

A photograph of a tea plantation with workers in the background. In the foreground, a woman wearing a patterned headscarf and a green shirt is picking tea leaves. A large white rounded rectangle is overlaid on the image, containing the title and subtitle.

HOW TO
**ADDRESS SEXUAL
HARASSMENT AND
OTHER FORMS OF
GENDER BASED
VIOLENCE**

PROVIDING A ROADMAP FOR
PREVENTION & RESPONSE FOR
PLANTATION MANAGEMENT

2018

Written by:
IDH, the Sustainable Trade Initiative

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trade initiative

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The content of this Roadmap has been created in collaboration with the members of the Gender Empowerment Platform.



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LIST OF ACRONYMS AND ABBREVIATIONS

CEDAW:	United Nations Convention on Elimination of All Forms of Discrimination against Women
GEP:	Gender Empowerment Platform in the Kenyan tea sector
GBV:	Gender Based Violence
IPV:	Intimate Partner Violence
SH:	Sexual Harassment
SV:	Sexual Violence
SWAWG:	Sexual violence against women and girls
VAW:	Violence against Women

See Annex 1 for other terms and definitions.

ABOUT

IDH, The Sustainable Trade Initiative, convenes companies, governments, financiers and others in public-private partnerships. IDH works in 12 agricultural sectors and 12 landscapes in over 50 countries to achieve scalable impact on the Sustainable Development Goals. Gender is a key impact theme in IDH's 2016-2020 Strategic Plan, in which we set out to embed gender equality into our transformation strategy.

PREFACE

Dear reader,

The Kenyan tea sector was one of the first tea sectors where the issue of sexual harassment and gender based violence was brought to light. Since 2008, companies have taken action to address gender based violence, which has led to improvements and awareness across the industry. IDH joined the international force of organizations and companies addressing sexual harassment and gender based violence in the tea industry in 2012.

One of our proud recent achievements is convening a group of producer companies in the Kenyan tea sector around gender issues in the industry, which led to the launch of the Gender Empowerment Platform (GEP) in the Kenyan tea sector in 2017. Through the GEP, we work together to address gender and gender based violence (GBV) issues specifically in the Kenyan tea industry, with the goal of reducing the occurrence of GBV in the Kenyan tea industry by 2020. Members of the GEP include plantation companies, CSOs, and UN Women. Under the platform umbrella, we are implementing multiple field-level projects throughout the tea value chain.

To reach our collective ambitious goal, companies indicated the GEP should facilitate a joint learning agenda, peer-to-peer learning, and stronger collaboration. As a result, we collectively decided to start with a roadmap. We are pleased to present this 'Roadmap for the prevention & response for plantation management'.

This roadmap provides information to companies on how to recognize issues around GBV and sexual harassment and to develop sustainable interventions to prevent and respond accordingly. The roadmap primarily focuses on the tea plantation setting, however elements of the roadmap are also relevant to the smallholder setting. With a number of guidelines, recommendations and practical tools, we believe the roadmap can be used by any plantation in the Kenyan tea industry, regardless of the amount of welfare and HR support available.

This roadmap is a living document, which came alive as a result of GEP discussions and bilateral meetings with partners, UN Women's indispensable technical advice and IDH's own scoping and fieldwork studies. It also reflects the UN Women Global Women Safety Framework's Guiding Principles. And while the roadmap is specific to the Kenyan context, we envision rolling the roadmap out to the entire tea industry. We hope this roadmap and our ambitions can serve as an inspiration to other value chains.

We are sincerely grateful to everyone who made this roadmap possible. Together, we will work tirelessly towards the goal of zero tolerance for sexual harassment and GBV in companies and communities worldwide.



Judith Fraats
Program Manager Tea

1. The UN Women Global Women Safety Framework Guiding Principles:

- A rights-based and evidence-based approach
- Survivor centered approach
- Duty Bearer accountability and Perpetrator accountability
- Safety is paramount
- Perpetrator accountability

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A CALL TO ACTION TO PREVENT SEXUAL HARASSMENT AND OTHER FORMS OF GENDER BASED VIOLENCE IN THE KENYAN TEA SECTOR

GENDER BASED VIOLENCE (GBV)

Gender based violence is an umbrella term for any harm that is perpetrated against a person's will, and that results from power inequalities that are based on gender roles.

In a plantation context, some forms of GBV that occur on and in the workplace include for example:

Sexual harassment and other forms of sexual violence (unwanted sexual remarks and talk in the workplace, receiving unwanted requests for sex or sexual favors by supervisors, use of violence or threat of violence to force another person to have sex against their will, etc.)

Intimate partner/domestic violence (kicked, dragged, slapped, or beaten up, forced to do something sexual which is found to be humiliating and degrading; exclusion from financial decision making, etc.)

Children experiencing and witnessing violence in the household

RISK FACTORS

Some of the risk factors associated with GBV are:



Culture: Normalization of GBV

Substance Abuse / household money disputes

Exposure: Children experiencing and witnessing violence

PRIORITY AREAS



Enabling Policy Environment

Value proposition for tea value chain



Prevention

Aligned training/awareness materials for different target groups



Response

Lack of safe spaces

AIM >> 2020

Reduce the occurrence of gender based violence in the Kenyan tea industry by 2020

More companies have:

- identified an action plan to prevent and respond to sexual harassment and other forms of GBV
- clear policies in place on the prevention and response to sexual harassment in the work place setting
- measures in place to change attitudes and behaviors to sexual harassment and other forms of GBV
- established redressal mechanisms in estate settings

BACKGROUND



Over the last decade, issues concerning sexual harassment and gender based violence in the Kenyan tea industry, particularly in the tea estate setting, have come to the surface.

WHERE DOES GBV OCCUR ON THE PLANTATION?



- **In the workplace**
- **In the public plantation spaces (schools, recreation halls, etc.)**
- **In the household setting**

WHAT SHOULD PLANTATIONS BE DOING?

Doing what is right for your employees

The plantation is an environment where employees feel safe and are treated with respect either while at work or at home.



BUSINESS CASE



Workers and smallholder farmers are safe, comfortable and more productive



Safeguards company's reputation

INDUSTRY RISK



The reputational damage these allegations do to the plantation companies and the sector as a whole.

GENDER EMPOWERMENT PLATFORM

DEFINE AGENDA

LEARN TOGETHER

DRIVE FURTHER ACTION

STEPS TO ADDRESS GENDER BASED VIOLENCE IN THE TEA SECTOR IN KENYA

1

DIAGNOSE ISSUES AND IDENTIFY EXISTING COMMUNITY INTERVENTIONS AND EXPERIENCES

- a. Hold awareness raising sessions for management, workers on GBV
- b. Forge partnerships with other companies, local government, NGOs and healthcare institutions
- c. Conduct a Scoping Study on the nature of GBV on and off the plantation to inform the design of a program and action plan

GOOD PRACTICE: It is important to have a deep understanding of the issues of GBV and sexual harassment both on and off the plantation, as well as to review existing company policies and legislation. Identify partner organizations in the community that may be working on GBV and learn from their experiences.

2

DEVELOP AN ACTION PLAN

- a. Share findings of the scoping exercise
- b. Involve staff and local partners in action plan development
- c. Identify needed resources
- d. Review and strengthen existing policies on GBV and sexual harassment

GOOD PRACTICE: When possible, involve (local) partners and staff that can contribute to the design and implementation of the action plan. Effective policies require defined governance roles. Establish a multi-layered governance structure of committees and appoint champions in teams to safeguard these policies, e.g. at village level and in the workplace.

3

IMPLEMENT REVISED POLICIES AND ACTION PLAN

- a. Set up a good governance structure and system
- b. Partnership building
- c. Action plan coordination and resourcing
- d. Monitoring and Evaluation (see step 4)

GOOD PRACTICE: Create an environment where workers feel safe during and after work, and confident that their complaints are taken seriously. Ensure that your action plan is being documented and measured, to keep a record of your results and achievements.

4

CONTINUOUSLY MONITOR AND EVALUATE THE PROGRAM AND ACTION PLAN

GOOD PRACTICE: Establish a robust monitoring and evaluation system to track progress on training and redress mechanisms to ensure that the workplace is free from GBV and where the next intervention should take place. Need guidance on monitoring and evaluation? See the [IDH Gender Toolkit](#).

5

DEVELOP A PLAN TO SCALE UP STRATEGIC AND EFFECTIVE APPROACHES

GOOD PRACTICE: Seek partners to drive deeper and wider impact to address GBV issues.

A person wearing a blue cap and a striped shirt is seen from the side, working in a tea plantation. They are holding a large, round, woven basket. The tea plants are vibrant green and arranged in neat rows. In the background, a steep hillside is covered in a dense forest of tall, thin trees. A few small buildings with red roofs are visible on the upper part of the hill. The overall scene is bright and sunny, suggesting a clear day.

UNDERSTANDING THE CONTEXT

BACKGROUND

For the last 8 years, the tea industry has been the center of attention concerning issues related to sexual harassment. Sexual harassment is a common form of GBV, which is an umbrella term for any harm that is perpetrated against a person's will, and that results from power inequities that are based on gender roles. Various reports were published in the first 2 years, but not many plantation employees were coming forward with complaints. Therefore, the general response from the plantations was denial. Audits from certification bodies such as Rainforest Alliance or Fairtrade also didn't raise any issues, so business went on as usual.

A turning point came at the end of 2013 when a few tea companies started their own independent investigation into the matter. This investigation revealed that some plantation employees (women in particular) did not trust the systems put in place and therefore had never come forward with any sexual harassment they faced on the plantation. These findings resulted in the establishment of new structures, such as a welfare department and gender committees, as well as a critical look at the roles and responsibilities of plantation staff.

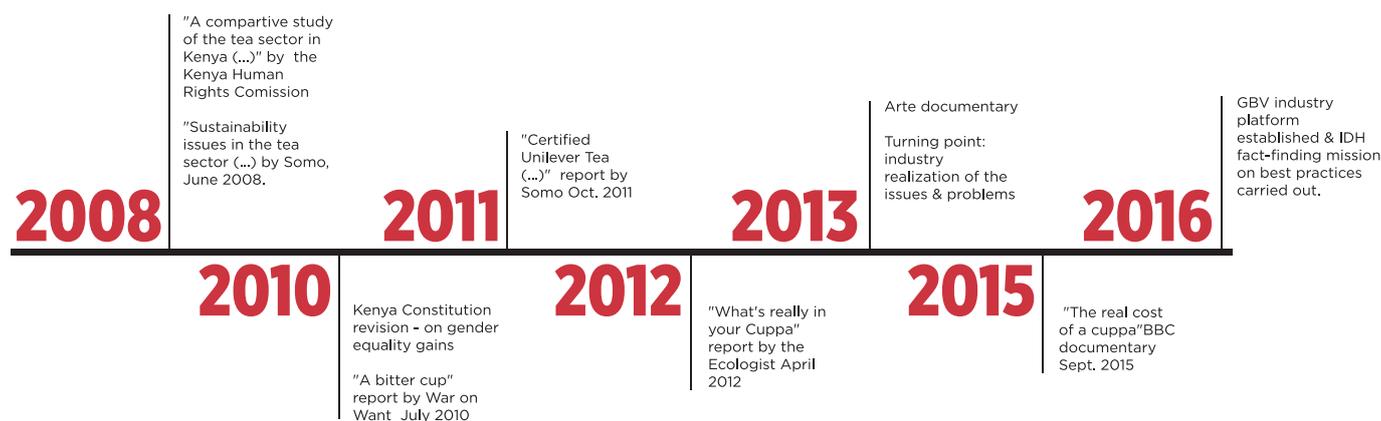
Box 1. ILO - Gender Based Violence

Gender based violence at work, whether occurring at the actual place of work or on the way to and from work, can take on multiple forms, including:

- Physical abuse including assault, battery, attempted murder and murder
- Sexual violence including rape and sexual assault
- Verbal abuse
- Bullying
- Psychological abuse and intimidation
- Sexual harassment
- Threats of violence
- Economic and financial abuse
- Stalking

Source:

https://www.ituc-csi.org/IMG/pdf/stop_gender_based_violence_at_work_en_final-2.pdf



TIMELINE OF ALL REPORTS AND MEDIA ATTENTION FOCUSED ON GBV IN THE TEA SECTOR IN KENYA

Not all highlight sexual harassment specifically.

RISK FACTORS

The risk factors associated with GBV are shown in the illustration below.³

RISK LEVEL	PERPETRATION BY MEN	VICTIMISATION BY WOMEN
Individual – level factors are biological and personal history factors that increase the risk of violence	Demographics: <ul style="list-style-type: none"> • Low income • Low education 	Demographics: <ul style="list-style-type: none"> • Young age • Lower education • Separated/divorced marital status
	Child maltreatment: <ul style="list-style-type: none"> • Sexual abuse • Intra parental abuse • Child neglect/abuse 	Child maltreatment <ul style="list-style-type: none"> • Sexual abuse • Intra parental abuse • Child neglect/abuse
	Mental disorder: <ul style="list-style-type: none"> • Anti-social personality disorders 	Mental disorder: <ul style="list-style-type: none"> • Depression
	Substance abuse: <ul style="list-style-type: none"> • Harmful use of alcohol • Illicit drug use 	Substance abuse: <ul style="list-style-type: none"> • Harmful use of alcohol • Illicit drug use
	Acceptance of violence	Acceptance of violence
Relationship – level factors contribute to the risk of GBV at the level of relationships with peers, intimate partners and family members	Multiple partners/infidelity: <ul style="list-style-type: none"> • Low resistance to peer pressure 	Multiple partners/infidelity: <ul style="list-style-type: none"> • Threat of extra marital affairs/ competing with another spouse
Community level factors – the extent of tolerance towards GBV in contexts at which social relationships are embedded such as schools’ workplace or the neighbourhood	<ul style="list-style-type: none"> • Weak community sanctions • Poverty 	<ul style="list-style-type: none"> • Weak community sanctions • Poverty
Society Level factors –the cultural and social norms that shape gender roles and the unequal distribution of power between women and men	Traditional gender norms and social norms supportive of violence such as cultural socialisation, crowded living conditions and division of household responsibilities	Traditional gender norms and social norms supportive of violence such as cultural socialisation, crowded living conditions and division of household responsibilities

3. Based on: Ecological framework for understanding violence against women and common risk factors for GBV

Source: Heise (1998), WHO/LSHTM 2010

<http://www.health-genderviolence.org/guidance-for-health-care-professionals-in-strengthening-health-system-responses-to-gender-based-vi-0>

In consultation with tea stakeholders, the following causes for GBV in the Kenyan tea sector were identified: quarrels around finance (provision of livelihoods, lack of financial planning), extra marital affairs, division of household responsibilities, and substance abuse. Other forms of GBV may occur but might not have been identified for various reasons, or might occur in the future.

In a plantation context, various forms of GBV are identified as: demands made by supervisors of workers for sexual favors in exchange for allocating 'nicer' jobs or housing facilities, suggestive talk from men to women or vice versa on the work floor, domestic violence between spouses, sexual assaults towards young girls, assaults in public areas, etc.

There are different moments when GBV incidents can occur at work, at home, but also on the way home or on the way to work. Within a plantation context, employee housing is often located within the estate setting. In such cases, GBV not only affects the work and productivity of employees, it affects their home lives as well. Evidence suggests that 68% of sexual harassment takes place at work⁴.



4. IFC She Works Final report, 2016

<http://www.ifc.org/wps/wcm/connect/3dbbf98a-f919-408e-bca0-700e4c5efecd/SheWorks+Final+Report.pdf?MOD=AJPERES>

PREVENTING AND RESPONDING TO GENDER BASED VIOLENCE

To support the Kenyan tea sector to prevent and respond to GBV, IDH The Sustainable Trade Initiative conducted a scoping visit to Kenya to see whether there was sufficient grounds and motivation for companies to work together with main stakeholders on this issue.

Following this visit, and upon consultation with various partners, a platform was established to address GBV issues and reduce the occurrence of GBV in the Kenyan tea industry by 2020. Current participants in the 'Gender Empowerment Platform' (GEP) are: Finlays, Unilever, Sotik Tea, Eastern Produce, Kenya Tea Development Agency (KTDA), Ethical Tea Partnership (ETP), Gender Violence Recovery Centre (GVRC) and IDH, The Sustainable Trade Initiative. In December 2017, UN Women was invited to participate in a technical advisory role on issues related to ending violence against women and girls in the Platform.

Based on discussions among members in the platform meetings, IDH identified the need for the development of a practical roadmap for tea sector (plantations and villages) to address GBV, based on good practices available. The purpose of the roadmap is to work with companies and other partners, bringing companies to the next level by moving one or more steps forward on the roadmap, leading towards a reduction of the prevalence of sexual harassment and other forms of GBV.

Also, a common agenda for action was developed with the following priority areas:

1. Aligned training and awareness materials for different target groups (Enabling Policy Environment)
2. Value proposition for tea value chain players (Prevention)
3. Address the lack of safe spaces for victims (Response)

Much time was spent on the plantations in Kenya, gathering information through in-depth interviews and focus group discussions (FGD) within all layers of those organizations, informing the development of the roadmap. The GEP facilitates a space to develop a common agenda and set objectives, align on approaches addressing GBV, share lessons learned through implementation and tracking progress towards the 2020 ambition of reducing the occurrence of GBV in the Kenyan tea sector.

THE BUSINESS CASE FOR ACTION

What can the tea sector do to address sexual harassment and other forms of GBV? The most important element is doing what is right for employees by making sure that they all feel safe and comfortable, and are treated with respect, both at work and at home. It is the right thing to do and the smart thing to do. While there is limited data in the tea and other commodity sectors on the nature and extent of sexual harassment and other forms of GBV, there is also increased recognition that, what hurts and affects employees, also hurts the businesses and communities.

In many cases, GBV has led to high levels of stress for the survivors; demotivation while at work leading to a decrease of productivity; less job satisfaction and a lack of concentration when worrying about violence at work, in public spaces or at home; and irreparable mental and physical damage and affecting interpersonal relationships both at work and at home. When GBV cases are not properly addressed, this might lead to higher turnover rates, absenteeism and even job losses.

Sexual harassment allegations can cause serious reputational damage to the company and to the sector as a whole and comes at a high price. It is challenging to quantify the costs of GBV in a country, as these can be tangible or intangible, direct or indirect and monetary and non-monetary. For example, in Kenya alone, the total cost of providing GBV health and legal services under a one stop center model to all 47 counties over a five-year period (2014–2019) is KES 10,798,520,644⁵. In addition to this, the weighted cost of GBV incident per survivor and family was estimated at KES 24,797 annually. The productivity losses from serious injuries were estimated at about KES 25 billion and from minor injuries at KES 8 billion. The total loss amounts to KES 46 billion, which translates to about 1.1 percent of Kenya's gross domestic product⁶. However, investments made to prevent and deal with GBV in a timely manner often outweigh any costs that a company might incur when it gets to a legal process.

Therefore, prompt action should be taken by any reports of GBV in a plantation or smallholder context. A disciplinary system and the involvement of a judicial system is crucial. Once this is established and operational, employees will feel better about their jobs, they will feel comfortable enough to speak for what is fair and they will educate their children, so the next generation can grow up in a society which does not normalize GBV.

LEADERSHIP AS A PREREQUISITE FOR ACTION

When addressing GBV issues in the tea sector, clear leadership and commitment is needed to support the change needed. Addressing GBV requires change at all levels in organizations, from top to middle management and from shop floor to field employees. This extends to the household levels where families should live in respectful relationships.

Policies and mechanisms need to be integrated into the company's culture so that organizational behaviors are aligned with company values. Addressing the problem is an important step in changing the process and showing employees the trust to bring forward any GBV issues or conditions they face. When an employer provides comfort to their employees it benefits everyone as an environment of trust also ensures productivity and job satisfaction.



5. [National Gender and Equality Commission, Gender Based Violence in Kenya: the cost of providing services \(2016\)](#)

6. [National Gender and Equality Commission, Gender Based Violence in Kenya: the economic burden on survivors \(2016\)](#)

CHALLENGES AND MISCONCEPTIONS

There is a clear business case to address GBV in the Kenyan tea sector. While addressing these issues, and implementing the steps of the Roadmap, companies might come across challenges and misconceptions around sexual harassment and other forms of GBV. These are often as a result of socialization, cultural beliefs and normalization of violence – they cause misunderstandings about what GBV means, who is affected and how it is perceived. Some examples include:

Our workforce is female dominated so GBV is not an issue.

FACT: Female employees might still be exposed to sexual harassment and GBV for instance by supervisors and colleagues. GBV can also happen between people of the same gender.

GBV is a cultural issue and there is nothing a company can do to address it.

FACT: Gender norms and values are determined through a socialization process which is affected by culture. Individuals and companies can play a role in changing these social norms.

We do not have reports on sexual harassment and other forms of GBV and therefore do not believe that incidents occur.

FACT: Most often, survivors do not report SH or GBV due to fear of stigmatization, intimidation and/or they simply do not know that it is a human rights violation.

To address these misconceptions and challenges, it is necessary to influence individual behavior and attitudes. Be aware that due to the regressive culture and cultural diversity, forms of misbehavior might even be accepted and perceived as normal in some communities. Through the GEP we hope to find ways to further address GBV together. Together with plantation management, IDH has identified common challenges in addressing GBV in the context of the Kenyan tea sector.

CHALLENGES IN REPORTING

(can be linked to individual, relationship and community risk level in figure 2)

- Men tend to not report, only in very severe cases;
- Reports come in anonymously making follow up difficult;
- Other reasons for not reporting:
 - o Fear of victimization
 - o Not trusting the process and/or/confidentiality of the process
 - o Fear of unfair hearing/process
 - o Fear of unknown and extensive legal/medical process
 - o Fear of stigmatization

CHALLENGES IN PLANTATION CONTEXT

(social relationships at workplace level (can be linked to community risk level in figure 2)

- Seasonal employees tend to not report incidents as their position is vulnerable and dependent on contract renewal;
- People adjust behavior at the workplace but not at home;
- Crowded housing conditions in the villages result in vulnerable positions for women and children;
- There is a large population of single parent households;
- Marriages are not always legalized; extramarital affairs exist;
- Dependents might take advantage of plantation facilities.

CHALLENGES WITH THE SYSTEM

- Duty bearers, such as police, have limited capacity and resources available to investigate charges;
- A gender desk in a police station is not always considered to be a safe and comfortable place to report cases;
- Criminals/perpetrators move around therefore more collaboration between government and companies is needed.

A high-angle photograph of a lush green tea plantation on a hillside. Several workers are visible, some carrying large woven baskets on their heads, engaged in tea picking. The rows of tea bushes are neatly planted and extend across the slope.

**ROADMAP TO PREVENT
AND RESPOND TO
SEXUAL HARASSMENT
AND OTHER FORMS
OF GENDER BASED
VIOLENCE IN TEA
PLANTATIONS IN
KENYA**

To successfully implement the different steps of the roadmap, commitment and actual leadership within the plantation is key. The commitment to put an end to sexual harassment and other forms of GBV should be clear to everyone throughout, making sure it is understood that these are not to be tolerated. To successfully and sustainably implement the action plan, all the steps have to be followed in a consistent and well-thought out manner. Do not address the action plan steps in isolation but integrate the steps in the company's DNA and culture to achieve sustainable results.

The steps in the roadmap are:

1 DIAGNOSE ISSUES AND IDENTIFY EXISTING COMMUNITY INTERVENTIONS AND EXPERIENCES

- a. Hold awareness raising sessions for management and workers on GBV
- b. Forge partnerships with other companies, local government, NGOs and healthcare institutions
- c. Conduct a scoping study on the nature of GBV on and off the plantation to inform the design of a program and action plan

2 DEVELOP AN ACTION PLAN

- a. Share findings of the scoping exercise
- b. Action plan development
- c. Identify needed resources
- d. Review and strengthen existing policies on GBV and sexual harassment

3 IMPLEMENT REVISED POLICIES AND ACTION PLAN

- a. Set up a good governance structure and system
- b. Partnership building
- c. Action plan coordination and resourcing
- d. Monitoring and Evaluation (see step 4)

4 CONTINUOUSLY MONITOR AND EVALUATE THE PROGRAM AND ACTION PLAN

5 DEVELOP A PLAN TO SCALE UP STRATEGIC AND EFFECTIVE APPROACHES

GOOD PRACTICE

Communicate about accepted norms, values and zero tolerance of GBV (through a code of conduct).

STEP 1 DIAGNOSE ISSUES AND IDENTIFY EXISTING COMMUNITY INTERVENTIONS AND EXPERIENCES

Developing a sound design for an action plan to prevent and respond to sexual harassment and other forms of GBV in the tea sector can be a challenging task! **Decisions need to be informed by a good understanding of the problems.** Following these three actions can help to diagnose issues and identify existing community projects and experiences, upon which you will build your action plan:

- a) Hold awareness raising sessions for management, workers on GBV
- b) Forge partnerships with other companies, local government, NGOs and healthcare institutions
- c) Conduct a scoping study on the nature of GBV on and off the plantation to inform the design of an action plan

A) HOLD AWARENESS RAISING SESSIONS FOR MANAGEMENT AND WORKERS

To collect the views of beneficiaries and other stakeholders, hold awareness raising sessions for management and employees. The objective of these sessions is two-fold: it allows you to diagnose issues that employees, smallholders and the community face, as well as informs employees about the creation of an action plan, providing them with an opportunity for feedback. Where possible, make use of existing estate structures, such as Gender Committees.

B) FORGE PARTNERSHIPS WITH OTHER COMPANIES, LOCAL GOVERNMENT, NGOS AND HEALTHCARE INSTITUTIONS

To make an action plan effective, it is important to look beyond the company level. Amongst others, consider the local context, including opportunities to partner with government and civil society. Partners can have different roles and might address different issues. Some partners will provide technical expertise, while others provide services or act as referral agents. Thinking about these different roles can help inform your action plan, as partners can complement each other. Also, existing community initiatives may provide a platform upon which to build your company's action plan, and it can provide resourcing possibilities and research evidence about promising and effective practices.

Box 2. Questions for analysis and scoping study

- Where are your operations, and are there high-risk areas or regions of concern?
- What gender issues are apparent on the plantation?
 - What is the present status?
 - What opportunities and obstacles are there to both women and men (equal) in participating and benefiting from interventions?
 - What should be done to maximize benefits for women and men? Who is benefiting from project interventions?
- What policies are in place?
- How is the gender distribution throughout the organization?
- How are roles and responsibilities divided in the household?
- How are decisions at the household level being made?
- Are there vulnerable positions at the plantation? If so, is there a control system in place?

C) CONDUCT A SCOPING EXERCISE ON THE NATURE OF GBV ON AND OFF THE PLANTATION TO INFORM THE DESIGN OF AN ACTION PLAN

After the first awareness raising and worker consultation, it is worthwhile to conduct a more in-depth scoping exercise. **The scoping exercise needs to be an easy process and can take many forms.** Its purpose is mainly to validate information and further deepen the topics to be addressed in the action plan. It is possible to hire a local researcher for the scoping study, but if not possible, it could be done by plantation staff.

It is important to first take stock of available material on sexual harassment and other forms of GBV in the plantation. This may be in the form of reports, policy documents, plans or (national and local) statistics. **Where there is need for more information, it is possible to gather information through interviews and focus group discussions with beneficiaries.** There is extensive guidance available online and elsewhere about the effective use of interview methods. This is therefore not covered in this document. When doing interviews, it may be that the answers to some questions are considered self-evident or 'common knowledge'. However, there is a need to be cautious. Prevailing views and opinions are sometimes based on genuine misconceptions, distorted media reports or deliberate misrepresentations, rather than reality.

After the scoping study, you will have a detailed overview of the areas that require an action plan and the changes it hopes to deliver, which is crucial for step 2 of the Roadmap.



After the scoping exercise, you should be informed on the following topics to support action plan design:

- **Specific problems of concern are defined and are understood**, and the need for the action plan is clear from the perspective of key stakeholders and intended beneficiaries. Also, their views on the changes they would like to see are clarified.
- **Potential delivery partners have been located** and the positions and priorities of significant stakeholders have been ascertained. Relevant existing services and projects have been identified and assessed.
- An **intervention area has been defined** and there is insight into relevant policies, plans and existing initiatives.

Box 3. Important stakeholders to involve in this step

Key stakeholders in this process include employees and supervisors, both men and women. Including women and girls is key and the voice of female staff and farmers is critical. Local organizations can be: NGOs working in that locality, women's groups, faith-based organizations, administration and government as well as any expert-based organization in that area. Service providers should also be part of the process. UN Women's Global Women's Safety Framework for action can further guide possible interventions and roles of stakeholders.

GOOD PRACTICE:

It is important to have a deep understanding of the issues of GBV and sexual harassment both on and off the plantation, as well as to review existing company policies and legislation. Identify partner organizations in the community that may be working on GBV and learn from their experiences.

Establish a welfare team to address issues of social concern at the workplace, villages or schools.

STEP 2 DEVELOP AN ACTION PLAN

The completed scoping work will allow for a deeper understanding of the issues around GBV and sexual harassment on and off the estate and to select areas of intervention. After that, it is important to develop a good action plan design. For guidance, follow these 4 steps:

- a) Share findings of the scoping exercise
- b) Action plan development
- c) Identify needed resources
- d) Review and strengthen existing policies on GBV and sexual harassment

A) SHARE FINDINGS OF THE SCOPING EXERCISE

While the creation of an action plan is the primary objective, the process by which it is reached (the journey) is critically important. This is because it provides an opportunity to identify and bring together key stakeholders, including beneficiaries. An important step in this process is to share the findings with the relevant stakeholders and beneficiaries (e.g. the Gender Committees) for their feedback. This will make stakeholders feel included in the process and will also further inform your action plan.

B) ACTION PLAN DEVELOPMENT

First of all, what needs to be included in a good action plan? A strong action plan identifies the specific problems to be addressed in the plantation, sets out what it will achieve and explains how this will be accomplished. Activities need to be summarized and indicators for success need to be drawn up. For guidance on this, see the [IDH Gender Toolkit](#). Also, the reporting format of the Gender Empowerment Platform can help you. If resources allow, it is advisable to engage a local gender expert for 1 or 2 days to advise you on the action plan development.

A good action plan:

- Clarifies who is to be involved and who will manage and deliver the program
- Is inclusive, participative and open. To be participative there must be real opportunities to listen to each other, express views, and influence decisions from the beginning, with all contributions being respected and valued
- Provides an indicative timeline and resourcing plan
- Outlines arrangements for monitoring and evaluation and, if possible, a local evaluator will be identified
- Responds to the concerns, needs and wishes of the intended beneficiaries;
- Is realistic in targets and timelines
- Has commitment of the stakeholders involved in implementation, including management

Step 3 of this Roadmap provides some examples of activities that can be implemented in GBV prevention and response.

Box 4. Working with local partners:

When possible, involve (local) partners and staff that can contribute to the design and implementation of the action plan. When working with local partners such as government or NGOs, examine good practices and roles of the different partners and agree upon what the action plan will include. It is important at this stage to document the agreements of who will be doing what and what area each partner will be responsible for.

C) IDENTIFY NEEDED RESOURCES

As a next step, the needed resources to implement the action plan should be identified. Depending on the priorities of the plantation, gaps identified through the scoping exercise and the resources available the action plan can be implemented. This may require changes even on the management level. A proven method is the establishment of a well-trained welfare or gender & welfare department. The welfare team addresses issues of social concern in the workplace, villages and schools, such as GBV issues. They look after the wellbeing of employees and their families living on the plantation and are responsible for the facilities, benefits and services. If a welfare team is being established or already exists, the action plan is rolled out through this team. Again, it's important that the welfare team does not operate in isolation but is established to assist line management in creating an environment where employees feel safe and respected.

If there is a limitation on resources, it is important to identify the absolute must-haves and nice-to-haves. Among others, the following resources should be considered when defining the action plan:

- Management time:
 - Leadership time
 - Case handling
 - Medical
 - Counselling
- Personnel costs for establishing or changing HR structures – addressed in step 3
- Transport costs for investigations, court visits
- Medical costs
- Training and awareness raising costs
- Short & long-term infrastructure investments (e.g. lighting on the plantation, security on plantation).
- Research costs (assessments, etc.)



D) REVIEW AND STRENGTHEN YOUR EXISTING POLICIES AND STRENGTHEN THESE

Next to action plan development, an important simultaneous step is to critically review and strengthen your policies where possible. Good practices suggest to either have several standalone policies or to embed the policies in the overall code of conduct or ethics code to which the employees need to adhere. Clear definitions, lists of what is accepted and not, illustrative examples, and different scenarios should be addressed in a policy to provide the employees with a comprehensive picture.

GOOD PRACTICE:

Effective policies require defined governance roles. Establish a multi-layered governance structure of committees and appoint champions in teams to safeguard these policies, e.g. at village level and in the workplace.

Having policies in place is often not enough, these only provide the base level you can fall back on. The actual enforcement needs to come from within the company, by employees themselves and the governance structure safeguarding these policies. For example, a good governance practice is to establish - throughout the organization, on different levels - committees such as village elder committees, gender committees or dignity enhancement committees where issues of concern are being discussed and taken forward. Appointing gender champions or welfare champions within teams can be a successful way to ensure that at all levels in the plantation policies are being followed.

Next to governance structures, it's important to convey a consistent message, and have an ongoing dialogue with key management and local leaders, making sure signs are not overlooked. National law and enforcement systems have been useful in some cases. For example, the Kenyan constitution's

Box 5. Examples of policies at the plantation related to GBV

- Child protection policy
- Sexual harassment & discrimination policy
- Social policy
- Gender policy
- Violence prevention and management policy
- Drugs & alcohol policy
- Grievance policy

Box 6. Article 27 of the Kenyan constitution: Equality and freedom from discrimination.

Ending sexual harassment and other forms of GBV should be underpinned in international instruments, and regional and national commitments. It requires a coordinated and multi-sectoral approach involving multiple strategies implemented in a mutually reinforcing way with individuals, as well as communities and organizations, and at the broader societal level.

In Kenya, the work of the Gender Empowerment platform is enshrined in the constitution of Kenya:

- i. Every person is equal before the law and has the right to equal protection and equal benefit of the law.
- ii. Equality includes the full and equal enjoyment of all rights and fundamental freedoms.
- iii. Women and men have the right to equal treatment, including the right to equal opportunities in political, economic, cultural and social spheres.
- iv. The state shall not discriminate directly or indirectly against a person on any grounds, including race, sex, pregnancy, marital status, health status, ethnic or social origin, color, age, disability, religion, conscience, belief, culture, dress, language or birth.
- v. A person shall not discriminate directly or indirectly against another person on any of the grounds specified or contemplated in clause iv.
- vi. To give full effect to the realization of the rights guaranteed under this article, the state shall take legislative and other measures, including affirmative action programs and policies designated to redress any disadvantage suffered by individuals or groups because of past discrimination.
- vii. Any measure taken under clause vi shall adequately provide for any benefits to be on the basis of genuine need.
- viii. In addition to the measures contemplated in clause vi the state shall take legislative and other measures to implement the principle that no more than two thirds of the members of elective or appointed bodies shall be of the same gender.

Source. http://www.icla.up.az/images/constitutions/kenya_constitution.pdf



At the end of this step, you should have a well-thought out action plan which clearly identifies the issues that will be addressed and defines targets and activities that can be implemented. As part of the action plan development, policies have been revised and will be changed in the implementation phase, if necessary.

GOOD PRACTICE:

- A good policy has a clear definition, gives an overview of what is accepted and not (do's and don'ts) with illustrative examples and possible scenarios of what the situation could look like. Effective policies require defined governance roles, establish a multi-layered governance structure of committees and appoint champions in teams to safeguard these policies, e.g. at village level and in the workplace.
- Policies within the tea sector should be aligned with the international, regional and national instruments in place.

STEP 3 IMPLEMENT REVISED POLICIES AND ACTION PLAN

After the last step you have been able to develop an action plan which considers the different viewpoints and benefits of stakeholders and beneficiaries. This step provides practical guidance for the implementation phase and provides some practical examples of prevention and response activities which can be undertaken on a plantation level.

A) SETTING UP A GOOD GOVERNANCE STRUCTURE AND SYSTEM

Once the action plan is in place, roles and responsibilities need to be assigned or a critical review of existing roles and responsibilities is recommended. This needs to establish the coordination of, and commitment towards, the action plan. The commitment to put an end to GBV should be clear to everyone from the top level down. Everyone understands that GBV is not to be tolerated in any operation of the plantation, which includes in the communities and outgrower structure. It's important that there is an ongoing dialogue throughout the organization on GBV, and that leaders convey this message to the middle management, so the middle management can breakthrough and connect to the workforce on the ground.

An action plan should put a mechanism/structure in place with a clear mandate to galvanize efforts towards both prevention of sexual harassment and other forms of GBV and the provision of essential services. This structure should be led and managed by a team with the right mix of capacities and skills to offer guidance and support to management, employees, and relevant key stakeholders.

The establishment of a welfare team was already introduced in step 1. A welfare team can consist of a welfare manager and several officers or team members who adhere to a unit or region on the plantation. The welfare team is the first go-to point and should assist line management in creating an environment where employees feel safe and respected.

B) PARTNERSHIP BUILDING

To support the welfare team, or the other coordinators of the action plan, it is important to forge partnerships with local organizations. However, careful consideration should be made while identifying both direct and indirect partners to implement the action plan. When identifying partners, ensure a good mix of skillsets, experience and expertise of those working on sexual harassment and other forms of GBV. Also, interlinkages between sexual harassment and other forms of GBV with opportunities such as women's economic empowerment are critical and can be beneficial to the project. Finally, if possible, consider building a strong coalition of partners, who complement each other during program implementation.

GOOD PRACTICES SEEN IN HR STRUCTURES ARE:

- Dividing the responsibilities of supervisors, reducing their power and influence. With a workforce of over 50% of women on the shop floor, and mostly men fulfilling the role of supervisor, there has been too much control and power abuse exercised. The change involves dividing the supervisors' role into two different roles with a significant number of women being recruited for the job.
- Appointing a case investigator (prosecutor). A case investigator is appointed to make sure a proper investigation is done based on the allegations, hearing the perpetrator and survivor before any further action is taken.
- Other changes that may be necessary include: restructuring of departments, frequent job rotations, dividing positions into multiple new roles, taking actions against the ones who commit offences, etc.
- Setting up and establishing employee-based platforms, such as Dignity Enhancement Committees, to enhance worker's voices and engagement. These committees can also be a bridge between employees and supervisors, and employees can go to these committees for information.

C) ACTION PLAN IMPLEMENTATION AND RESOURCING

Action plans are plantation-specific and our implementation can therefore not be outlined in this Roadmap. Throughout implementation, it is important to continuously reflect on the components of what makes a good action plan, as outlined under step 2.

Implementation of an action plan could require additional human, financial and technical resources. The costs of the action plan should be adequately estimated and budgeted, including costs of capacity building and possible cooperation with other partners. When making these considerations, always bear in mind that an allocation of resources will have long-lasting effects on the wellbeing, health and safety of beneficiaries and workers. Therefore, it is important to provide the necessary budgetary allocations and capacity-building of different stakeholders. Sustainability is a key consideration so that interventions are not limited to a funding period.

This roadmap suggests the minimum requirements for implementing an action plan by highlighting possible interventions to prevent and respond to GBV, as well as good practices implemented by other plantation companies.

D) MONITORING AND EVALUATION (SEE ALSO STEP 4)

Monitoring and Evaluation is encouraged not only for learning purposes, but to better enhance the coordination and implementation of the project. Continuous improvement, informed by regular monitoring and evaluation, is needed to deliver quality services to those experiencing violence. Data collection, analysis and dissemination should be a core part of the monitoring. For more information about this, see step 4.

INTERVENTIONS TO PREVENT GBV

There is increasing evidence that a range of individual, community and societal characteristics and conditions are associated with a higher risk of GBV. Among these are gender-discriminatory laws and policies, as well as social norms, behaviors and attitudes that condone such violence and promote unequal gender power relations. However, these are shaped by social and economic forces, and can change over time. Evidence shows that GBV, including sexual harassment, can therefore be prevented.

Prevention boils down to behavior change, which can only happen through awareness raising, sensitization, training and anything that can make the workforce more aware of the prevailing issues. Coaching and mentorship, especially on social norms and behavioral change, can be of great value. Employees and community members are the greatest drivers of change. Policies should be adhered to about how to react, which channels are available for support in case prevention was not enough, and which sanctions will come in case someone breaks the rules. To reinforce actions to prevent sexual harassment and other forms of GBV, a code of conduct should be in place, with a clear articulation of expected workplace behaviors.

It is important to keep in mind that a mindset change is required, challenging the existing gender norms leading to an environment where employees feel safe and are treated with respect either at work or in their homes. **This requires awareness-raising amongst staff, but also capacity enhancement of the staff within the different companies is core.** The needs for capacity building should have been identified through the scoping exercise.

Recommended ways of awareness raising include a roadshow by plantation management on the code of conduct, quizzes at community town halls, incorporating core values into school curriculum, videos, training sessions, youth programs and mentor or apprenticeship programs. These can be ongoing activities or on a weekly or monthly basis. However, it is crucial that such activities are established during specific times in the year when violence is known to increase such as around school holidays, payment periods, strikes, peak and off-season times, and elections.

IDH has published a [common training manual for plantation management](#) so training and awareness raising material around GBV is aligned.

A safe environment should be available for survivors who want to discuss any encounter they've had with GBV. Because it's such a sensitive topic, trust should be established to have an open atmosphere and encourage people to speak up. This is not easily achieved and requires ongoing attention at different levels of the organization. Consider seeking assistance of expert-based service providers to address the needs of survivors.

Another way to promote prevention is to incorporate a certificate of good conduct into the HR system. All new employees should be asked for a certificate of good conduct and can only be employed once they have provided this. Current employees should be given a certain period (e.g. 3 months) to obtain such a document.

Box 7. Common training manual

IDH has published a common training manual with the objective of aligning training and awareness raising material around GBV. The training manual is developed for the Kenyan tea industry to provide training in order to address GBV issues with specific target groups. The manual consists of six modules, which, though structured in module blocks, are closely interlinked and related.

- Module 1.0** Understanding the stages of change at personal and community levels
- Module 2.0** Gender Awareness
- Module 3.0** Mainstreaming Gender
- Module 4.0** Understanding Gender Based Violence
- Module 5.0** Action against Gender Based Violence
- Module 6.0** Engaging men and boys

Depending on company priorities and resources available, each module can also be used on its own or for a specific target group. Target groups identified are: children, youth, plantation management & operational staff, plantation workers, smallholder farmers, smallholder hired labor, management of smallholder farms & outgrower factories, and duty bearers. It is important to acknowledge that the best message needed and how to get this message across depends on each target group.

INTERVENTIONS TO RESPOND TO GBV

Part of the response is that procedures and mechanisms are in place when sexual harassment and other forms of GBV have happened. Therefore, a reporting and grievance mechanism needs to be developed. Good practice suggests that such a mechanism should be fair, confidential, transparent, accessible and efficient. It is important survivors are reassured that complaints will be promptly and thoroughly investigated. The reporting and grievance mechanism should provide protection to the survivor from malicious complaints and being further victimized.

Good practice also suggests that a mechanism to ensure essential services is accessible and efficient. The services must, at a minimum, secure the rights, safety and wellbeing of any person who experiences GBV. Essential Services encompass a core set of services provided on the plantation and by the healthcare, social service, police and justice sectors. Such services include keeping survivors safe, providing healthcare for their injuries, responding to their sexual and reproductive health needs, including the provision of post-rape care and counselling, and facilitating their access to the police and justice system. The plantation should provide for a proper referral mechanism for survivors in case these services cannot be provided on the estate.

It is important to survivors have the confidence that the mechanisms in place are fair, confidential, and uphold the rights and dignity of the survivor. To create an environment where people feel safe to report, a good practice is to establish a multi-channel reporting mechanism, providing survivors with different options to report their case and through the channel they feel most comfortable with.

After the reporting, a prompt and thorough investigation is extremely important. Steps in this investigation process could be:

- Discovery
- Full investigation
- Q&A with perpetrator
- Notice for summons/allegation letter to appear in hearing
- Disciplinary hearing
- Sanction proposed by hearing committee (remediation measures)
- Sanction vetted and implemented

Depending on the case, different levels of the organization are involved. GBV cases should be handled by the plantation's management with support from the welfare team, security (if necessary) and an investigations team. It is also important to consider and mitigate any negative consequences that might appear following the remediation measures, for example dismissal of a perpetrator could mean a family is losing their breadwinner.

Box 8. Multi-Channel reporting mechanism

Reporting should be followed up with requisite action such as: investigations and/or service provision, referral and further support to the survivor.

By phone:

- Anonymous whistleblowing line, 24-hour toll-free non-company helplines and text options
- Link with national GBV toll-free line, for example 1195

In Person:

- Any leadership position in the company
- Welfare team
- Line Manager, supervisor or manager
- Trusted colleague or any person you trust
- Village elder
- Gender Committees, Women Welfare Committees
- Service Providers (external)

Other:

- Suggestion boxes at estate office



Box 9. Remediation measures (depending on the case):

It is recommended that companies have clear reporting mechanisms as underscored in their policies, including anticipated actions. Remediation measures are expected to provide:

- Disciplinary counseling
- An official warning (verbal or written)
- A requirement to attend a GBV awareness training
- A requirement to provide a formal apology to survivor
- Participation in mediation to restore relationships in the workplace
- Disciplinary action: demotion, transfer, suspension, probation or dismissal
- Legal action

GOOD PRACTICES:

- **Critical review of existing HR structure and policies:**
 - Divide responsibilities of supervisors, reducing their power and influence, and include more women.
 - Appoint a case investigator to do a prompt and thorough investigation of the case/complaint.
 - Frequent job rotation.
 - There should be clarity in roles and responsibilities of each player and at different levels.
 - Ethical considerations in place on managing survivors of sexual harassment and other forms of GBV, e.g. regarding confidentiality.
- **Lead by example.** If there is an issue of GBV in the company's operations, there should be no limitation to address this. Develop an environment of trust, fairness, and transparency.
- For key staff, **integrate awareness raising activities into core trainings** and don't let it be a standalone training. Make it part of the induction programs, don't treat it separately.
- Create an **environment where employees feel safe during and after work**, and confident that their complaints are taken seriously. There should be an environment where workers feel safe and confident that their complaints are taken seriously.
- **Establish a multi-channel reporting and grievance mechanism** with a disciplinary system to deal with reports on GBV which is fair and confidential. The mechanisms should provide protection to the survivor but should be transparent, so all parties understand the process.
- Create **well-documented reporting lines, with a clarity of roles of different actors** within the mechanisms to understand transparency of the process, making it accessible and efficient.
- Make sure **remedial measures are in place and known throughout the plantation.** These measures should be transparent but serious and tailored to the nature of the case/complaint.
- **Support witnesses and ensure their protection** as they are much more likely to report and take any form of action than the survivor themselves.
- Focus on **building strong relationships between supervisors and employees**, revising incentives.

STEP 4 CONTINUOUSLY MONITOR & EVALUATE THE ACTION PLAN

Once policies have been reviewed, strengthened and the action plan is implemented, progress on interventions should be tracked through a robust monitoring and evaluation system. It is important to gather data and keep confidential record tracking:

- Number of cases/complaints
- Process time of addressing cases/complaints
- Key remediation measures that are undertaken
- Gender division throughout the plantation
- Participation of staff in prevention interventions (trainings, quizzes etc.)

By analyzing and digesting this data it is likely that you know what is working well and what isn't and are pointed in the right direction - where the next interventions or awareness raising activity should take place. The "Gender Empowerment Platform" will work together to develop common Key Performance Indicators (KPIs) in order to track progress.

Box 10. Role of different stakeholders in monitoring and evaluation (M&E)

M&E could be undertaken at different phases and by different players:

- There are roles for existing employee committees which could include assessing progress (including documentation) over time on the work being done by the committees.
- Community members and groups can help check the progress of outreach interventions, e.g. work by youth clubs. Those can be encouraged to keep monthly or quarterly logs on the work they are doing and updates on interventions they oversee.
- Officers on the estates could keep track of data, in terms of reporting and oversight reports from their steering committee meetings, as well as reporting on any key results that emerge even on a bi-annual basis (they can agree on frequency of reporting).

It is important to continuously reflect on the action plan that has been developed with beneficiaries and other stakeholders, so that you ensure the action plan fits to the needs of the employees. Therefore, data can also be gathered through:

- Participatory sessions with beneficiaries, for example through the Gender and Women Welfare Committees on the estates. Through these discussions, employees can feedback the implementation of the action plan.
- Regular meetings with other stakeholders, if applicable, in which the implementation of the action plan is discussed.
- For the assessment of the overall plan of action a company could wish to engage an independent evaluation company to provide guidance from the start of the initiative (in case resources are available).

GOOD PRACTICES:

- Gather data and keep confidential records.
- Establish a robust monitoring and evaluation system to track progress on training and redress mechanisms to ensure that the workplace is free from GBV and where the next intervention should take place. Need guidance on M&E? See the [IDH Gender Toolkit](#)
- Continuously adjust your mechanisms and action plan according to the needs expressed by the data and the people.

STEP 5 FORGE PARTNERSHIPS & SCALE UP

Good documentation of experiences, and well-analyzed data provide the evidence to inform strategies and to prevent sexual harassment and other forms of GBV. This requires ongoing evaluation of the action plan, stakeholder consultation and good reporting on the action plan data. The scaling up of your action plan can take various forms:

- **Reporting mechanisms:** for example, an action plan could be scaled up to include more possibilities on reporting, to professionalize HR systems or to establish better referral mechanisms with local duty bearers.
- **Programs and trainings:** scaling up to create awareness among a larger proportion of the employees and management, or to deepen the scope of prevention programs, such as including programs on financial literacy.
- **External scaling up:** seeking partnerships with other plantations in the sector, to exchange learnings and experiences.

Before scaling up your action plan, it is key to have a sustainable action plan or reporting mechanisms in place. This can be attained by doing some of the following:

- Strengthening the partnerships with local government and duty bearers such as the police, courts and the children's department, to ensure the effectiveness of anti- sexual harassment and other forms of GBV interventions from an enforcement angle.
- Establishing partnerships with civil society organizations, expert organizations and local communities on prevention and response interventions, exchanging learnings and best practices, and making sure interventions are put into the local context and challenge the existing gender norms.
- Creating partnerships with peer companies to exchange learnings and best practices, team up and enhance the joint efforts of addressing GBV on plantations, such as the Gender Empowerment Platform or on a company-to-company basis.
- Drawing technical expertise from (local) expert organizations, such as women's rights organizations, gender equality programs, etc.



GOOD PRACTICES:

- Establish a knowledge management and sharing platform with peer companies
- Develop a framework on how to scale up your action plan, including timelines
- Disseminate the learnings and experiences of your work widely
- Seek technical expertise from (local) organizations to implement and support your action plan.

THE 10 ESSENTIALS FOR PREVENTING SEXUAL HARASSMENT AND OTHER FORMS OF GBV

The causes of gender based violence are rooted in society, such as gender based discrimination and stereotypes and societal norms that tolerate GBV. These attitudes, norms and behaviors result in gender inequality and violence. While GBV has negative consequences on society and on the tea sector, it is preventable. On a plantation level, this requires awareness raising and adequate action plans and mechanisms to prevent and respond to it. When working with the Roadmap, keep these 10 essentials in mind:

1. **Survivors of violence have a right for immediate protection and quality support, which should be provided in a coordinated and integrated manner on the plantation level:** Through proper referral mechanisms to social and medical services, police and the judiciary this can be safeguarded for cases for which there is no on-plantation capacity. Prevention activities should focus on capacity-building of staff and systems, as well as address the social norms that causes GBV, such as awareness raising activities and school-based prevention programs.
2. **Lead by example and have a zero-tolerance policy towards the occurrence of GBV and others forms of sexual harassment on the estate:** If there is an issue of GBV in the company's operations there should be no limitation to address this. Develop an environment of trust, fairness, and transparency. Create an environment where employees feel safe during and after work, and confident that their complaints are taken seriously. Communicate about accepted norms, values and zero tolerance of GBV (through a code of conduct).
3. **Form partnerships with (local) expert organizations and other companies:** Seek (local) partners with expertise that can help you deepen and widen your impact. Building partnerships will help you in gaining knowledge and in-house capacity-building on the issues that you address in your action plan. To ensure learning from other companies, consider setting up a learning platform in which you exchange knowledge and good practices.
4. **Develop effective policies:** Effective policies require defined governance roles, establish a multi-layered governance structure of committees and appoint champions in teams to safeguard these policies, e.g. at village level and in the workplace. A good policy has clear definition, gives an overview of what is accepted and not (do's and don'ts) with illustrative examples and possible scenarios of what the situation could look like.
5. **Supporting national law and policy frameworks:** Kenya has comprehensive laws and national action plans on addressing GBV and violence against women, as well as provides for equal rights for both gender in the public and private space. This can support and justify the action plans and policy changes you want to implement.
6. **Systematic Integration of action plan activities:** For key staff, integrate awareness raising activities into core trainings and don't let it be a standalone training. Make it part of the induction programs and ensure systematic training of your key staff, don't treat it separately. Include the activities into existing company policies to ensure integration and effectiveness of your action plan. Male engagement is specifically important in addressing the social underlying norms of GBV and specifically VAW.
7. **Invest in Monitoring and Evaluation:** Gather data on the number of cases and other related data related to your action plan. Systematic collection and analysis of data informs you about the effectiveness of your action plan and what can be done differently. Discussions with employees and your local partners can also help in collection experiences.
8. **Resources and coordination:** Have clear plans on the coordination of your action plan and ensure commitment towards implementation of the plan amongst leadership and key staff. This includes also a good division of responsibilities of roles between the plantation and the (local) partners. Be realistic on adequate budget and resources allocation to ensure good implementation of your action plan.
9. **Ensure a transparent and clear reporting system:** Establish a multi-channel reporting and grievance mechanism with disciplinary system to deal with reports on GBV which is fair, confidential providing protection to the survivor. The system needs to be transparent, accessible and efficient, so all parties understand the process. Make sure remedial measures are in place and known throughout the plantation. These measures should be transparent and tailored to the nature of the case/complaint. Provide specific support to witnesses as they are likely to report and take any form of action when survivors are not coming forward.
10. **Critical review of HR and business structure:**
 - a. Establish a welfare team to address issues of social concern at the workplace, villages or schools.
 - b. Divide responsibilities of supervisors, reducing their power and influence. Ensure frequent job rotation of employees and supervisors.
 - c. Appoint a case investigator to do a prompt and thorough investigation of the case/complain.
 - d. Focus on building strong relationships between supervisors and employees, revising incentives and benefits structures, having an equitable and transparent performance and reward system.

ANNEX 1 TERMS AND DEFINITIONS

This section has been prepared to help all those participating in the Gender Empowerment Platform (GEP) in the Kenyan tea sector to gain a common understanding. This is essential for the development of programs and evaluations and for meaningful communication between partners. The definitions in this Roadmap are not 'universally agreed definitions', as many agencies and organizations have their own terminology. Also, this section on terms and definitions is a 'living document' that can be further developed over time in the light of feedback, experience and discussions in the GEP.

Duty bearers⁷ (variant style: duty-holder): In general, a duty bearer is an institution or an elected or appointed official in a country that ought to respect, protect and fulfill the human rights legal obligations, as well as international, national and local laws, policies, and strategies. In the specific context of the CEDAW, this refers to the States that have ratified the Convention and are thus duty bound to implement its provisions.

Gender⁸: The term 'gender' refers to the social attributes and opportunities associated with being male and female, the relationships between women and men and girls and boys, as well as the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context/time-specific and changeable.

Gender based violence (GBV): GBV is an umbrella term for any harmful act that is perpetrated against a person's will and that is based on socially ascribed (gender) differences between females and males. The nature and extent of specific types of GBV vary across cultures, countries and regions. Examples include sexual violence, including sexual exploitation/abuse and forced prostitution; domestic violence; trafficking; forced/early marriage; harmful traditional practices such as female genital mutilation; honor killings; and widow inheritance. There are different kinds of violence, including (but not limited to) physical, verbal, sexual, psychological, and socioeconomic violence⁹.

Gender equality: This is the concept that all human beings, regardless of sex and gender, are equal in dignity and rights and free to develop their personal abilities, pursue their professional careers and make choices without discrimination and the limitations set by stereotypes, rigid gender roles and prejudices

Sexual harassment: This includes unwelcome sexual comments, attention, actions, or gestures. As is the case for other forms of sexual violence, a key component to sexual harassment is that someone does these actions without the consent, permission, or agreement of the person or persons they are targeting. Sexual harassment includes non-contact forms, like: sexual comments about a person's body parts or appearance, whistling while a woman or a girl is passing by, demands for sexual favors, sexually suggestive staring, exposing one's sexual organs to someone. Sexual harassment also includes physical contact forms, like someone purposely brushing up against someone else on the street or public transportation, grabbing, pinching, slapping, or rubbing against another person in a sexual way. Some elements of sexual harassment may be covered within criminal law; however, may elements may require civic remedies, educational and administrative responses.

Sexual violence¹⁰: This is any sexual act committed against the will of the other person, either in the case when the victim does not give the consent or when consent cannot be given because the person is a child, has a mental disability, or is severely intoxicated or unconscious as a result of alcohol or drugs. It encompasses both sexual harassment and other forms of sexual assault such as attempted rape, and rape. It includes acts such as genital mutilation/cutting, forced sexual initiation, forced prostitution, trafficking for the purpose of sexual exploitation, and other sexually motivated forms of violence.

Violence against Women¹¹: This is any act of gender based violence that results in or is likely to result in physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty whether occurring in public or private life. Although this Roadmap uses the terminology of gender based violence, it should be appreciated that violence against women is a complex phenomenon and the most prevalent form of GBV.

7. Adapted from: http://www.advocate-for-children.org/advocacy/rights_based_approach/rights_holders_duty_bearers

8. (Office of the Special Advisor on Gender Issues and the Advancement of Women, 2001)

9. UNICEF, UNFPA, UNDP, UN Women. "[Gender Equality, UN Coherence and You](#)".

10. UN Secretary General (2006). In-depth study on all forms of violence against women. New York, USA: United Nations

11. United Nations (1993)

ANNEX 2 ETHICAL CONSIDERATIONS IN GENDER PROGRAMS

All interventions and programs that aim towards GBV prevention and response, especially on VAW, call for a survivor centered approach that demonstrates respect for survivors' rights and choices, dignity and most importantly "do no harm" approach.

Considerations should be made, such as:

1. **Respect:** for the wishes, rights, and dignity of the survivor and be guided by the best interests of the child-when working with children.
2. **Confidentiality:** at all times, except when the survivor or the service provider faces imminent risk to her or his well-being, safety, and security.
3. **Safety and security:** ensure the physical safety of the survivor and those who help her (IASC, 2005).
4. **Nothing for us without us.** Survivors have to be at the driving seat, in conversations about sexual harassment and other forms of GBV, in all phases of the interventions.

It is good practice to always point out these principles to people who may engage with the survivors and provide examples such as taking of photographs, questioning and recording survivors' experiences, interviewing techniques, and service delivery as well.

SERVICE PROVISION

While providing services, a survivor could choose to only be treated by one gender and not another. This is perfectly fine and should be respected. A survivor may not want to proceed with a legal option. A service provider cannot force the survivor to seek this service if they are not ready for it. Service providers should offer options and guidance but the ultimate, well informed but not influenced decision should solely be by the survivor.

SCOPING STUDY AND IMPLEMENTATION

Through the scoping study and implementation, ethical issues may arise for both survivors and others:

- **'Re-victimization'**, as survivors recall and relive what happened. Speaking about such occurrences can also put them at risk of further violence if, for example, male family members hear about it and blame a female victim rather than the perpetrator.
- **Information provision:** a fundamental principle is that participants should be informed about the purpose and content of the research and research should only go ahead after informed consent has been given.
- **Risk for interviewers:** explosion to risk if for example, a female respondent's family members find out and are unhappy about this subject being investigated. They may also face a dilemma if, during a confidential interview, they learn about violence or abuse that they feel should be reported to the authorities.
- **Counsellors:** Interviewers and e.g. welfare assistants may even need support as they too can be traumatized by what they see and hear. It is recommended to have counsellors accompany some of the processes should support be required.

The ethical issues, risks and responses mentioned above are only examples, not a complete checklist. More comprehensive guidance on these matters has been published by the World Health Organization/PATH¹².

12. Available at: http://www.path.org/files/GBV_rvaw_front.pdf. Also, visit UN Women's Virtual Knowledge Centre on Ending Violence against Women and Girls, which has an entire section on ethical research for VAW, is updated on an ongoing basis, and contains all of the latest guidelines, - <http://www.endvawnow.org/en/articles/322-conducting-research-data-collection-and-analysis.html>

