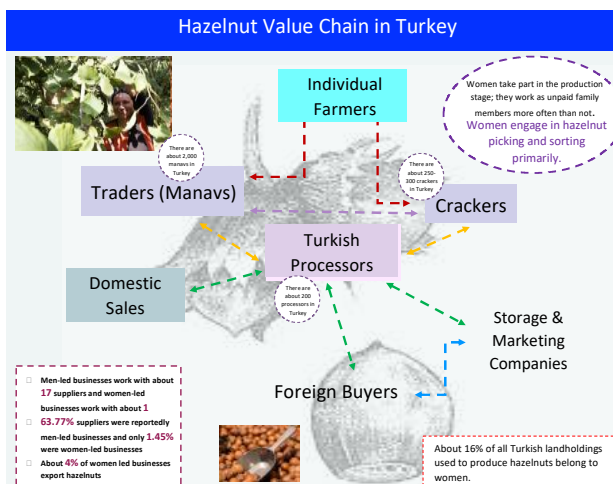
The horticulture sector in Uzbekistan provides an important source of employment for women. Women comprise a substantial share of full-time and part-time employees within agri-firms and horticulture enterprises and provide most of dehkan farm labour. Both women and men workers find economic opportunities in the horticulture sectors as it requires more hired labour compared to other crops, such as wheat and cotton. Labour is

required throughout the year, as horticulture production involves all-weather greenhouse production, processing and marketing activities. Women are mainly engaged in weeding, watering, picking and sorting, while men perform most of the work that requires machinery or technology, such as ploughing land, cutting trees, grafting seedlings, etc. Women's engagement as producers is limited.

Women's participation along the dairy value chain in Uzbekistan is typically limited to production, small trading and micro-processing.

Dairy production is concentrated on small dehkan farms. It is estimated that 95% of cattle are owned by dehkan farms and 85% of milk sales are from these small family producers. The remaining 15% comes from larger farms. A small portion of the processed milk goods are exported to foreign buyers while the majority of it is consumed by the domestic market, usually purchased by supermarkets, hotels, restaurants, etc. Women are usually involved in milking, cattle husbandry, small market vendors and micro-processing. Women are infrequently found as large-scale owners, traders or processors. Although the dairy sector is largely driven by women, their contribution is often invisible as they tend to support their household's income generating activities and the livestock animals are owned by the men of the family.

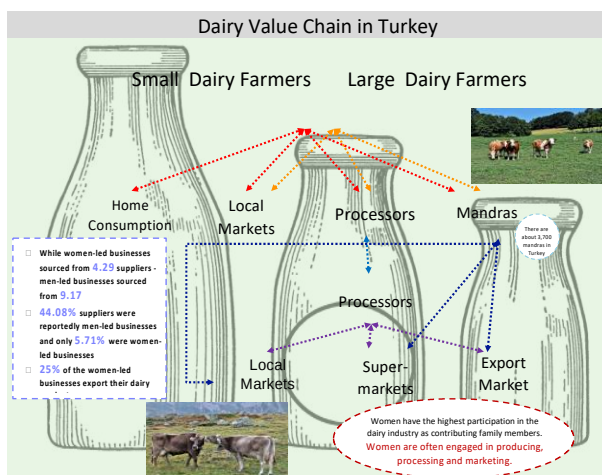




In Turkey's hazelnut sector, women mainly take part in the production stage, where the division of labour is based on the difficulty of the work. In comparison to other value chains in Turkey, the hazelnut value chain is relatively short. The hazelnut value chain in Turkey consists mainly of farmers, traders (manavs), crackers and processors. Women shake small hazelnut trees, pick nuts from the ground and sort them, while men generally shake the larger trees, and load and carry bags. Most hazelnut

farm owners are men, while women work as unpaid family members. A limited number of women own gardens and manage the harvest. Overall, nuts have the highest level of female ownership among crops in Turkey (approximately 16% of the land holdings used to produce nuts are owned by women). Most of the seasonal workers that are engaged in hazelnut picking are women.

Similarly, in the dairy sector, women have the highest participation in the dairy industry as contributing family members on family-owned dairy farms. Dairy farms generally have a small-scale patrimonial structure. Mandiras are traditional milk processing facilities. Dairy products are marketed by organised distribution networks, individual shops and bazaars. Women constitute much of the workforce of the current dairy farms in Turkey. However, their participation is greatly limited at the production level. Women in farm households are engaged in cattle feeding and milking activities. Often, they work as family members, unpaid and informally. Although they contribute substantially to milk production, their contribution is unpaid. A number of women are small-scale dairy entrepreneurs who are involved in milk production, processing and marketing.





2.2. KEY CHARACTERISTICS OF SURVEYED AGRIBUSINESSES

Of the surveyed horticulture agribusinesses in Uzbekistan, 44.2% were women-led, which employ significantly fewer individuals than men-led businesses. 61.54% of the businesses were involved mainly in farming activities, 19.23% were involved in trading/retailing, and 19.23% were involved in processing activities. About 23.1% of the surveyed firms were micro businesses, 55.8% were small businesses, 19.2% were medium businesses and only 1.9% were large businesses. Micro- and small businesses made up 87% of the women-led businesses, while 72.4% of the men-led businesses were micro and small businesses. On average, horticulture agribusinesses employ about 38 employees, including full-time, part-time, temporary and unpaid members. However, the average number of individuals employed by men-led businesses was 51, while women-led businesses only employed 21 individuals, on average.

Women-led businesses constitute 38% of the surveyed businesses in Uzbekistan's dairy sector, and average employment in men-led dairy businesses was higher than that of women-led businesses. Producers accounted for about 62% of the sample, followed by 20% traders/retailers and 18% processors. The businesses included 52% micro businesses, 38% small businesses, 6% medium businesses and 4% large businesses. The majority of the women-led businesses (63.13%) were micro-sized firms, whereas 45.15% of the men-led businesses were micro-sized. Moreover, dairy businesses employed about 23 individuals on average. This included full-time, part-time, temporary and unpaid members. Men-led dairy businesses had about 38 employees and women-led dairy businesses had about 14.

Half of the surveyed businesses in Turkey's hazelnut sector were women-led businesses, and average employment was similar in both men-led and women-led hazelnut businesses. There were 62% producers, 18% traders and 20% processors in the sample. Moreover, the businesses were comprised of 26% micro businesses and 74% small businesses. Approximately 36% of the men-led and 16% of the women-led businesses were micro in size, while 64% of the men-led and 64% of the women-led were small in size. Overall, hazelnut businesses employed about 12 individuals on average, while these numbers were relatively similar for both men-led and women-led businesses.

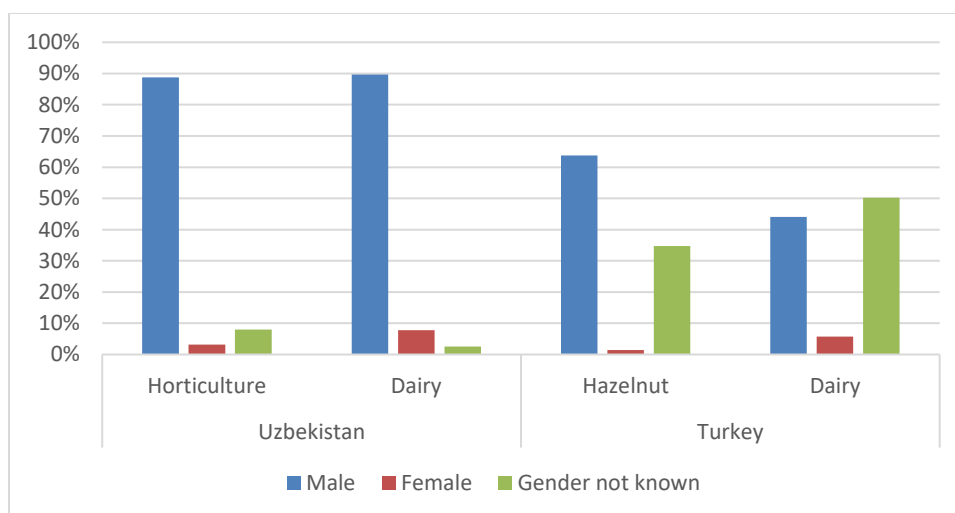
Similarly, in the dairy sector of Turkey, the surveyed businesses consisted of 30.77% women-led businesses, which employ slightly fewer individuals compared to men-led businesses. The surveyed businesses include producers (42.31%), traders (24.36%) and processors (20.51%), as well as a small number of packaging business, retailers and transport businesses. Micro businesses comprise about 58.97% and small businesses comprise 41.03% of the surveyed businesses. On average, dairy agribusinesses employ about 8.19 employees, including full-time, part-time, temporary and unpaid members. Men-led businesses employ about 9.57 individuals, while women-led businesses employ 5.08 individuals on average.



2.3. SUPPLY CHAIN DYNAMICS

Survey results show that the majority of suppliers (source) were men-led businesses; and women-led businesses, on average, sourced from fewer businesses as compared to men-led businesses. The difference in the number of suppliers from whom women-led and men-led businesses sourced is significant in the horticulture sector in Uzbekistan (9 vs. 24 suppliers) and in the hazelnut sector in Turkey (1 vs. 17 suppliers). In the dairy sector, the difference is not as substantial. Moreover, about 88.8% of the suppliers (source) in horticulture and 89.66% in dairy sectors in Uzbekistan, as well as 63.77% in hazelnut and 44.08% in dairy sectors in Turkey, were men-led agribusinesses. On the other hand, women-led suppliers were 3.2% of the suppliers in horticulture and 7.76% in dairy supply chains in Uzbekistan. In Turkey, 1.45% of all suppliers in hazelnut and 5.71% in dairy sectors were known to be women-led businesses. These findings show that women's involvement as suppliers is limited in the target supply chains. Women-led businesses are slightly more involved in the dairy sector as compared to horticulture and hazelnut sectors in Uzbekistan and Turkey, respectively.

Figure 2: Share of Men-led and Women-led Suppliers

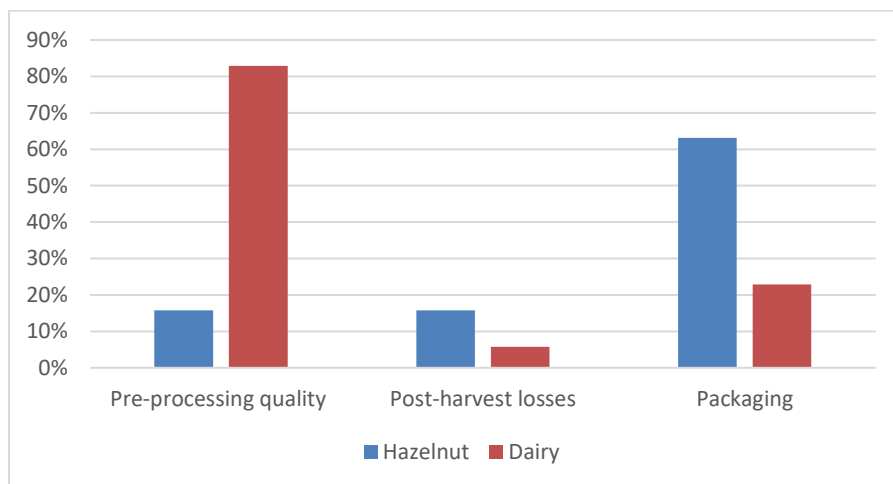


In Turkey, post-harvest losses for hazelnut businesses and pre-processing quality for dairy businesses was reported to be the major issue when buying from suppliers. About 64% of the hazelnut businesses surveyed in Turkey reported having quality issues with their suppliers. Post-harvest loss is a key issue in Turkey as a result of inadequate harvest, drying, storage, shelling, roasting and packaging conditions. Similarly, lack of modern technology and cold storage used for milk affect pre-processed milk. On the other hand, agribusinesses in Uzbekistan indicated that they have several options to buy from, and since they pick only good quality products from their suppliers, they face only minor issues with product quality. For instance, in the horticulture sector, only 2% of respondents reported pre-processing quality issues of sourced products, 4% reported post-harvest



losses and 11.5% reported quality issues associated with cold chains. Similarly, only 8% of the businesses in the dairy sector had issues with the cold chain.

Figure 3: Quality issues while buying from suppliers in Turkey



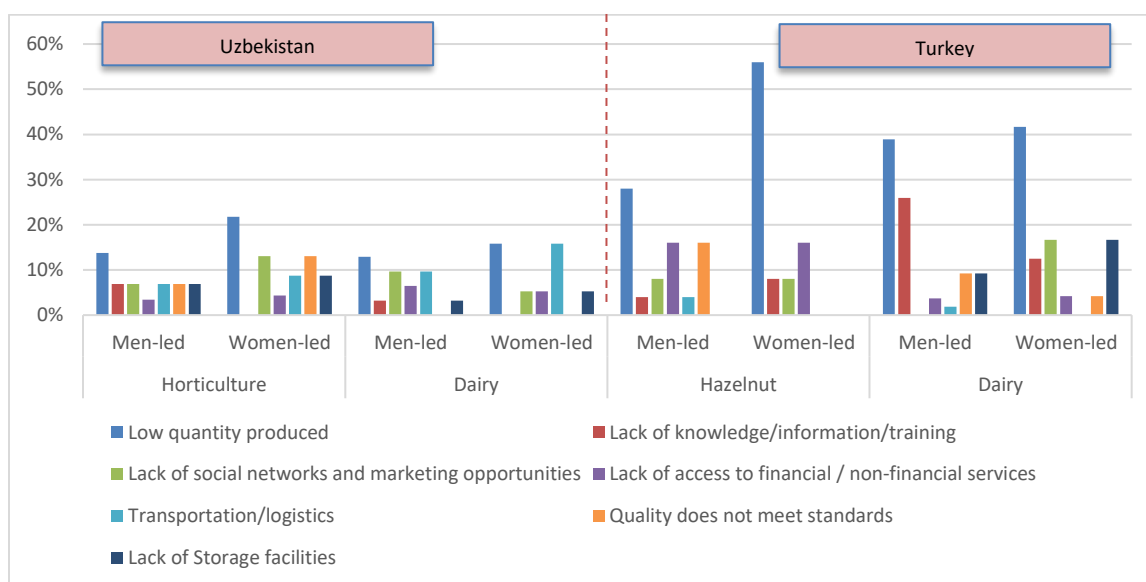
Low quantity was reported to be the major challenge for businesses in both countries when it came to supplying large agribusiness companies. In Uzbekistan, low quantity produced was the biggest challenge to supplying to large businesses for 17.31% of the surveyed horticulture businesses, followed by lack of social networking and marketing opportunities (9.62%), and quality standards of large businesses (9.62%). In the dairy sector, 14% of the businesses reported low quantity as the major constraint to supplying to larger businesses followed, by limited access to transport (12%), lack of social networking and marketing opportunities (8%), and lack of access to financial services (6%). In Turkey, about 42% of the surveyed hazelnut businesses do not produce enough to supply to large businesses and 16% businesses reported lack of access to finance as a major challenge in supplying to large businesses. Similarly, in the dairy sector, 39.74% of the surveyed businesses reported low quantity of products as the biggest challenge to supplying to larger businesses, followed by lack of knowledge and information (21.79%), lack of storage facilities (11.54%), and quality standards of large businesses (7.69%).

Women-led businesses face relatively more challenges as compared to men-led businesses when supplying to large companies. A greater share of women-led businesses reported having issues with low quantity when supplying to large agribusiness companies. For instance, 21.74% of surveyed women-led businesses in Uzbekistan's horticulture sector reported low quantity of products as their greatest challenge to supplying to large agribusinesses, as opposed to 13.79% men-led businesses. Similarly, a greater share of women (15.79%) in the dairy sector are constrained by lack of access to transport, as opposed to men-led businesses (9.68%). In Turkey, 56% of women-led businesses in the hazelnut sector and 41.67% of women-led businesses in the dairy sector reported low quantity of products as their greatest challenge to supplying to large agribusinesses, as opposed to 28% and 38.89% of men-led businesses, respectively. More women-led



businesses also reported quality issues, lack of social networking, transportation, storage, lack of knowledge/training and limited access to finance as constraints to supplying to large companies across the targeted value chains.

Figure 4: Challenges in supplying to Large Businesses (% of women-led and men-led firms)



While supplying to large companies, other challenges for women-led businesses include limited access to markets, limited knowledge of marketing and exports, limited use of advanced equipment, social norms, and limited access to land and asset ownership, among others. Women have limited access to better markets and often sell their products to middlemen at lower than market price. They also have limited information about better markets and export opportunities, as well as limited knowledge of export laws and regulations, which hinders their willingness to export. Women typically lack advanced technology and equipment that they could use to increase their efficiency. Limited access to land and other assets constrains their access to financing. In addition, social norms limit their access to economic opportunities, as women are seen as being responsible for household work, childcare and other family activities.

Regulatory requirements and taxes are reported to be the main drivers of price in Uzbekistan, whereas high taxes are reportedly the main drivers of price in Turkey; and women-led businesses seem to be more affected by these factors than men-led businesses. For 51.72% of respondents in the horticulture sector and 46% in the dairy sector, regulatory requirements are the key driver of price change in Uzbekistan; whereas 24.14% of the respondents in the horticulture sector and 34% in the dairy sector reported that taxes are key drivers. Moreover, in the horticulture, 65.22% of women-led businesses sector reported regulatory requirements and 30.43% of women-led businesses reported taxes as the main driver of price, compared to 51.72% and 24.14% of men-led businesses, respectively. In Turkey, high taxes are the main drivers of price in the hazelnut and dairy

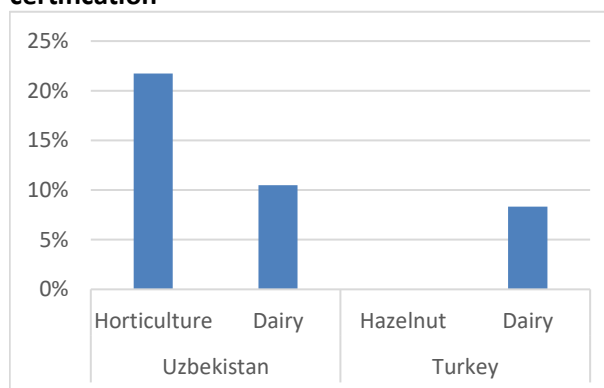


sector. About 68% of women-led businesses in the hazelnut sector and 91.67% of women-led businesses in the dairy sector seem to be affected by taxes, as compared to 52% and 85.15% of men-led businesses, respectively.

Costs of production are mainly driven by transport costs and warehousing costs in Uzbekistan, while post-harvest losses, warehousing and low quality of products are the key drivers of costs in Turkey. In Uzbekistan, more than half of the respondents (53.85%) reported that transport is the key driver of costs, followed by warehousing to store the products (25%). A greater share of women-led businesses reported labour as a key cost driver compared to men-led businesses. Among dairy businesses, 61.29% of men-led and 84.21% of women-led businesses, reported that production costs are driven by transport costs, including vehicles, fuels and other transport related expenses. Similarly, in Turkey, the costs of hazelnut businesses are driven by post-harvest losses (56%), followed by low quality of hazelnut products (40%). 64% of women-led businesses have cost issues related to post-harvest losses, as compared to 48% of men-led businesses in the hazelnut sector. In the dairy sector, the major drivers are warehousing costs, as reported by 52.56% of the businesses, followed by post-harvest losses (46.15%), quality (41.03%), and transport costs (25.64%). A relatively greater share of women reported warehousing (75%) and post-harvest losses (66.67%) as key cost drivers than men-led businesses, (42.59% and 37.04%, respectively).

The majority of the businesses reported that they do not need to receive certification to sell their products to other actors. Only about 21.15% of horticulture and 28% of dairy businesses in Uzbekistan and 6% of hazelnut and 10.26% of dairy businesses in Turkey needed to have certification to sell their products to other actors. Among women-led businesses, only 21.74% of horticulture and 10.5% of dairy businesses obtained certification in Uzbekistan. In Turkey, while 8.33% of women-led businesses obtained some kind of certification, none of the women-led businesses in the hazelnut sector received any certification.

Figure 5: Share of women-led businesses received certification

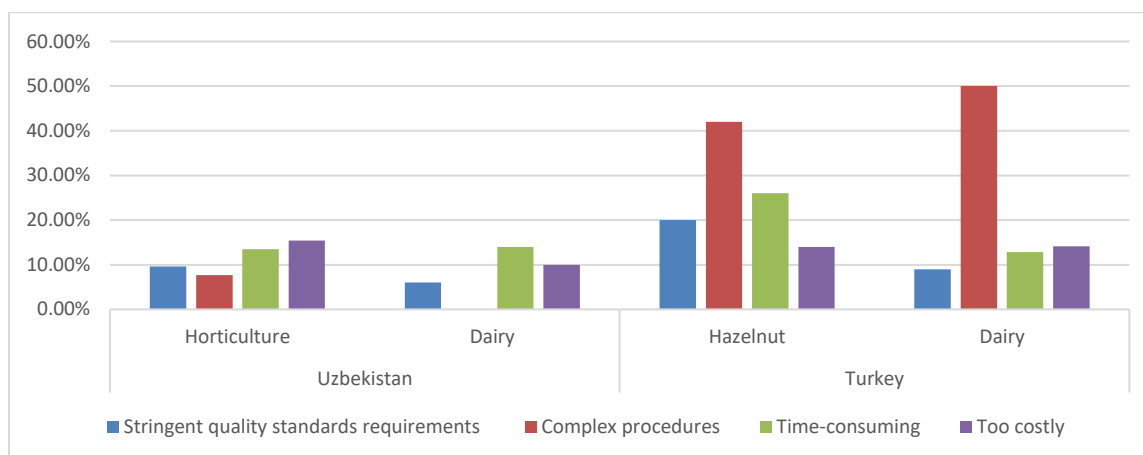


In Turkey, complex procedures, time and costs, and stringent quality requirements were reported to be the main challenges to obtaining certification; whereas no major challenges were reported in obtaining certifications in Uzbekistan as agribusinesses see no need to apply. 42% of the hazelnut businesses in Turkey reported that certifications involve complex procedures, 26% reported certification to be time consuming and 20% reported that it involves stringent quality standard requirements. Similarly, 50% of



businesses in the dairy sector reported complex procedures as the biggest challenge to receive certification, followed by costs (14.10%) and time (12.80%) involved in the certification. In Uzbekistan, while no major challenges are involved in getting certifications, businesses simply do not apply for certifications as they think they do not need it.

Figure 6: Challenges in Certification (% of businesses)



A gender component is found only in a few certifications obtained by the agribusinesses in both countries. Certifications obtained by agribusinesses in Uzbekistan included Global Reporting Initiative, Good Agricultural Practice certification, ISO 22000, Organic Certification, Hygiene Certification, and government standard certification, etc. In Turkey, agribusinesses obtained certifications such as SEDEX Members Ethical Trade Audit (SMETA), ISO22000, and GAP (Good Agricultural Practice) Certification of the Turkish Government, among others. However, only the Global Reporting Initiative in Uzbekistan and the SEDEX Members Ethical Trade Audit (SMETA) in Turkey have gender equality components (Table 1). The Global Reporting Initiative certification has a requirement in terms of women suppliers.

Table 1: Gender Element in Certifications

#	Certification	Gender Element Description
1	Global Reporting Initiative	• GRI 202: addresses the provision of minimum wage and equal wage for both men and women • GRI 204: addresses the topic of procurement practices. This covers an organization's support for local suppliers, or those owned by women or members of vulnerable groups. • GRI 401: Equitable gender choice for maternity and paternity leave • GRI 403: protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, • GRI 405: Diversity and equal opportunity³

³ GRI Standards (2018). Consolidated Set of GRI Sustainability Reporting Standards.

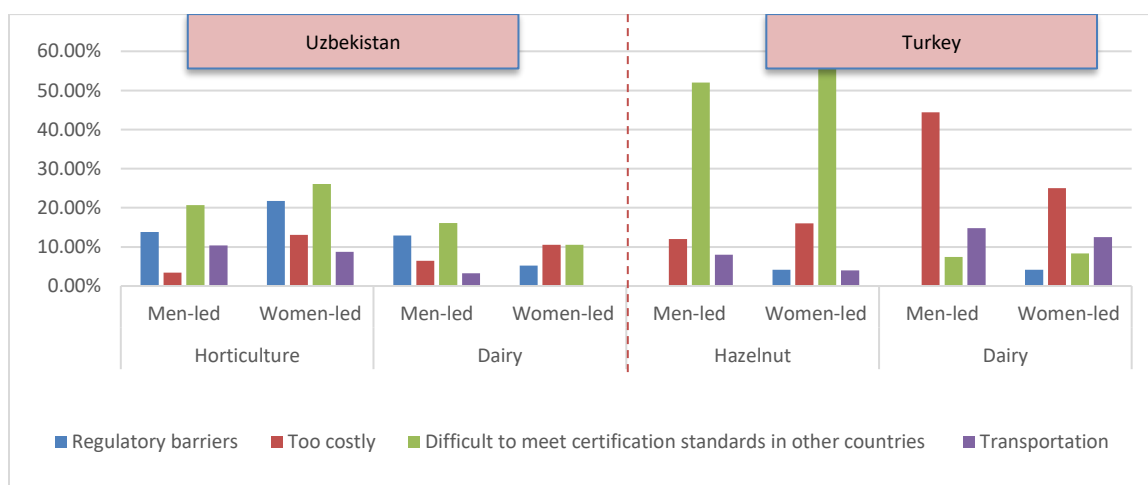


2	SEDEX Members Ethical Trade Audit (SMETA)	• Equal opportunities; Non-discrimination • Audit checks whether there is appropriate Health and Safety risk assessments/site inspections carried out on a regular basis, how this is recorded and what actions are taken to minimise the risks/hazards found, including for women • Audit checks the breakdown of workers by gender
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Exports were very limited among women-led businesses, except in Turkey's dairy sector.

Overall, 11.54% of horticulture and 2% of dairy businesses in Uzbekistan and 2% of hazelnut and 33.33% of dairy businesses in Turkey were involved in exporting activities. In Turkey, only a few women-led businesses (4%) are involved in exporting, primarily due to difficulty in meeting certification standards in other countries. In the dairy sector, about 25% of women-led businesses, who are primarily traders and processors, are involved in exporting activities. However, they find exporting is too costly for them as it involves transportation costs and costs associated with quality compliance. In Uzbekistan, the World Bank's policy dialogue through the Maximizing Finance for Development initiative has reportedly contributed to the elimination of several export restrictions, especially in the horticulture sector. Despite the improvement, in Uzbekistan, none of the surveyed women-led dairy or horticulture businesses exports their products to other countries. Difficulty in meeting certification standards, regulatory barriers and transport are the main barriers to exports. Several women are not aware of the challenges as they do not export at all.

Figure 7: Challenges in Exporting (% of men-led and women-led businesses)



Women-led businesses lack knowledge of export markets and have limited access to other marketing opportunities compared to men-led businesses. Several study participants indicated their interest in exporting; however, they are not aware of the export market and the process of exporting. Women-led businesses do not know who to contact or approach to export their products. Women have limited understanding of export laws and regulations. In addition, women have limited access to better marketing opportunities. In Uzbekistan, women have limited knowledge about marketing, and they



end up selling their products to local sellers, intermediaries and traders. In Turkey, middlemen and traders are highly prevalent in the dairy sector and women tend to sell their products to middlemen and receive a lower than market price

Moreover, training opportunities are limited for women and women-led businesses lack knowledge and awareness of what support programs are available. FGD participants in the horticulture and dairy sectors in Uzbekistan mentioned that some private institutions provide training on different agribusiness activities; however, these courses require payment that some women find difficult to afford. Even if they have access to internet, TV and other resources, they still are not able to understand the laws and regulation concerning the sectors. Similarly, FGD participants in the dairy sector of Turkey showed limited knowledge of available support and programs. For instance, despite recent implementations of government loans and incentives for women-led businesses, most of the participants were not aware of them. They were also not aware of available support programs to encourage women-led businesses.

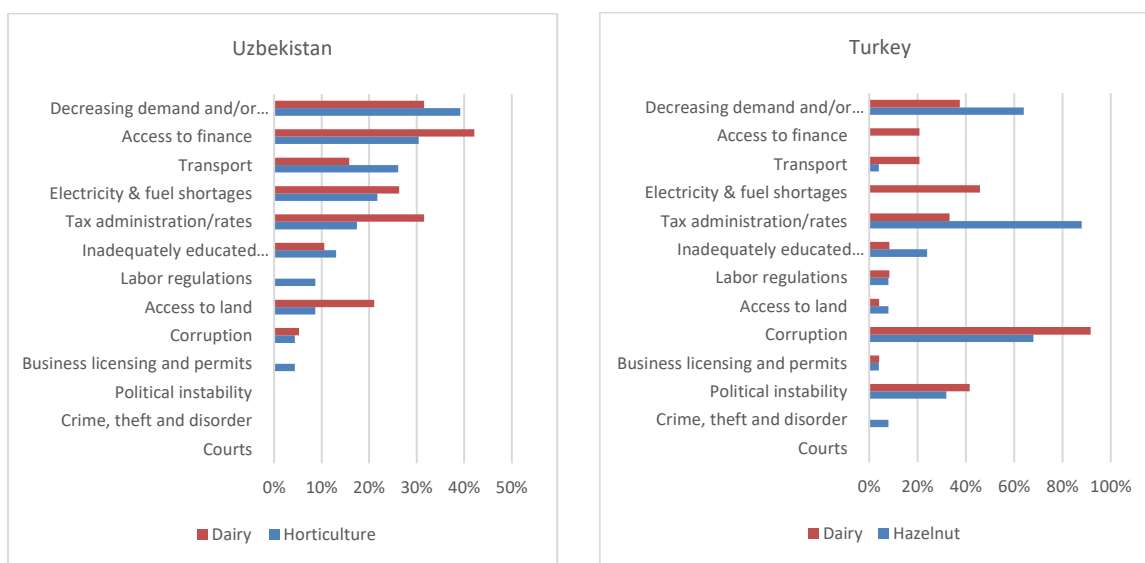
2.4. BUSINESS ENABLING ENVIRONMENT

Competition and access to finance in Uzbekistan and corruption, tax rates and competition in Turkey were reported to be the main business obstacles for agribusinesses. In Uzbekistan, the top three business obstacles in the horticulture sector included decreasing demand / increasing competition, as reported by 40.38% of the surveyed businesses, followed by access to finance (32.69%) and transport (23.08%). In the dairy sector, access to finance was the top obstacle for 44% of the businesses, followed by decreasing demand/increasing competition (40%) and access to land (40%). Similarly, in Turkey, the top obstacles for hazelnut businesses included tax rates (66%) and increasing competition (62%). About 87.18% of the dairy businesses reported that corruption was the biggest obstacle while electricity and fuel shortages was reported as a top obstacle by 39.74% and taxes were reported as top obstacle by 38.46%.

Women-led and men-led businesses are affected differently by these obstacles; with some obstacles affecting women-led businesses more than their male counterparts. In Turkey's hazelnut sector, for example, a greater share of women-led businesses are constrained by taxes as compared to men-led businesses (88% vs. 52%) and corruption (68% vs. 44%). In the dairy sector, a greater share of women-led businesses are constrained by corruption (91.67% vs. 44%), electricity and fuel shortages (45.83% vs. 4%), and transport (20.83% vs. 8%) as compared to their male counterparts. Similarly, in Uzbekistan, a greater share of women-led businesses in the horticulture sector are constrained by inadequately educated workforce (13.04% vs. 10.34%), tax administration/rates (17.39% vs. 13.79%), and electricity and fuel shortages (21.74% vs. 10.34%), than their male counterparts. In the dairy sector, a greater share of women-led businesses are constrained by tax administration/rates (31.58% vs. 22.58%) and transport (15.79% vs. 3.23%), than their male counterparts.



Figure 8: Major Business Obstacles for Women-led Businesses (% of women-led businesses)



2.5. OTHER GENDER-RELATED ASPECTS

Fewer women than men are seen as owner or manager of the businesses surveyed in both countries. In Uzbekistan, 36.85% of all horticulture businesses were owned by women and women in management was 40.41%, on average. Similarly, in the dairy sector, 30.5% of all businesses, were owned by women, and the average of women at the managerial level was 31.22%. In Turkey, overall, 31.24% of the hazelnut businesses were owned by women, and businesses had 28.84% women, on average, at the managerial level. 30.5% of all dairy businesses were owned by women, and, on average, these businesses had 30.61% women at the managerial level.

Having a formal gender policy or strategy was rare among agribusinesses in Uzbekistan and Turkey. In Uzbekistan, of the surveyed businesses, 93.1% of the men-led and 78.26% of the women-led businesses in the horticulture sector, and 61.29% of the men-led and 42.11% of the women-led businesses in the dairy sector, reported that they had a strategy or policy to promote equal opportunities. However, these were not written or formal policies put in place. These businesses take different measures to recruit, retain, promote and help women employees advance their careers. On the other hand, in Turkey, none of the surveyed businesses in the hazelnut sector, and only 5.13% businesses in the dairy sector, reported having a formal gender strategy or policy.

In general, agribusinesses do not collect sex-disaggregated data on their suppliers and the majority of the agribusinesses think that it is not important to ensure a gender-diverse supplier base. In Uzbekistan, only 19.23% of the surveyed horticulture agribusinesses, and none of the dairy businesses, collect sex-disaggregated data on their suppliers. In addition, only 9.62% of horticulture and 4% of dairy businesses use a



database to identify women suppliers. In Turkey, 6% of hazelnut and 4% of dairy businesses collect sex-disaggregated data on their suppliers, and 12% of hazelnut and 6.42% of dairy businesses use a database to identify women suppliers. The results indicate that there is minimal effort by agribusinesses to integrate more women suppliers in the supply chain.

The majority of agribusinesses do not take proactive procurement steps to expand relationships with women-owned businesses. For instance, about 26.92% of the surveyed horticulture and 22% of dairy businesses in Uzbekistan, and 40% of hazelnut and 24.36% of dairy businesses in Turkey, take procurement steps to expand relationships with women suppliers. Similarly, only 19.23% of horticulture and 8% of dairy businesses in Uzbekistan, and 28% of hazelnut and 15.38% of dairy businesses in Turkey carry out outreach initiatives to communicate procurement opportunities to women-owned/led businesses. A greater share of women-led businesses takes procurement steps and outreach initiatives to expand relationship with women-led businesses, as compared to men-led businesses.

Training activities for women-owned suppliers seem to be limited in both countries. In Uzbekistan, about 26.92% of horticulture and 6% of dairy businesses provide training/capacity-building to vendors/suppliers with a focus on training women-led businesses. Similarly, in Turkey, 14% of hazelnut and 37.18% of dairy businesses provide training/capacity-building to suppliers with a focus on training women-led businesses.

2.6. INSTITUTIONAL / STAKEHOLDER MAPPING ON ENGAGEMENT IN GENDER IN AGRIBUSINESS

Table 2 and Table 3 below present a summary of the existing programs in the agribusiness sectors in Uzbekistan and Turkey. These programs are implemented by the government and/or development finance institutions (DFIs). Some of these programs have gender component.

Table 2: Institutional/ Stakeholder Mapping on Engagement in Gender in Agribusiness, Uzbekistan

Stakeholder/ Institution	Agriculture Focus	Gender Focus	Summary of activities:
Asian Development Bank			- Horticulture value chain credit line with 30% gender quota. - Livestock Valuechain Development Project: includes Effective Gender Mainstreaming and funds allocated for Gender Action Plan implementation
World Bank			Horticulture development and livestock development projects provide loans and capacity building. Targeted gender activities, including capacity building for women farmers.



			• Agriculture Modernization Project and Ferghana Enterprise Development Project: includes Effective Gender Mainstreaming and funds allocated for Gender Action Plan implementation
IFAD	●	●	• Horticulture sector projects providing loans and capacity building with 30% gender quota.
JICA	●	●	• Horticulture Value Chain Development Project: includes Effective Gender Mainstreaming and funds allocated for Gender Action Plan implementation
EU	●	●	• Technical Assistance - Support to the implementation of government's new Agri-Food Development Strategy 2020-2030: includes Effective Gender Mainstreaming and funds allocated for Gender Action Plan implementation
Business Women's Association of Uzbekistan		●	• Support women entrepreneurs with capacity building and policy advocacy.
Women's Committee of Uzbekistan ⁴		●	• Quasi-governmental body focusing on promoting women's involvement in public administration.
Agrobusiness Association of Uzbekistan	●		• a voluntary non-governmental non-profit organization aims to increase competitiveness in the agribusiness sector
Ministry of Agriculture of the Republic of Uzbekistan	●		• Responsible for policies related to agriculture sector development.
Organization for Security and Cooperation in Europe	●		• Works with local organizations to provide training to farmers; developed online agriculture trading platform.
Islamic Development Bank		●	• Provides small grants to women doing innovation
FAO	●		• Works broadly within the agriculture sector on institutional and policy assistance for the Ministry of Agriculture, agricultural and food value chain development and market access, and sustainable management of natural resources, climate change, and biodiversity. • However, FAO's technical assistance for the Country Programming Framework (2018-2022) focuses on Strengthening policy and institutional capacity of the Ministry of Agriculture and other government

⁴ Women's Committee was recently liquidated. SME Development Agency and National Commission on Gender Equality and The Agency for Implementation of Projects in the Field of Agroindustry and Food Security (UZAIFSA) under Ministry of Agriculture have been established.



			institutions and Development of agricultural and food value chains and access to markets, which aim to support smallholders including women and youth.
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Table 3: Institutional/ Stakeholder Mapping on Engagement in Gender in Agribusiness, Turkey

Stakeholder/ Institution	Agriculture Focus	Gender Focus	Summary of activities:
World Bank			Credit line with 30% quota for women-inclusive companies.
Delegation of the EU to Turkey			Rural development programme to provide farmers with capacity building, infrastructure, etc.
KAGIDER (The Turkish Female Entrepreneurs Association)			Supports women entrepreneurs through capacity building, credit programmes and policy dialogue engagement. Planning a program for women in agriculture, but has not started.
Turkey Union of Chambers of Agriculture			Specific trainings for women in the agricultural sector, focusing on gender equality, climate, cooperatives, social security, and entrepreneurship/ leadership.
Ministry of Agriculture and Livestock			Support women to become entrepreneurs through the provision of training, grants, and zero-interest loans.



3. THE BUSINESS CASE FOR INTEGRATING GENDER IN AGRIBUSINESS SUPPLY CHAINS

Integrating Gender in the Agribusiness Supply

Large agribusinesses can receive better prices by working with women suppliers as there is a premium for women-made products in local and international markets.

60% hazelnut and 57.69% dairy traders/processors in Turkey and 60% hazelnut and 57.69% dairy traders/processors in Uzbekistan reported that there is a market premium for women-made products.



Supporting women-led businesses with easier access to finance, aggregation, networking opportunities, and training and capacity building can help link them with large businesses.

Working with women-suppliers will also get large companies procure better quality products as women are reportedly better in certain agribusiness activities.

60% of horticulture and 42.11% of dairy traders and processors in Uzbekistan, and 52.63% of hazelnut and 88.57% of dairy traders and processors in Turkey, believe that women produce higher quality products.



Supporting women suppliers with certification as well as access to storage facilities, warehousing services, and quality management training will help them in dealing with quality issues.

Working with women-suppliers will enhance efficiency as women are reportedly more reliable.

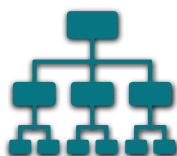
75% of horticulture and 52.63% of dairy traders and processors in Uzbekistan, and 84.21% of hazelnut and 91.43% of dairy traders and processors in Turkey, believe that women are more reliable.



Increasing access to advanced technology and equipment as well as increasing access to financing to enable women-led businesses buy advanced equipment will help improve efficiency.

A better integration of women-led agribusinesses can help large companies achieve a diversified supplier base to cope with risk s.

40.38% of horticulture businesses and 30% of dairy businesses in Uzbekistan, and 54% of hazelnut businesses and 23.08% of dairy businesses in Turkey, think that it is important to have a gender-diverse supplier base to cope with risk s.



Proactive procurement steps and outreach initiatives could help large agribusiness companies bring more women-led and owned businesses.



The business case for integrating gender in agribusiness supply chains is based on four key drivers of performance among large agribusinesses, and explains how working with women-led agribusinesses in the supply chain can benefit large companies in achieving better:

- **Price/Cost:** Profits are heavily influenced by retail acquisition prices and costs management and also depend on sales to consumers.
- **Quality:** Sales depend on quality of the products. Quality is also important to ensure a loyal customer-base and comply with local and international standards.
- **Efficiency:** Producing at an efficient level is a prerequisite for company success. Enterprises typically seek intra-firm efficiency gains, but have now also realize the importance of addressing inter-firm issues.
- **Risks Management:** Several factors can pose risks to agribusinesses, including weather, market factors, policy, political stability, etc. Companies need to reduce risks to deal with fluctuations in business operation.



(I) GENDER AND PRICE/COST MANAGEMENT

Large agribusinesses can receive better prices by working with women suppliers, as there is a premium for women-made products in local and international markets. The majority of the hazelnut (60%) and dairy businesses (57.69%) in Turkey reported that there is a market premium for women-made products. Although women-made products have not received wider attention in Uzbekistan, survey results show that about 25% of horticulture and 16% of dairy businesses perceive that there is a market premium for women-made products. In addition to local markets, several countries see promotion of gender equality and women's rights as a key element of social sustainability and promote women-made products. Working with women suppliers can provide access to premium export markets (such as Germany, Italy and France), which place value on the economic, social and environmental sustainability of the supply chain. Similarly, working with women suppliers can help large businesses reduce costs through increasing the supplier



base, reducing procurement costs and cost savings from increased competition among suppliers.

Figure 9: Is there a market premium for women-made products? (% of businesses replied YES)

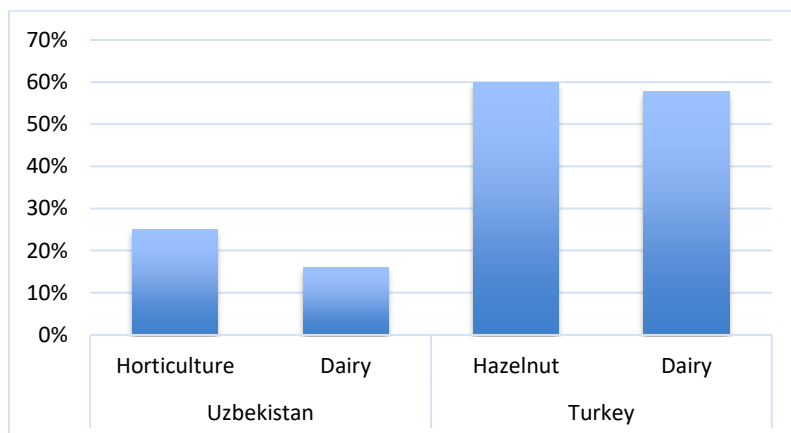
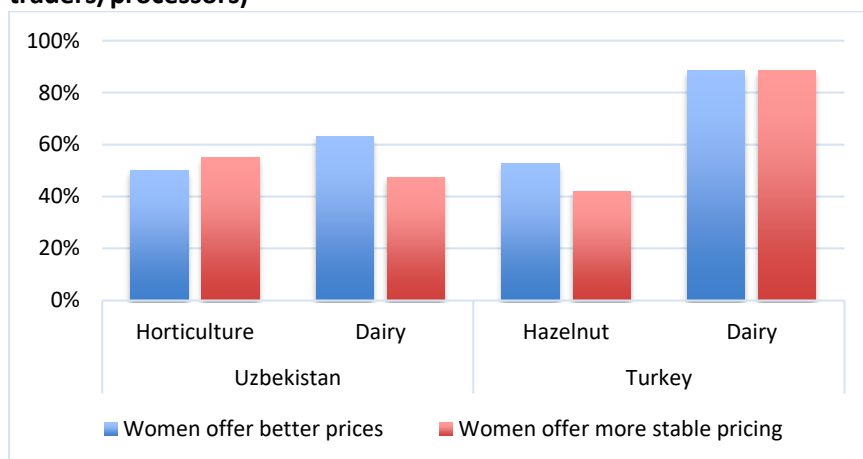


Figure 10: What benefits do you see from sourcing more from women? (% of traders/processors)



Supporting women-led businesses with easier access to finance, aggregation, networking opportunities, and training and capacity building can help link them with large businesses. The major challenge women-led businesses face in supplying to large businesses is their limited capacity to scale-up volume of production. Women-led businesses are usually small in size and operate in the informal sector. Limited access to financing opportunities, limited social networking opportunities and contracts, lack of storage facilities, and lack of transport also pose challenges in supplying to large businesses. Women's limited knowledge on how to access large business contracts and marketing opportunities also limit their ability to supply more. Although women-led businesses are willing to export, they often do not understand the trade laws and the process of exporting, which limit their access to export markets. Supporting them with knowledge sharing and training programs can help them identify better markets and business contract opportunities. More importantly, awareness-raising at all level of the



value chains is critical to educate valuechain actors on women-made products and their benefits to increase demand for these products.

Box 1: Reputation/ Access to Premium Markets

Communication with consumers is becoming ever more important in our globalizing world, where consumers have more choices than ever and are increasingly able to trace the products that they buy. More and more consumers are choosing products that they believe are the outcome of a process that is environmentally and socially fair.

Research done in the United States found that 89% would switch brands to one that is associated with a good cause and 84% believe that companies should be prioritizing women's rights. Improving the livelihoods of women can thus be a strategic choice for organizations to improve reputation and public profile.

The opposite is also true: violation of women's rights presents a business risk. **Behind the Brands** is an initiative from Oxfam's GROW campaign which aims to provide consumers with information on the ten largest food and beverage companies (the "Big 10") to account for what happens in their supply chains. Each company receives a rating based on their policies and practices along seven themes, one of which is women farm workers and small-scale producers in the supply chain.

(Source: Cone Communications. 2017 Corporate Social Responsibility Study)

Figure 11: Oxfam International's Behind the Brands Rating on Women



Box 2: Profitability

Companies with effective programs to increase diversity and inclusion throughout their supply chain, including through the promotion of women in the supply chain, can achieve greater profitability through access to new customer groups and stronger, more productive relationships with their suppliers. AT&T, in particular, attributed about \$4 billion of revenue to the engagement of women suppliers in 2014. One study by the Hackett Group found that leading procurement organizations that have a higher adoption rate of supplier diversity programs generate 133% greater return on the cost of procurement operations than average performers. This translates into an additional US\$3.6 million to their bottom line for every US\$1 million in procurement operations costs. (Source: Ernst & Young. 2015. *How Can Greater Supplier Diversity Unclog your Growth Pipelines?*)

133%

Return from adopting supplier diversity

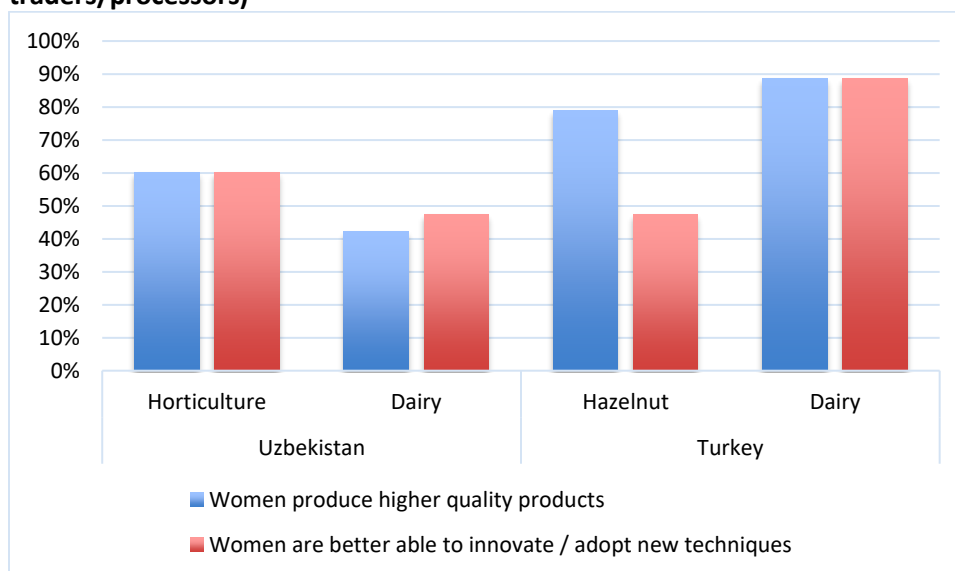
Source: Hackett Group (2006)



(II) GENDER AND QUALITY MANAGEMENT

Working with women-suppliers would also help large companies procure better quality products, as women are reportedly better in certain agribusiness activities. One of the major criteria large companies consider when buying products from their suppliers is quality. They have specified quality standards for products, and they explore or choose suppliers who provide high quality products. The baseline assessment shows that women are better at making certain agricultural products and they perform better at certain activities. For instance, women are hired particularly for picking and sorting hazelnuts. Dairy processing is tedious and requires tidy work, which women perform better than men. Women also constitute the largest share of customers in grocery markets, and have a better understanding of the structure and quality of products and customers' preferences in general. The majority of the surveyed agribusinesses in Turkey and Uzbekistan also reported that women produce higher quality products.

Figure 12: What benefits do you see from sourcing more from women? (% of traders/processors)



Supporting women suppliers with certification and access to storage facilities, warehousing services and quality management training would help them deal with quality issues. Currently, only a small share of agribusinesses, including women-led businesses, obtain certification. Agribusinesses, especially in Turkey, reported that obtaining certification involves several challenges, including complex procedures, time and costs, and stringent quality requirements. Supporting women suppliers with the certification process through technical assistance programs would help them obtain more certifications, and will ensure quality standards. In addition, women often have limited storage/warehousing facilities and they are not aware of the quality standards required by large businesses. Providing them access to storage facilities, training on post-harvest handling and other quality management practices would help them ensure better quality products to be able to supply to large companies.



Box 3: Women reflect customer base and have better understanding of customer demand

Women tend to be the main sellers, buyers and users of agricultural products. Because of women's roles in home-making and child-rearing, they have an intrinsic relationship with cooking and a unique knowledge of foods, recipes and locally-sourced flavors. Women thus represent an **invaluable resource to understanding consumer behaviors in local markets**, i.e. what is being bought, at what prices, in what quantities, etc. So, to link the product closer with its 'customer', businesses should listen to the needs of women's groups and include them in new strategies to be able to respond to market dynamics. The more a company mirrors its consumers, the better able it is to respond to the market and evolving market needs.

75%

Of consumer discretionary spending will be done by women by 2028

Source: Ernst & Young (2009)

\$20 trillion

Is controlled by women annually, expected to rise to **\$28 trillion** in the next 5 years

Source: Harvard Business Review

Box 4: Innovation

When women are involved in decision-making positions within the supply chain, there is a higher level of innovation. Men and women bring different experiences and different perspectives, and this diversity enriches decision-making. Combining the skills of different kinds of employees enhances their knowledge, experiences and creativity. In fact, across all 74 economies, women entrepreneurs have a 5% greater likelihood of innovation than men (GEM Women Report). Additionally, having a more diverse supply chain allows a company to procure small orders, specialized products or critical services more quickly.

5%

More innovation occurring among women entrepreneurs than men

Source: Global Entrepreneurship Monitor

79%

Of women in the U.S. will try a company's products if they know it is women-owned

Source: Women's Business Enterprise National Council

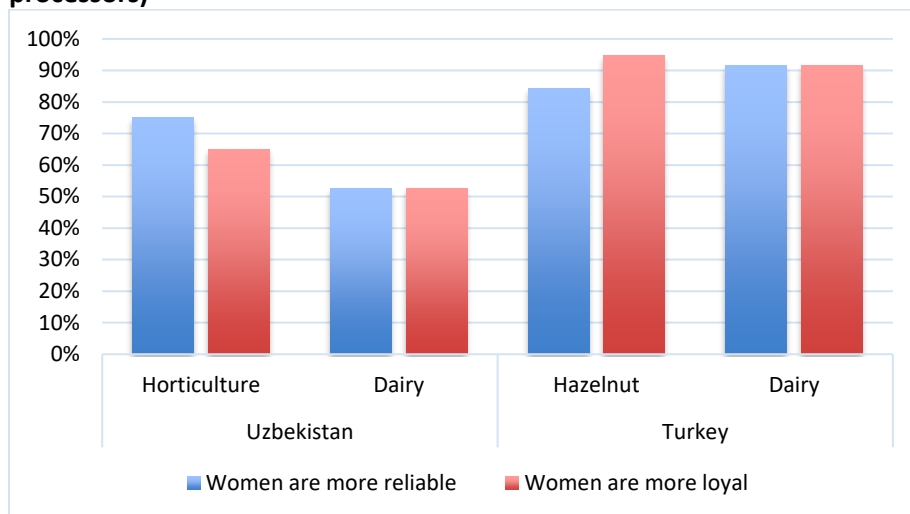
(III) GENDER AND EFFICIENCY

Women suppliers can enhance supply chain efficiency as they are reportedly harderworking, more patient, more productive and want to maintain long-term relationships with their contractors. In addition, women are reported to be more reliable and loyal to the businesses they supply materials to. Survey results show that 75% of horticulture traders and processors and 52.63% of dairy traders and processors in Uzbekistan, and 84.21% of hazelnut traders and processors and 91.43% of dairy traders and processors in Turkey, believe that women are more reliable. Moreover, 65% of



horticulture traders and processors and 52.63% of dairy traders and processors in Uzbekistan, and 94.74% of hazelnut traders and processors and 91.43% of dairy traders and processors in Turkey, believe that women are more loyal to their suppliers.

Figure 13: What benefits do you see from sourcing more from women? (% of traders & processors)



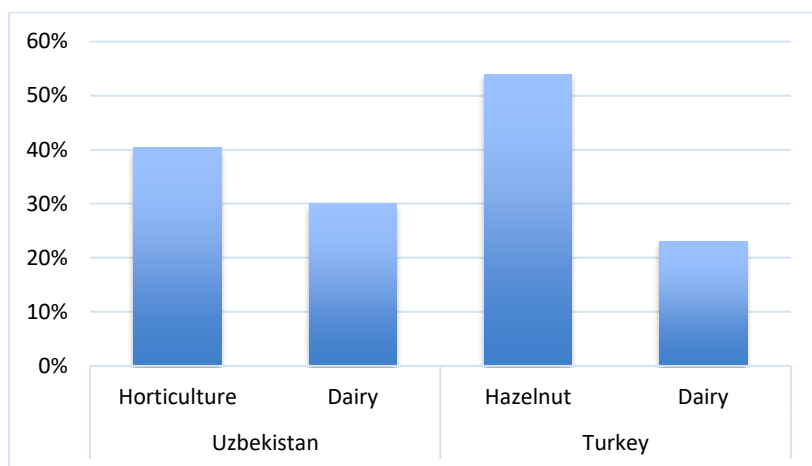
Increasing access to advanced technology and equipment as well as increasing access to financing to enable women-led businesses to purchase advanced equipment will help improve efficiency. Most of the women do not use advanced equipment and perform production and processing activities manually, which hinders their efficiency. Similarly, high costs of production, costs of transport services, costs related to water and electricity, and other regulatory obstacles can also limit women's efficiency. Especially in dairy production, the costs of animal feed and veterinary care are very high. Women's limited access to financing is reported to be among the major reasons for women's limited access to advanced equipment and of their limited ability to access services. By increasing their access to financing, such limitations can be alleviated.

(IV) GENDER AND RISK MANAGEMENT

Integrating women-led agribusinesses better can help more large companies manage risks by achieving a diversified supplier base. Agribusinesses use several strategies to cope with business risks, including having a diversified supplier base, diversification of sales, and use of contracts with buyers and suppliers. For instance, about 59.62% of horticulture and 42% of dairy businesses in Uzbekistan, and 48% of hazelnut and 46.15% of dairy businesses in Turkey, cited a diversified supplier base as one of their major strategies to cope with business risks. Increasing the number of women suppliers would increase the supplier base. Women can also bring diversified goods. Working with a large and diverse set of suppliers can help manage risks and establish long term relationships with good suppliers.



Figure 14: Do you think it is important to ensure there is a gender-diverse supplier base to source from? (% of businesses replied YES)



Proactive procurement steps and outreach initiatives could help large agribusiness companies engage more with women-led and -owned businesses. Survey results indicate that agribusinesses typically have a lower share of women suppliers than men-suppliers. Large companies find it difficult to identify women-led businesses. About 40% of horticulture traders and processors and 73.68% of dairy traders and processors in Uzbekistan, and 68.42% of hazelnut traders and processors and 94.29% of dairy traders and processors in Turkey, reported that difficulties in finding women-led companies is the main barrier to sourcing from women. The majority of the agribusinesses do not have gender policies in sourcing, do not collect sex-disaggregated data on their suppliers or use a database to identify women suppliers. Procurement steps to include women suppliers and outreach activities to communicate procurement opportunities would help to identify more women suppliers.

Box 5: Global Reputation

There are various international commitments, as well as national laws, regarding women workers' rights. Increasingly, international standards are focusing on **corporate social responsibility and the promotion of equal opportunities** for women and girls. The UN's Women's Economic Empowerment Principles (WEP) Principle 5, in particular, focuses on implementing enterprise development, supply chain and marketing practices that empower women, including:

- Expanding business relationships with women-owned enterprises, including small businesses and women entrepreneurs;
- Asking business partners and peers to respect the company's commitment to advancing equality and inclusion.

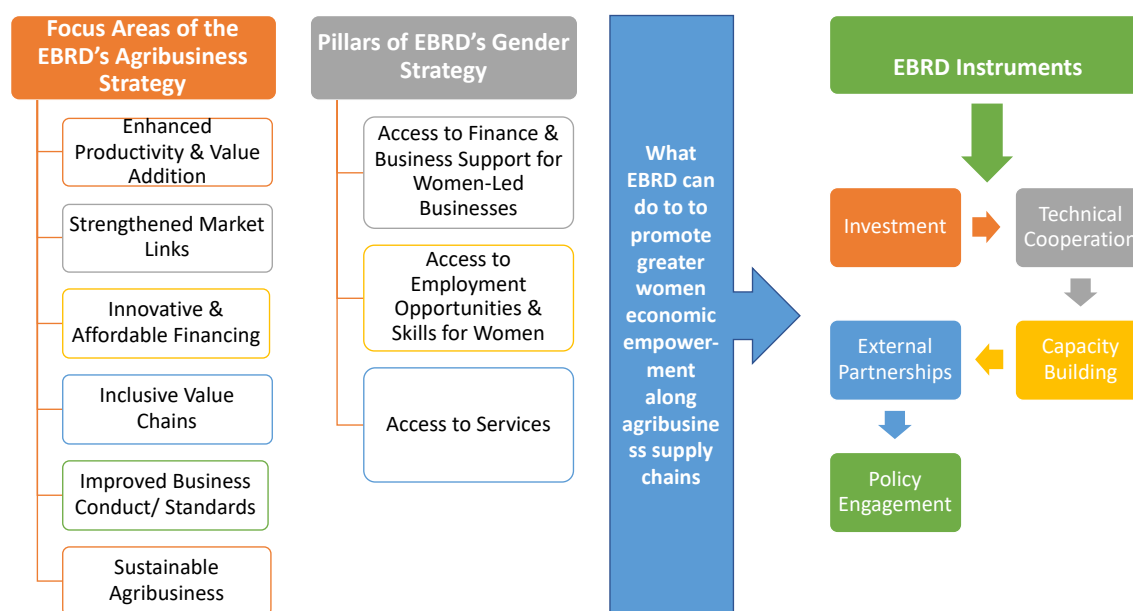
More than 2,000 companies in 126 different countries, including EBRD CoOs, have signed onto the UN WEPs, committing to put the principles into practice in their organizations. The more companies move toward this model, the better able they are to compete in a globalized market that increasingly focuses on such standards.



4. OPPORTUNITIES FOR EBRD'S INTERVENTION

The analysis builds on the **EBRD Agribusiness Strategy 2019** and the **EBRD's Strategy on the Promotion of Gender Equality 2016-2020**. The EBRD Agribusiness Strategy 2019 emphasizes long-term development of the agribusiness sector, focusing on innovation, sustainability and responsibility. The specific objectives include enhanced productivity and value addition, strengthened market links, innovative and affordable financing, inclusive value chains, improved business conduct/standards, and sustainable agribusiness. Similarly, the EBRD's Strategy on the Promotion of Gender Equality 2016-2020 aims to increase women's economic empowerment and the equality of opportunities in the countries where the EBRD invests. The strategy is based on the application of traditional EBRD tools and approaches (investments, technical cooperation and policy dialogue) with a focus on three pillars: (i) increasing access to finance and business support for women-led businesses, (ii) increasing access to employment opportunities and skills for women, and (iii) improving access to services.

Figure 15: Opportunities for EBRD Intervention



The opportunities for EBRD to promote greater women economic empowerment along agribusiness supply chains is structured by type of EBRD instrument. These include: (i) investment, (ii) technical cooperation, (iii) capacity building, (iv) external partnership, and (v) policy engagement, among others. The solutions are expected to help agribusinesses improve **price and costs, quality, efficiency and risk management**. By doing so, it is also expected that women-led businesses will be able to move up the supply chain and be increasingly represented in activities with higher value addition. The solutions offered are not restricted to producers, but are also available to women-led agribusinesses involved in trading, processing, marketing, logistics, and other activities, which are the areas with



higher value addition. An overview of the opportunities for EBRD's intervention is presented in Table 4.

(I) INVESTMENT

EBRD could make targeted investments in manufacturing and trading companies seeking to secure the premium pricing and /or other benefits linked with women-made products. EBRD could use its range of financial instruments (e.g., debt, equity, trade finance products, etc.) to address various financial needs of these companies and facilitate a greater strategic focus on women. Trade finance products would be particularly well-suited and private-equity funds targeting women led-agribusinesses could be partnered to have high impact. Investments could also be made in women-led businesses directly to support growth and expansion.

EBRD could offer a financing facility for the expansion and/or upgrading of the warehouse and cold chain infrastructure for agribusiness products to enhance quality, which would help women better integrate in the supply-chain. Focus group discussion with women farmers and women-led agribusiness reveal that women have limited access to quality warehousing facilities both in Turkey and Uzbekistan. In addition, the warehouses are often not adequately equipped for quality management. An EBRD facility could provide loans to warehouse operators with a clear gender strategy to make the required investments to expand and/or upgrade their infrastructure and better manage quality. Improvements in the cold chain will help women suppliers store dairy and other perishable agricultural products, which would facilitate access to lucrative export markets.

EBRD could encourage the adoption of more efficient production methods with instruments such as credit lines for equipment financing or direct investments in leasing companies active in the agribusiness sector. With EBRD support, partner financial institutions could provide financing for more modern and (energy-) efficient agribusiness equipment on better terms, i.e., longer maturities, flexible collateral requirements, etc. Better opportunities for equipment leasing could also be facilitated by EBRD through partnerships with equipment manufacturers and leasing firms in the region.

EBRD could promote forward and backward linkages with women-led businesses through targeted investments in large agribusiness companies to promote a gender-diverse supplier base. EBRD could also invest in intermediary companies, such as processing and trading companies. The investees would be required to put tools and procedures in place to increase women-led businesses in their supply-chains. Backward linkages would facilitate a large manufacturer or intermediary procuring more input from women-led businesses. Forward linkages could, for instance, encourage seed suppliers or logistic companies to do more business with women-led agribusinesses.



(II) TECHNICAL COOPERATION

EBRD could provide technical support to improve marketing practices and access to markets to enable women suppliers to secure better prices for their products. Under the proposed technical cooperation component, EBRD could provide technical assistance to women-led agribusinesses on various aspects of marketing (packaging, labelling, logistics), exports (laws, regulations, standards, etc.) to improve marketing practices and access to better markets. This can be done in collaboration with private sector stakeholders.

EBRD could help develop and/or promote supply chain certification programs, and provide technical assistance to women-led agribusinesses, to obtain certifications that ensure quality standards. EBRD can encourage and support women suppliers to obtain certifications, such as the Global Reporting Initiative certification, which has a gender component. Another certification women suppliers could obtain is the Fair Trade Certification, which ensures that the product adheres to better living and working standards for women. These types of certifications will make women suppliers more visible to large agribusiness companies.

EBRD could provide technical support to improve the production practices of women-led agribusinesses along the supply chain to increase their efficiency. Improving women's knowledge on and promoting modern agricultural practices, such as sustainable agriculture, the use of advanced breed/seeds, the use of modern irrigation technologies, alternative farming practices, etc., can help women reduce costs and increase efficiency. For instance, the use of solar pumps for irrigation can have a significant impact on irrigation costs and efficiency. Solar cooling storages can be used to store milk and other dairy products. The use of modern seeds can increase agricultural production and productivity.

Moreover, EBRD could provide technical support to large agribusinesses to improve procurement practices and encourage the collection of gender-disaggregated data in order to promote a more gender-diverse supplier base. The procurement practices of large businesses are usually gender neutral. EBRD could help improve their procurement practices through outreach events or advertising targeting women. EBRD could also provide technical support to design an e-market place, which would allow women suppliers to sell their products online.

(III) CAPACITY BUILDING

EBRD could facilitate awareness raising programs for women suppliers on market opportunities, such as markets for women-made products. Such programs would enhance women suppliers' knowledge of potential markets and possibly attract large agribusiness companies in the country and internationally. The awareness raising



program can include modules on how, and where to find such markets, and how to market women-made products, etc.

Training women suppliers on quality standards and quality management is also required to enhance their knowledge and ability to produce higher quality product. The training program should include topics such as post-harvest management, storage management including pest control, product quality and standards, including pre-processing quality standards, as well as quality standards required by warehouses, large agribusiness companies, for exports, and for different certification programs. For efficiency, a training-of-trainers approach can be adopted, where EBRD facilitates training of trainers (e.g. extension workers), who can then train other women-led agribusinesses.

To achieve efficiency, training in improved production techniques, including social and environmental standards, could be provided to women producers. As discussed earlier, capacity-building can be provided to women producers on various aspects of sustainable and advanced agricultural practices, such as green technology, advanced breed/seeds, modern irrigation technology, harvesting technology, alternative farming practices, etc., to enhance their knowledge on these aspects, and achieve cost and time efficiency.

Awareness-raising by large agribusinesses on market opportunities with women suppliers can help bring in more women as suppliers. The business case developed under this study can be used as an awareness-raising tool to educate large agribusinesses on the benefits, advantages, as well as the corporate social responsibility related to working with women suppliers.

(IV) EXTERNAL PARTNERSHIP

EBRD could facilitate dialogue between large agribusiness companies and women supply-chain partners to support the promotion of women-made products and to develop better pricing strategies. Women suppliers and large agribusinesses can be brought together to exchange information on women-made products, needs, challenges, and the roles and responsibilities of each group. They can meet periodically to share updates and discuss emerging issues that can affect the market and pricing for women-made products.

EBRD could facilitate partnerships with quality standards and quality management authorities to enhance the quality of agribusiness products. The Turkish Standards Institution (TSE) develops standards for different products, processes and services. It performs assessments of products, systems, services and certifications, surveillance-inspection, testing and calibration, etc. Similarly, in Uzbekistan, the UZSTANDARD-Agency for Standardization, Metrology and Certification is responsible for certification and standardization policies. These agencies can support women suppliers to gain a better understanding of the product standards and certification processes.



Collaboration with extension services providers, equipment suppliers and financial institutions can help promote efficient production techniques and the use of equipment financing. Extension service providers (public and private) can regularly train women producers on efficient production practices in different agricultural sub-sectors. In addition, partnerships with equipment suppliers (for leasing) and financial institutions (for equipment financing) would increase women's access to advanced equipment at affordable prices.

EBRD could sponsor outreach events with local stakeholders to promote a gender-diverse supplier base. Government stakeholders, with support from EBRD, could organize on-site and off-site outreach events through campaigns, media (newspaper and TV) and by using online resources to reach women suppliers and educate them in procurement processes, improve the public's brand recognition for women-made products, and encourage large agribusiness companies to source from women suppliers.

(V) POLICY ENGAGEMENT

EBRD could facilitate policy engagement with the government in each country to secure better prices for women-made products. The government could subsidize prices of women-made products to increase their demand and support women-led businesses locally. Governments can also enhance market opportunities for women-made products by creating supportive procurement policies, such as purchasing from women suppliers.

Promoting public-private partnerships on quality management could also enhance quality standards. For instance, the government entities responsible for quality management could train and build capacity of women-SME agents. Once licensed, these women-led businesses could perform quality checks and provide easier access to certifications services for women suppliers in secondary cities and rural areas.

Policy interventions to improve women's property rights and financial education can increase their financial capability and ability to borrow from financial institutions. Policy engagement with the government can provide support to women trying to acquire ownership of assets, which can be used as collateral to obtain financing for their business operations. In addition, financial literacy programs could enhance their knowledge of different types of financing (agricultural loans, equipment financing, leasing, and other products), which could improve their access to finance.

Finally, the design and implementation of policy incentives for gender-diverse supplier bases can improve the number of women suppliers along the supply chain. Policy incentives, such as tax incentives, investment incentives, R&D incentives, trade incentives, infrastructure incentives, etc., can be designed to encourage large agribusinesses source from women suppliers.



Table 4: Overview of Potential Opportunities for EBRD Intervention

Business Case Dimension EBRD Instruments	Price/Costs	Quality	Efficiency	Risks
	Secure Premium Pricing for Women-made Products	Improve Quality Standards	Facilitate adoption of more efficient production methods	Promote Gender-diverse supplier base
Investments	Targeted investments in trading companies with strategic focus on Gender	-Financial facility for expanding / upgrading warehouse infrastructure; -Improvement of export infrastructure (e.g., cold chain)	-Equipment finance facility, -- Leasing facility	Targeted investments in agribusinesses with strategic focus on gender
TC	Technical support to improve marketing practices of women suppliers and access to markets	Technical support -to improve standards and certification systems (e.g., women SMEs providing quality control services to female producers); -on WRS	Technical support to improve production practices of Women-led businesses along the supply-chain	Technical support -to improve procurement practices of large agribusiness firms, -in the design of an e-market place (including for supply-chain finance)
Capacity-Building	Awareness-raising on market opportunities for women-made products	Training on quality standards and quality management	Training in improved production techniques, including environmental standards	Awareness-raising on market opportunities for women suppliers
External Partnerships	Facilitate dialogue between large agribusiness companies and women supply-chain partners	Facilitation of partnership with quality standards and quality management authorities	Collaboration with extension services providers, equipment suppliers, and financial institutions	Sponsorship of outreach events with local stakeholders
Policy Engagement	Awareness-raising and policy on market opportunities for women-made products	Promotion of Public-Private Partnerships on quality management (e.g., SME agent networks)	Policy intervention on property rights and financial education	Design and implementation of policy incentives for gender-diverse supplier base



5. POLICY ROADMAP

This section builds in the insights gained from the EBRD baseline assessment to identify the top three policy reforms in Turkey and Uzbekistan, and proposes policy recommendations to increase women's participation in the agribusiness sector through inclusive agricultural supply chains in each country. A set of policy issues were identified from the baseline assessment in both countries, from which the top three priority areas were selected using a *policy prioritization matrix*. The *policy prioritization matrix* takes into consideration the level of effort required for proposed interventions and the impact potential of the interventions on women's economic empowerment along the agribusiness supply chain. Following, for each identified priority area, a set of policy dialogue activities and roadmaps were proposed with a view to address gender-specific constraints and strengthen women's participation in agribusiness supply chains.

5.1. POLICY ROADMAP IN UZBEKISTAN

The baseline assessment identified the following policy issues for women in Uzbekistan:

- Land ownership remains male-dominated due to widespread gender stereotypes and the lack of formal recognition.;
- Gender norms continue to restrict women's full participation in economic activities.;
- Women's role in agriculture is largely informal;
- Women are underrepresented in political bodies that distribute and govern agricultural resources;
- Women participate at lower levels along the agribusiness supply chain;
- Women have limited access to market and export opportunities;
- Limited access to finance was a major obstacle to businesses;
- Women are in need of training and capacity building to better understand how to grow their businesses;
- The concept of gender mainstreaming is not clear among government officials and policymakers;
- There is no formal definition of women entrepreneurs in Uzbekistan.

Based on the priority matrix analysis, the top three policies involving lower level of effort and higher impact potentials were found to be:

- (i) Women MSMEs Formalization;
- (ii) Procurement Policies;
- (iii) Export Promotion.

The Government of Uzbekistan (GoU) could use existing international good practice models for introducing a formal definition of Women MSMEs, which would be straight forward to implement, but the impact on smallholders at the bottom of the pyramid



may be minimal. For instance, the GoU could adapt the existing definition used by the World Bank Group⁵ and the Asian Development Bank. In the United States, the Women's Business Enterprise National Council (WBENC)⁶ also provides a certification system, which can be adapted to the Uzbek context. For this, an initial policy engagement would include high-level stakeholder consultations to finalize the formal definition of women-owned businesses. The implementation of a certification system would involve the establishment of the certifying committee, development of eligibility standards, application procedures and certification procedures among others. While certification would help women-owned business get access to targeted programs, products and services, smallholders may face constraints in accessing programs and services and in obtaining certification due to their limited ability to scale up.

To increase women's participation in both public and private sectors procurement, policy intervention could include securing exclusive quotas, promoting quality standards and awareness raising for women suppliers. EBRD could engage with the government and industry representatives in the design and implementation of policy incentives to secure procurement quotas for women suppliers by adopting best practices. Similarly, the government can encourage private sector actors to introduce voluntary quotas by providing them incentives, such as tax incentives, R&D incentives, trade incentives, infrastructure incentives, etc. In addition, EBRD could support the Government by partnering with the UZSTANDARD-Agency for Standardization, Metrology and Certification to train women on product standards and certification processes. Awareness raising programs would enhance women suppliers' knowledge of potential contract opportunities and educate large agribusinesses on the benefits and the corporate social responsibility of working with women suppliers.

Furthermore, the GoU could design programs to promote the export activities of women-led businesses by supporting them in obtaining quality standard certifications, designing tailored trade finance products, and providing training and capacity building. EBRD could work with the UZSTANDARD-Agency for Standardization, Metrology and Certification to support women-led businesses in obtaining different certifications required by national and international laws. EBRD could also develop tailored trade instruments to increase women MSMEs' access to finance. EBRD can take advantage of its existing programmes, such as the Trade Facilitation Programme, by incorporating quotas for women MSMEs. In addition, women suppliers need training on business operations, as well as export promotion. EBRD could provide technical assistance to

⁵ The World Bank Group defines an enterprise as a woman-owned enterprise if it meets the following criteria: **(a)** ≥ 51% owned by woman/women or **(b)** ≥ 20% owned by woman/women – and (i) has ≥ 1 woman as CEO/COO/President/Vice President, and (ii) has ≥ 30% of the board of directors composed of women, where a board exists.

⁶ The Women's Business Enterprise National Council (WBENC) is the largest certifier of women-owned businesses in the U.S and validates a business as a woman-owned business if the business is at least 51% owned, controlled, operated and managed by a woman or women.



women-led agribusinesses on various aspects of marketing (such as packaging, labelling and logistics) and exports (such as laws, regulations, standards, etc.).

In addition to the specific policy interventions discussed above, a structured gender mainstreaming policy would be recommended to provide a sound basis for women's economic empowerment, including in the Uzbek agribusiness sector. For gender mainstreaming, a comprehensive diagnosis is required to identify key policy constraints to gender inclusion across all policy areas, as well as to design policy reforms to address the core issues identified. EBRD and other DFIs could also support gender mainstreaming through awareness-raising and capacity-building for a wide range of government stakeholders. Training may include gender mainstreaming concepts, practices, and benefits and challenges in adopting such practices. EBRD can also provide technical assistance in attaining gender mainstreaming in specific areas, such as in procurement policies, country budget allocation, and other relevant areas. Furthermore, to efficiently implement the policy interventions, a consolidated Results Framework (CRF) is required, including a sound monitoring and evaluation (M&E) plan and a consistent plan for data collection.

5.2. POLICY ROADMAP IN TURKEY

The baseline assessment identified the following policy issues for women in Turkey:

- Women's land ownership is limited;
- Cultural barriers also limit women's ability to participate in income generating activities, including agribusinesses;
- Women's role in the agriculture sector is therefore mostly informal;
- There is a significant gender gap in the participation, with women participate at lower levels, along the agribusiness supply chain;
- Women-led businesses are willing to export, but lack of knowledge on export regulations and standards limit their ability to export;
- Women have limited financial capabilities or support to expand their business;
- Women-led businesses lack knowledge and awareness on available support and programs.

Based on the prioritization matrix analysis, the top three policies involving a lower level of efforts and higher impact potentials are:

- (i) Procurement Policies
- (ii) Export Promotion
- (iii) Training & Capacity Building

The government can reform procurement policies to ensure gender quotas in public procurement, undertake policy initiatives to promote procurement quotas in the private sector, and promote certifications. The proposed intervention to introduce a



procurement quota for women would include procurement policy reforms involving high-level consultations with a wide range of stakeholders, advocacy on gender equality, as well as the development of new policies. Similarly, EBRD could engage with the government and industry representatives in the design and implementation of policy incentives such as tax incentives, investment incentives, R&D incentives, trade incentives, infrastructure incentives, etc., to encourage large agribusinesses to source from women suppliers. In this context, a certification system for women-owned businesses may enable them to participate in public or private procurement. The government could collaborate with KAGİDER (The Turkish Female Entrepreneurs Association) to scale up certification for women-owned businesses.

Supporting women-led businesses to obtain quality standard certifications, capacity building, and facilitating access to tailored trade finance products and services for women suppliers would enable more women to participate in exports. EBRD could work with the Turkish Standards Institution (TSE) to support women-led businesses in obtaining the different certifications required on international markets. Subsidizing the cost of certification for SMEs and women-led businesses could also encourage more women to obtain certification. Capacity building of women-led business is also required to enhance their knowledge of quality standards, certifications, and export regulations and opportunities. In addition, EBRD's existing financial support for SMEs and women could be further targeted to facilitate export activities by women-led actors along the supply chain.

Tailored training of women suppliers is also required to enhance their knowledge of quality management, market information and general business operations. The government and several other institutions are already providing training to women entrepreneurs in Turkey; however, there is no targeted training for women along the agribusiness supply chain or for women-led suppliers. The training program should be targeted for women suppliers with the aim of increasing their knowledge on post-harvest management, aggregation, storage management, product quality and standards required by warehouses, large agribusiness companies, for exports, different certification programs. In addition, the program could provide access to market information, such as information on better markets, markets for women-made products, marketing practices, etc. Separate training modules on each of these aspects can be developed for different types of women-led businesses, such as women producers, traders, processors and other women-led agribusinesses.

Additionally, although gender mainstreaming is already embedded in Turkey's policies, there is a need for stock-taking of existing interventions to identify gaps that need to be addressed further. Turkey has a number of ongoing interventions to promote wider gender inclusion policies. Therefore, a detailed stock-taking of existing policies is recommended to assess what is working and what is not and to identify potential thematic gaps. The stock-taking analysis would help identify the thematic gaps in existing



policies and programs, which ought to be addressed to improve gender inclusion. The assessment would also inform any possibility of synergies among the entities implementing policies and programmes. Based on the results of the stock-taking, the existing results framework for gender mainstreaming should be reviewed and updated and the existing M&E framework should also be strengthened to include gender-disaggregated indicators.



ANNEX A: CASE STUDIES

A1. MIGROS TICARET A.Ş.

Migros Ticaret A.Ş. (“Migros”) is one of the **biggest supermarket chains in Turkey**. The company, founded in 1954, engages in the retail sale of food and beverages, and consumer and durable goods through a chain of grocery stores, shopping centres and kiosks. Migros and its subsidiaries operate more than 2,000 stores across all provinces of Turkey. With food retail activities across all 81 provinces in Turkey, Migros improved its consolidated revenues in 2018 by 22% year-on-year.

Migros works with a diverse supplier base of approximately 2,000 companies, including SMEs, large companies and local farmers; however, gender of the suppliers is not known. Migros recognizes the prominent role women play in its own workforce and customer base. For instance, about 40% of Migros’s employees are women, 28% of managers are women and 48% of customers are women. However, it does not collect data on the role of women among its suppliers.

Migros is committed to providing equal opportunities to its workforce, and HR policies are designed to increase the representation of women. The company’s HR policies are based on equal opportunities in hiring, training, remuneration, promotion, etc. The Migros Leadership Path Program, which was designed to prepare future senior executives, has an almost gender-balanced make-up (42% of the participants are female employees). Migros also has several initiatives, such as flexible working hours, maternity leave, training, and vocational and skill development programs that target female employees and women in the community.

Migros explained their business case for promoting gender in their workforce as improving retention, improving efficiency and reflecting the consumer base. Migros management reported that they prefer to promote from within. In fact, 98% of managers are recruited from their own current employees. Migros also mentioned that, since 48% of their customers are women and women make most of the shopping decisions in the retail sector, promoting women to decision-making roles within the company is a smart business model because they are able to respond to the needs of their main consumers.

For suppliers, Migros requires the Sedex Members Ethical Trade Audit (SMETA) certification. It covers labour standards, health and safety, and environment and business ethics. In terms of gender, SMETA requires suppliers to ensure that there is no discrimination in hiring, compensation, access to training, promotion, termination, or retirement based on gender. In assessing this, the SMETA auditor looks at policies and procedures to ensure equal treatment, the gender balance between workers and middle management, perception of workers in terms of equal access to training and promotion, etc.



A2. BIG CHEFS

Big Chefs is a restaurant chain established by Gamze Cizreli in 2007 that currently has about 60 locations. They have locations in Turkey, the UAE and Saudi Arabia, targeting revenues of TRY200 million (around \$67.3 million). The business has 36 offices and about 3,000 workers. According to *The Wall Street Journal*, Taxim Capital has purchased a 40% stake in the casual dining chain, a rare deal for a Turkish business after an attempted national coup in July. From the first half of 2017 onwards, Big Chefs focused the course of investments on the Gulf region towards Europe and South East Asia. Big Chefs aims to grow abroad with the support of Taxim Capital, as well as to establish more locations at home.

Big Chefs is integrating gender in its supply chain through two main activities: (i) increase in sourcing from women, and (ii) promotion of menu items produced by women suppliers. Last year, Big Chefs began a project to increase the role of women in its supplier base. In just one year, Big Chefs has been able to almost double its share of women suppliers from 12 to 22, although the share remains low at 2.2%. To reach additional women, Big Chefs reached out to the Chamber of Commerce and the Deniz Bank to provide contacts.

Big Chefs produces a menu called “From the Women of the Soil to the Tables” to promote women-supplied products. It highlights the role of women in agriculture, offering profiles of women suppliers and promoting items produced by women with small blurbs within the menu. Big Chefs buys fruits, vegetables, honey, jam, raw materials for bread, bread, nuts, goat cheese, etc., from these women.

Big Chefs has faced a number of challenges in sourcing from women producers, but sees female empowerment as important for their CSR policy. Big Chefs reported that buying from big suppliers is easier and cheaper. Sometimes, the price of products bought from women suppliers are above market price, which adds to expenses. They continue to promote sourcing from women because they see it as important to their CSR policy.

Big Chefs provides training to its women suppliers to ensure product quality. The women suppliers often lack business know-how in packaging and marketing. They also do not have access to cold storage and transportation services. Big Chefs provides training related to quality standards and packaging. These women suppliers are not exclusive suppliers to Big Chefs, so they can get trained on packaging and other marketing skills from Big Chefs and sell their products to other companies as well.

Internally, Big Chefs promotes equal opportunities in its human resources. Overall, Big Chefs employs approximately 3,000 workers. About 22% of employees are women and their goal is to increase female employment to 25%. However, at the managerial level, there are only two women in top managerial positions, and three or four women in middle managerial positions. 50% of its customer base are women.



A3. OLAM PROGIDA

Olam International Ltd. acquired Progida in 2011; after which Progida became a subsidiary of the company. Progida was founded in 1988 in partnership with Pisani & Rickertsen Company. Olam Progida has an integrated plant in Giresun, two cracking facilities in Sakarya and Ordu, a sales office in Mersin, and has a head office in Istanbul. Olam Progida is one of the leading hazelnut exporters in Turkey and exports to major European firms in the confectionery industry. Olam directly purchases from farmers, manavs (i.e., traders), and cracking facilities.

Olam is an equal opportunity employer and strives to promote diversity and inclusiveness at all levels. Although there is no written gender policy, about 80% of the Olam Progida's staff are women. Olam's fair employment policy seeks equal remuneration for men and women workers for work of similar nature or equal value. Olam promotes diversity in the workplace by recruiting women and minorities, and recognizes that women play a prominent role in its workforce.

Olam Progida carries out several initiatives to empower women in its supply chain under its sustainability strategy. For instance, Olam Progida recently organized trainings for women hazelnut farmers in the east and west Black Sea regions to promote gender equality in the hazelnut value chain. Olam cooperates with the Foundation for the Support of Women's Work (KEDV) in their Empowering Women and Children at Hazelnut Harvest project, which aims to build the capacity of women workers by increasing their knowledge of labour rights and financial literacy and leadership skills.

Olam Progida sees the business case for promoting gender in the hazelnut supply as improving quality, sales and sustainability. The price of hazelnuts is directly related to quality. Better quality hazelnuts can increase price and attract new customers. The quality of hazelnuts partly depends on women's working conditions and treatment, especially for seasonal migrant women workers, as they collect most of the hazelnuts. Therefore, Olam puts a great deal of emphasis on labour rights, working conditions, equal wage policy, non-discrimination, etc., for women workers.

Olam Progida maintains quality standards through certification of its own products and from suppliers, which requires compliance with non-discrimination policy. The company is certified with international standards, such as BRC, IFS, ISO, and GMP. In addition to product standards, Olam Progida also emphasizes corporate responsibility and sustainability issues. Therefore, it requires certifications such as UTZ (in combination with Rainforest Alliance), SEDEX, BSCI, etc. They also seek organic certification, UTZ certification, and the certification suppliers get through the Government's certification programs from suppliers. Among others, the UTZ certification requires compliance with a non-discrimination policy.



A4. NEBYAN DOĞAL

Nebyan Doğal is an organization that unites the small producers in rural Anatolia that raise animals traditionally as grass-fed, free-range, with no antibiotics and no artificial feeds. Nebyan Doğal operates similar to a union. In addition to their own production, they purchase meat and charcuterie products from approximately 100 producers in Anatolia and deliver the products to customers living in big cities who want natural and reliable meat. They have been in operation for 4.5 years.

Nebyan Doğal has 50% female ownership and 100% of management positions are filled by women. The company is owned by two siblings, one female and one male. Among the workforce, 35% of permanent staff are women, but women tend to take on higher level positions, while men mainly fill production and distribution positions. All management positions, including production manager, accounting manager, and S&M manager, are filled by women.

The production is dominated by men at the ownership level, but women make up a majority of the workers. The local producers with which Nebyan Doğal has contracts are all male-owned businesses. However, these small family-owned businesses are often dominated, in a less visible way, by women workers who participate as contributing family members.



A5. KORZINKA

Korzinka, one of the largest retailers in Uzbekistan, was originally established as Anglesey Food in 1996. The stores that operated under the Anglesey Food were branded as “convenience stores”. After 2001, the company re-branded into a retail supermarket chain under the brand Korzinka.uz. Korzinka supermarkets sell a large variety of food and non-food merchandise. Korzinka has several stores across the country, covering the Tashkent, Andijan, Bukhara, Jizzakh, Fergana and Samarkand regions. These also include Korzinka’s diskont (wholesale) and smart (convenience) stores.

Korzinka is an equal opportunity employer and women play an important role in their business. Korzinka employs about 5,000 people; and about 40% of the employees are females. The top managers are mostly women. The gender breakdown varies significantly by department. For instance, 90% of the human resource department, 90% of the accounting department, and 100% of the finance department are all women. At the store level, women are primarily cashiers or in sales. On the other hand, warehouse and heavy lifting jobs are dominated by male workers.

Korzinka has put several initiatives in place to support women employees. For instance, they provide maternity leave up to two years, of which the first four months are paid by the employer. They provide additional benefits to support employees with children by giving US\$50 per child per month, for up to two years. Korzinka originally also had a kindergarten program, but in recent years the program was closed. However, they do not have flexible hours for employees due to the nature of retail work. Employees usually have to work a nine-hour shift and cannot break the shift.

Korzinka sees the business case for promoting gender in the supply chain as improving quality standards. Korzinka has approximately 700 suppliers, however, it does not collect sex-disaggregated data and thus the gender breakdown of suppliers is not available. In addition to domestic suppliers, Korzinka also imports from other neighbouring countries. Among other quality standards, Korzinka requires certification from Gold Standard State Department and hygiene certification from its suppliers and medical certification for transportation services. Getting quality products from suppliers on time is a main challenge for suppliers. Some suppliers ship part of their order and change their prices sporadically. Korzinka provides advisory services to potential suppliers on quality standards.



ANNEX B: OVERVIEW OF INSTITUTIONS INTERVIEWED

Table 5: Overview of Institutions Interviewed

Country	Type of Stakeholder	Meetings Held
Turkey	Government Agencies	Ministry of Agriculture and Forestry
	Development institutions	- International Finance Corporation - World Bank - Delegation of the European Union - Food and Agriculture Organization of the United Nations
	Private sector stakeholders	- Migros Ticaret, A.Ş. - Olam Progida - KAGIDER (Women Entrepreneurs Association of Turkey) - Development Workshop Cooperative - Turkish Agricultural Credit Cooperative - Turkish Union of Agricultural Chambers
Uzbekistan	Government agencies	- Ministry of Agriculture and Forestry - Ministry of Employment and Labour Relations - State Committee on Statistics
	Development institutions	- World Bank - Asian Development Bank - Delegation of the European Union - Food and Agriculture Organization of the United Nations
	Private sector stakeholders	- Agromir Juice JV LLC - Korzinka.uz - Indorama - Women's Committee of Uzbekistan - Chamber of Industry and Commerce - Association of Business Women