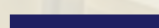




**UKaid**  
from the British people

# GENDER, ECONOMIC & SOCIAL INCLUSION (GESI)

## MANUFACTURING AFRICA



MA GESI HANDBOOK, 2025



Second edition 2025, MA GESI Handbook developed by IBIS Consulting

# Table of contents

Purpose of the GESI Handbook	03
Programme Overview – Manufacturing Africa	04
GESI Support offered by Manufacturing Africa	05
Introduction to the GESI Framework	06
Introduction to GESI Principles	07
Benefits of GESI	09
Risks associated with neglecting GESI	11
Case Study	13
Steps to Implement GESI in the Workplace	14
How to Implement GESI in the Workplace	15
Reporting Structure	21
Introduction to Key GESI Policies & Procedures	23
Tools to assist with your GESI intentions	29
Country-specific References & Legal Frameworks	33
Key Concepts & Glossary	34

# Purpose of the GESI Handbook



This handbook is designed to offer guidance to help companies strengthen their safeguarding policies so that connections between gender-responsive companies and gender lens investors are maximised.



To integrate GESI in your company it is recommended to follow all 5 steps in this handbook, however businesses should at least implement safeguarding policies (templates included in this handbook) to achieve minimum compliance.

## **This handbook is divided into the following:**

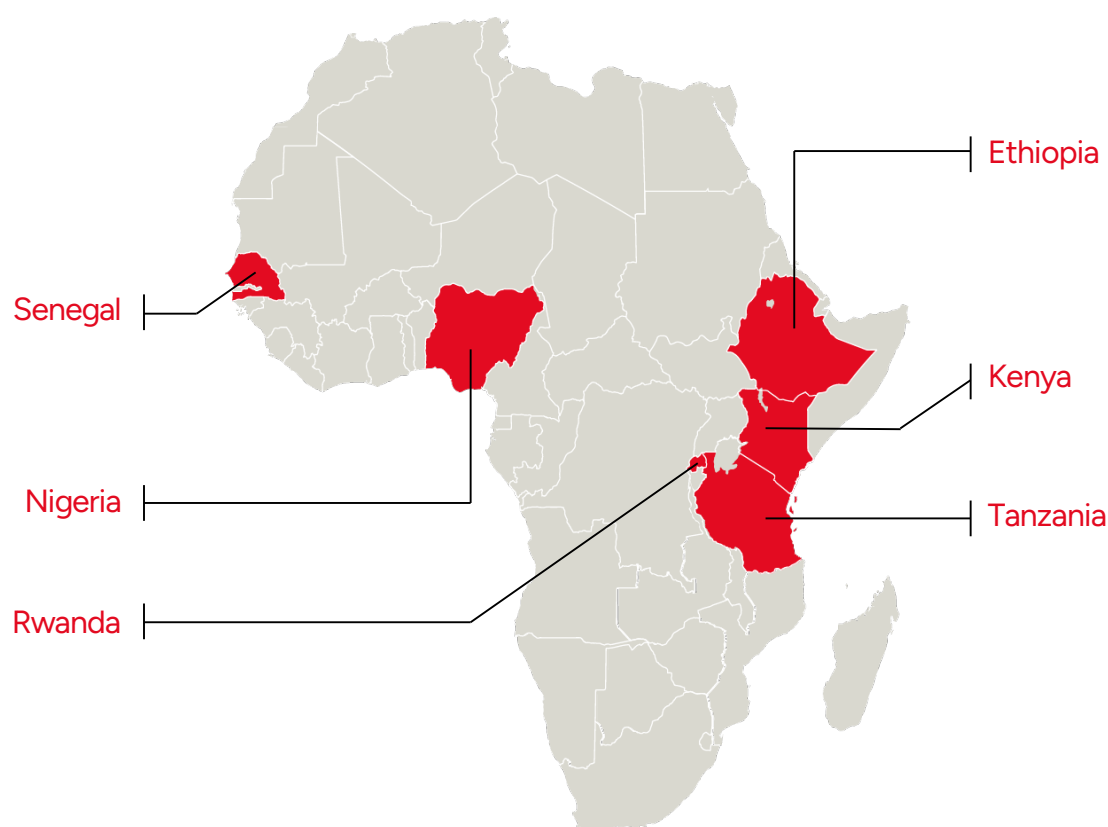
- Basic principles of GESI and Manufacturing Africa's frameworks;
- Assistance on how to establish your GESI baseline to identify your GESI gaps;
- How to address the GESI gaps identified and develop a GESI Action Plan;
- Guidance on how to develop a GESI intentional statement;
- Template policies aimed to address minimum compliance Guidance on the legal frameworks per country;
- Further GESI reference points and support opportunities.

### **Note:**

*Elements of this handbook can be used to inform training material or communication to raise GESI awareness and its frameworks.*

# Programme Overview - Manufacturing Africa

---



<b>Programme Goal</b>	Attract £1.2 billion of foreign direct investment & create 90,000 jobs
<b>Implementing Consortium</b>	McKinsey & Company, BDO, TechnoServe, Reformatics, Steward Redqueen
<b>Funding</b>	UK Government, Foreign, Commonwealth and Development Office (FCDO)
<b>Focus Sector</b>	Manufacturing
<b>Duration</b>	Manufacturing

Whilst we do not provide direct funding to projects, we do provide support to help projects/companies grow, attract Foreign Direct Investment (FDI) and contribute to an inclusive economic transformation.

# GESI Support offered by Manufacturing Africa

---

MA focuses on investments that maximise development impact by creating employment, increasing local sourcing, promoting gender, economic and social inclusion (GESI), and safeguarding the environment.

MA promotes gender smart manufacturing which means being intentional about incorporating a gender lens across all operational decision making of a company.

---

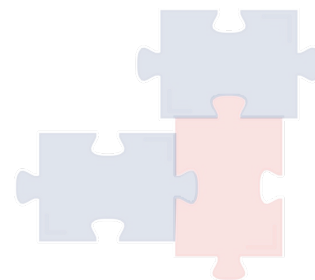
## How can MA support your company to integrate GESI?

- Use the assessment included in this handbook to determine your company's GESI baseline and identify gaps;
- Develop a GESI Action Plan to promote GESI in leadership, the workplace and the supply chain. Develop international standard GESI policies that conform to national labour and gender laws on equality and meet investor due diligence requirements;
- Create intentional statements that include compelling descriptions of your company's GESI aims and wider Environmental, Social and Governance (ESG) goals;
- Gain support from networks to maximise on your GESI efforts;
- Gain access to a wider ESG and gender lens investor base that prioritises gender and inclusion outcomes, such as the 2X Collaborative.

Gender Lens Investing (GLI) is a strategy or approach to investing that takes into consideration gender-based factors across the investment process to advance gender equality and better inform investment decisions.

Gender Smart Manufacturing means being intentional in terms of integrating a gender lens across all manufacturing operational decision making.

# Introduction to the GESI Framework



## The MA framework for Gender, Economic & Social Inclusion



### Compliance

Comply with regulatory & disclosure requirements



### Mitigate Risks

Incorporate gender into ESG risk frameworks



### Opportunity

Increase outreach to female economy

The goal is to increase the long term value of the company

## Minimal Compliance



- Anti-sexual abuse (Gender-based Violence), child labour, forced labour and harassment policies.
- Whistleblowing process Workplace safety including, noise, heat, transport etc.
- Compliance is applicable to all types of employees and the supply chain.

## Empowerment



- Equal Employment Conditions (wage, leave, benefits, etc.).
- Equal access to training and promotion opportunities for women Flexible working policies Supply chain (gender- inclusive sourcing and procurement).

## Transformation



- Mentorship/coaching programmes for women in decision making roles/senior management.
- Engaging women in non-traditional roles in heavy manufacturing sectors.
- Influencing supply chains to achieve inclusion.



# Introduction to GESI Principles

---



## Gender, Economic and Social Inclusion

Also referred to as GESI is the implementation of gender-responsive and socially inclusive measures, policies, and procedures as well as the avoidance of exploitation and discrimination of any kind.

---



## Social Safeguarding

Refers to efforts to prevent, reduce, mitigate and/or compensate for negative impacts on stakeholders such as employees or communities as a result of company operations.

---



## Women Economic Empowerment

Helps women and girls gain the skills, resources, and opportunities to participate equally in markets and to control and benefit from their earnings.

The economic empowerment of women is one of the most fundamental components of achieving gender equality and women's empowerment more broadly.

---

**Mainstreaming GESI is the business of  
everyone involved with Manufacturing Africa**

---

# Introduction to GESI Principles

---



## Social Exclusion

**Vulnerable groups are at risk of exclusion, if:**

- they are inadequately represented and/or are not participating in leadership and/or in decision making.
  - they are discriminated against or experience stigma as a result of their social identities.
  - they have restricted rights and/or lack power and agency to exercise their rights and access protection.
- 



## Gender Equality

Equality between women and men (gender equality) refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality is the end goal of gender equity. A gender equality approach will therefore include activities to support and enhance gender equity with the goal of achieving gender equality.

---



## Gender Equity

Gender equity differs from gender equality, as gender equity recognises that different genders may have distinct needs, and seeks fairness of treatment according to a person's needs to ensure the realisation of equal rights, opportunities and respect.

---



# Benefits of GESI

Investing in workplace gender equality yields a diversity dividend.

## Improved commercial outcomes

Companies with gender diverse boards are 28% more likely to outperform their peers, while gender diversity in executive teams increases the chance of out-performance by 25%. Companies with good gender performance have higher market valuations than their peers and are more attractive to investors.

## Increased innovation and resilience and reduced risk

Women are involved in 80% of purchasing decisions worldwide. Strategies that help manufacturing companies reach the women's market can help increase their resilience to lower overall demand and shifting business models.

Building positive brands - attracting investors, consumers, partners and top talent.

Companies without strong gender values are finding it increasingly difficult to recruit the best talent from an increasingly values-driven workforce.

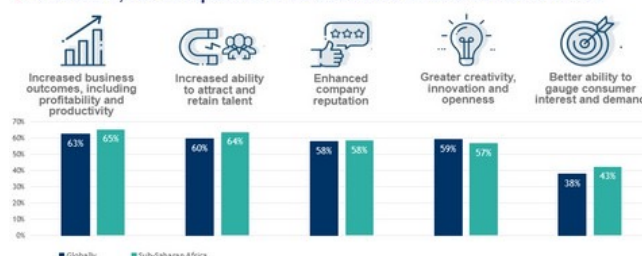
## Creating a competitive advantage

When women and men work together, they receive continuous visible cues that people are different, and those cues motivate employees to ask more questions, dig deeper and explore more options as they work on problems.

Gender-diverse workgroups generate a wider range of innovative solutions than all-male or all-female groups.

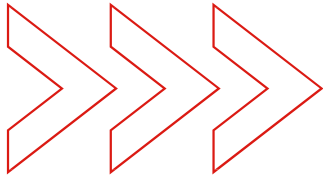
Two thirds of Sub-Saharan African companies found that gender equality initiatives increased business outcomes overall.

► Across 1,406 companies in 19 countries in Sub-Saharan Africa



**Source:** International Labour Organisation (May 2019) Women in Business and Management: A Global Survey of Enterprises

# Considerations



## Incorporating GESI decisions across your company

### Consumers

Capturing new customer segments.



### Manufacturing / Producers

Enhancing productivity, attractiveness and team performance.

Responding to technology and sustainability shifts.

### Employees

Expanding the talent pool.

Enhancing job quality.

Addressing gender-based violence and harassment.

### Suppliers



Boosting innovation and performance in supply chain.

### Investors

Gain access to a wider ESG and gender lens investor base that prioritises gender and inclusion outcomes, such as the 2X Collaborative.

# Risks associated with neglecting GESI



Disregarding social safeguarding has costs.

## Camellia Plc UK settlements

**Camellia Plc, owners of subsidiary Eastern Produce Malawi (EPM) tea estates paid out £2.3 million in February 2021, in response to lawsuits over alleged sexual abuse at the tea estate (without admitting liability).**

In 2020, Camellia Plc which is the majority shareholder of **Kakuzi Plc Kenya**, also paid out £4.6 million to settle sexual harassment and human rights abuse claims at the Kakuzi avocado farms (without admitting liability). Kakuzi Plc is an agricultural cultivation and manufacturing company.

## Action

A new EPM Women's Empowerment Initiative introduced to improve the skills, employment opportunities, and educational attainment of women and girls in and around EPM's operations, benefiting the claimants and the wider community.

Kakuzi has introduced gender equality measures such as the recruitment of about 200 new female guards and the promotion of 12 female guards to lead guards.

Kakuzi has established an Independent Human Rights Advisory Committee and set up an Operational-level Grievance Mechanism.

Camellia has been reviewing its governance and safeguarding oversight arrangements and is setting up a Safeguarding and Stewardship Committee of Camellia's Board of Directors.

Camellia is also pushing the Boards of the companies that they invest in, to look at their own procedures and make operational changes.

Sources:

<https://www.thetimes.co.uk/article/5799a1d6-8f06-11eb-ab4d-f4c45359834c?shareToken=07b9060b3c0fb782d02b64f5d432845f>  
<https://www.freshplaza.com/article/9293916/uk-firm-pays-ps4-6-million-to-settle-human-rights-abuse-claims-at-kenyan-avocado-farm/>  
<https://www.camellia.plc.uk/2021-more-female-guards-at-kakuzi>  
<https://www.camellia.plc.uk/2020-regulatory-news-announcement-0752>  
<http://www.easternproduce.com/files/eastern-produce/uploads/Settlement-of-claims-in-Malawi.pdf>  
<https://www.leighday.co.uk/latest-updates/news/2021-news/settlement-of-claims-against-camellia-plc-of-allegations-of-serious-human-rights-abuses-in-kenya/>

# Case Study

## GESI



**Project Coffee** was established in 2003 as a not-for-profit organisation to enable farmers to take ownership of the coffee value chain and earn more than they would by selling their coffee through the traditional middleman model.

Project Coffee is an aggregator that negotiates contracts with international buyers and provides a 60% advance payment to farmers against delivery of coffee while the remaining 40% is disbursed upon payment by the international client.

Prior to exporting, Project Coffee carries out some value addition on the coffee beans which includes hulling, processing, and grading of the coffee to fetch better prices in the global market.

The customer base is severely underserved by the Farmer Ownership Model (FOM), due to the lack of a smallholder financing mechanism to fund advance payments to farmers. As a result, only 1% of Project Coffee members currently benefit from the FOM.

The organisation is therefore seeking to convert to a for-profit model to raise funds mainly for its smallholder financing and take advantage of its clear differentiation to capture an uncontested market space.

### Objective

Project Coffee was aiming to raise \$10m mainly for smallholder financing and capex:

- To activate and serve more of their members by offering them advance payments;
- Capex will be used to expand its processing capacity to meet the resulting increase in demand.

Through GESI mainstreaming, Project Coffee will reach a wider set of impact investors, e.g. DFIs and other signatories to the 2X Challenge.

### MA Support



#### Financial Model Review:

Reviewed the capital structure and proposed the right type of structure and sources of financing suitable for the operations.



#### Proof of Concept:

MA provided a third-party review of the organisation's social enterprise plan and validated the proposed FOM approach which enables smallholder producers to own their product.



#### Investor Mapping:

MA provided a list of potential sources of capital and proceeded to introduce Project Coffee to various potential investors.



#### Impact Enhancement:

Through a collaborative process, MA created a GESI Action Plan that includes both short and long term GESI mainstreaming

# Case Study

## GESI



### GESI integrated into the overall business objectives

The MA programme provided targeted technical assistance (TA) to facilitate additional development impact, i.e. wider GESI benefits to markets, people and communities.

In particular, the programme focused on maximising the economic empowerment of women, socially excluded and vulnerable groups and micro, small and medium enterprises.

Project Coffee partnered with MA to assist with practical plans on how they could promote gender equality by developing and implementing appropriate social safeguarding processes and how they could go beyond these by intentionally integrating a gender analysis across all areas of the business' corporate strategy, decision making and operations.

### Direct Benefits post Project Coffee



#### Direct Jobs:

991 New direct jobs will be created in the first 3 years of the project and 48% are anticipated to be filled by women.



#### Gender Inclusion:

Developed relevant social safeguarding policies that conform both with national requirements as well as international best practice.



#### Investee Preparedness:

Project Coffee developed a clear business case with which they are confidently engaging potential investors.



#### Increased Revenues & livelihood:

Increased Revenues and better livelihood for farmers is expected once the FOM is applied because it removes the middleman who takes some of their margin for their services.



#### Increased Revenues for farmers:

revenues for farmers as a result of the validation of the feasibility of the FOM, and increased confidence.

"As a result of MA support, we are now in a better position to approach and engage potential investors as we now have a clear business strategy that is ready for operationalisation. With MA's support, we are looking forward to helping more farmers capture better value from their coffee."

*Executive Director, Project Coffee*



# Steps to implement GESI in the workplace

---

Follow the steps below when  
implementing GESI in your business





# How to implement GESI in the workplace

---



## Develop GESI policies and procedures

Companies have the responsibility to develop GESI policies that establish expectations and provide guidance on how to consistently handle GESI intentions.

### **This GESI handbook addresses the following policies:**

- Non-Discrimination and Equal Opportunity;
- Recruitment and Selection;
- Child Labour Forced Labour;
- Gender-Based Violence and Harassment;
- Whistleblowing.

#### **Note:**

*These policies and procedures are described further in the next section.*

---



## Conduct a GESI Needs Analysis

**All companies can make use of the included self assessment tool to determine a baseline in terms of GESI.**

The GESI Self Assessment identifies the GESI barriers or gaps that a company may have. In addition to this assessment a company could make use of management interviews and community engagement to further gather information on GESI gaps; this can be done using internal resources or appointing a GESI specialist.

# How to implement GESI in the workplace

---



## Develop GESI Intention / Strategy

**A Statement of Commitment sets a framework for the promotion of GESI principles across a company.**

**The purpose of this Statement of Commitment is to:**

- Provide all employees and other associated parties with the overarching principles and processes that outline and direct the approach to the application of GESI principles;
- Raise awareness of GESI issues to empower stakeholders to know their rights and encourage reporting of activities not in line with the company's principles and values;
- Make every effort to protect the rights of all who come into contact, directly or indirectly, with the company in the course of its operations;
- Respond to relevant stakeholder expectations;
- Foster the development of learning, management capacity and leadership on GESI principles within the company.



## Develop a GESI Action Plan

**A GESI Action Plan can be defined as a detailed plan outlining actions that must be taken, or activities that must be performed, to achieve a desired outcome.**

Companies are to reflect on the information gathered and the outcome of the concluded self assessment tool, see Step 1, when developing a GESI Action Plan.

In addition, the GESI Action Plan must incorporate the GESI Intention or Strategy, [see Step 2](#), so that GESI behaviours are transformed and guided to close the gaps identified while achieving the company's GESI intentions.

# Considerations



## Gaining support and buy-in

Before beginning GESI activities, companies must gain support and buy-in at the company level and in the community.

**Raising GESI issues can be a daunting process, but below are some suggestions on how you might do so:**

### **Formal meetings:**

Take advantage of formal meetings or discussions, such as staff meetings or steering group meetings, where a range of team members are present to open conversations on key issues.

### **Informal discussions:**

Start informal discussions with colleagues or team members during breaks or after work to increase openness and receptiveness to the subject.

### **Evidence:**

Use evidence showing the impact of GESI within your discussions. You may use evidence from a GESI needs assessment, or you can draw on research from your context and topic area which shows the magnitude and urgency of the problem, such as from academic journal articles and demographic manufacturing best practices.

### **Personal stories and experiences:**

It is often valuable to combine evidence-based arguments with a personal account, particularly from persons that have gained from GESI actions taken in the manufacturing sector.

### **Some sensitivities to Culture and Religion**

Cultural and religious norms at company level and within a country need to be treated with care, with awareness that conversations will vary depending on who you are engaging with and aiming to sensitise and who the GESI Champions are. *(GESI Champions support and promote GESI awareness campaigns and drive GESI mainstreaming initiatives).*

It may not always be possible or safe to broach certain topics and any potential negative unintended consequences need to be considered.

# How to implement GESI in the workplace

---



5.1 Develop GESI Champions

5.2 Integrating GESI Activities

5.3 GESI Training & Awareness

5.4 Monitoring, Evaluation & Learning (MEL)

5.5 Sharing Learnings & Successes

---

## 5.1 Develop GESI Champions

**GESI champions are individuals who support and promote GESI awareness and drive GESI mainstreaming initiatives.** (*GESI mainstreaming is a strategy to improve the quality of policies, programmes and projects, ensuring a more efficient allocation of resources and to maximise impact*)

Companies should consider identifying at least one local GESI champion. However, it might be wise to appoint a few and spread the GESI projects over a few people to influence internally and to lighten the additional workload.

### **Specific duties of champions can include:**

- Encouraging senior management support through arranging GESI briefings involving senior management during GESI protocol development;
- Developing strategic alliances with women's groups and others (e.g. disability and LGBTQI+ organisations or movements) outside the institution,
- However, it is important to consider that GESI champions require team support. This includes clarity about their roles and responsibilities articulated in a Terms of Reference, capacity building and mentoring, support through networks, senior management support, and time and/or resources allocated to enable the appropriate actions for this role.

*Please see the reference page in this handbook for further resources and information.*

---

# How to implement GESI in the workplace

---

## 5.2 Integrating GESI Activities

GESI integration activities can include identifying relevant GESI related activities and integrating these into the company.

Establishing processes for identifying groups at risk of marginalisation, vulnerability, and exclusion; ensuring meaningful participation of key groups; and assessing activities against a gender responsive assessment scale.

---

## 5.3 GESI Training & Awareness

Companies should develop an ongoing GESI awareness training programme. This training can be helpful in challenging stereotypes and biases, opening up discussions on values underpinning GESI principles and ensuring business activities are actively challenging gender and other forms of inequalities.

Training sessions could be done in person in smaller groups, and complemented with other forms of training, for example, online modules. The company can consider the appointment of a specialist, where necessary.

# How to implement GESI in the workplace

---

## 5.4 Monitoring, Evaluation & Learning (MEL)

Monitoring, Evaluation and Learning (MEL) is crucial to ensuring the GESI interventions are meeting their aims, and are having a sustainable impact. Monitoring and evaluation of GESI activities can be embedded within company activities.

*See what gender-lens investors measure on the next page.*

---

## 5.5 Sharing Learnings & Successes

MA encourages and supports companies to reflect on and learn from their own work and to share their experiences within the manufacturing sector and more widely, for example through:

- Presentations at conferences;
- Meetings with local organisations and society organizations focusing on vulnerable groups Meetings with ministries with a remit in gender;
- Journal publications and policy briefs;
- Your company's website and social media;
- Newsletters, LinkedIn articles, podcasts etc.



# Reporting Structure

## An example of what Gender-lens investors measure

"Manufacturing Africa and the 2X Challenge - Collaboration to invest with a gender lens in gender smart manufacturing companies."

The 2X Challenge: Financing for Women is an ambitious target that calls on Development Finance Institutions (DFIs) to mobilise their own funds, as well as private capital, to unlock resources that will help advance women as entrepreneurs, as business leaders, as employees and as consumers of products and services that enhance their economic participation.

This framework has been unifying investors under one framework and language. The 2X Criteria are used to assess and structure investments that provide women with leadership opportunities, quality employment, finance, enterprise support, and products and services that enhance economic participation and access.

### Criteria for Gender Lens Investing – 2X Challenge Indicators



2X Criteria is a public good and can be used by anyone in the market to set their own gender-smart targets for new business and portfolio.

To understand how to apply the 2X Criteria in various sectors, context and geographies, it is important to use the 2X Criteria Reference Guide. This guidance is tailored towards investment transactions. However, independent companies can also assess their practices against the 2X Criteria using this guide.

Scan to read the 2X Criteria Reference Guide:



#### 2X Criteria

Updated as of January 2024

Investments align with the 2X Criteria if they meet basic 2X ESG (including safeguarding) and minimum Governance & Accountability requirements, AND (a) have at least ONE of the six 2X Criteria met, and (b) provide a time-bound commitment to meeting an additional Criteria. Thresholds are country and sector specific: <https://www.2xchallenge.org/2xcriteria>

Basic 2X ESG		
Governance & Accountability	Gender strategic action(s), management system(s) and data <sup>1</sup>	Yes/No
1 Entrepreneurship & Ownership	1A. Share of women ownership OR 1B. Business founded by a woman	51% 50%
2 Leadership	2A. Share of women in senior management OR 2B. Share of women on the Board or Investment Committee	Varies <sup>2</sup> Varies <sup>2</sup>
3 Employment <sup>3</sup>	Share of women in the workforce AND One "quality" Employment indicator <sup>4</sup> beyond compliance	Varies <sup>2</sup> Yes/No
4 Supply Chain	Commitment to women in supply chain AND One "quality" Supply Chain indicator <sup>4</sup> beyond compliance	Yes/No Yes/No
5 Products & Services	Product(s) or service(s) enhance(s) well-being of women/girls and/or drives gender equity	Yes/No
6A. Financial Institutions (FI): Percent of the investor loan proceeds or percent of FI's portfolio supporting businesses that meet the 2X Criteria		30%
6B. Funds: Percent of portfolio companies that meet the 2X Criteria		30-50%

<sup>1</sup> In exceptional cases, where the investee does not meet this requirement yet, the investor can agree on a formal time-bound action item to have this requirement met within max. 2 years and follow-up/monitoring from the investor.

<sup>2</sup> For direct investments, thresholds vary based on sector/country intersection. For FI's, simplified thresholds will apply at portfolio level.

<sup>3</sup> Requires no dissonance with the Leadership criteria, i.e. there should be at least some progress on women's representation in leadership.

<sup>4</sup> Includes diversity practices, pay equity, care support, health & well-being and GBVH (further details provided).

<sup>5</sup> For Funds and FI's, criteria (or target) need to be met at both the institutional and portfolio level.

To be 2X Global aligned, an investment/company must have achieved the ESG compliance and the Accountability and Responsibility criteria, reached at least one criteria, and have an explicit commitment to meet another criteria. <https://www.2xchallenge.org/2xcriteria>

# Policies & Procedures



# Introduction to Key GESI Policies & Procedures

1.

## **Non-Discrimination & Equal Opportunity**

**The company should commit to being an equal opportunity employer that employs personnel without regard to race, ancestry, place of origin, colour, ethnic origin, language, citizenship, creed, religion, gender, sexual orientation, age, marital status, physical and/or mental handicap or financial status.**

All decisions regarding recruitment, promotion, employee development, career progression, salary policies and general employment conditions should comply with this commitment to non-discrimination and equal opportunity.

The company should be proud of its work environment, and all employees should be treated with respect and dignity.

This Policy should confirm that all employees have the right to work in an environment free from any type of discrimination or harassment, including racial and sexual harassment. Any form of discrimination or harassment, whether verbal, physical, or arising out of the work environment, and whether in the workplace, at work assignments off- site, at any sponsored social functions, or elsewhere, is unacceptable and will not be tolerated.

# Introduction to Key GESI Policies & Procedures

## 2. Recruitment & Selection

**The company should recognise that their human capital may be the most important differentiator in the market place.**

Having a Recruitment and Selection Policy in place supports GESI in the workplace by fostering and maintaining a diverse, sustainable, high-performing work environment by attracting, engaging, recruiting, developing, hiring and retaining the best talent.

**This Policy should provide procedures and processes to:**

- Promote and maintain a recruitment and selection process that prioritises equal opportunities in employment for all applicants and employees;
- Protect all candidates (internal and external) from any form of discrimination or bias due to factors such as gender, race, or sexuality;
- Ensure that all the relevant role players (e.g., Human Resources staff and managers) apply and implement this Policy consistently, fairly, transparently, and efficiently.

# Introduction to Key GESI Policies & Procedures

## 3. Child Labour

**Child labour, as defined by the International Labour Organisation (ILO) Convention is “work by children under the age of 12; work by children under the age of 15 that prevents school attendance; and work by children under of age of 18 that is hazardous to the physical or mental health of the child”.**

The company may promote youth development but should strictly prohibit child labour in any form as per this definition.

## 4. Forced Labour

This Policy should include a commitment that no employee, intern, consultant or any other person performing a task for the company may be made to work against his/her will or as bonded/forced labour, or be subjected to corporal punishment or coercion of any type related to his/her work.

*Note:*

*All employees are to sign an employment contract, and be paid via bank transactions and not in kind or cash to avoid any form of potential forced or child labour. In addition, companies are to monitor and ensure their compliance in this regard by conducting internal audits of employee and other appointed persons (including contractors and suppliers).*



# Introduction to Key GESI Policies & Procedures

## 5. Gender-based Violence & Harassment

**All Manufacturing companies should ensure that there are adequate procedures to support those who have experienced Gender-based Violence and Harassment (GBVH).**

Companies should have a policy promoting a zero- tolerance attitude to any form of violence or harassment as well as mechanisms for dealing with cases of GBVH in the workplace, including an open-door policy for reporting and an escalation process for addressing reported cases.

## 6. Whistleblowing

This Policy should include a commitment that no employee, intern, consultant or any other person performing a task for the company may be made to work against his/her will or as bonded/forced labour, or be subjected to corporal punishment or coercion of any type related to his/her work.

**The purpose of this Policy is:**

- To encourage employees to report suspected unlawful or unethical behaviour as soon as possible;
- To reassure employees that their concerns will be taken seriously and investigated as appropriate and that their anonymity will be safeguarded;
- To reassure employees that when they report suspected unlawful or unethical behaviour in good faith, they will have the necessary protection.



# Introduction to Key GESI Policies & Procedures

## 7. Social safe-guarding and Third party contractors / suppliers

You have the option to create a separate policy or to integrate your commitment to Third Party Contractors / Suppliers into your procurement process and/or policy.

**The commitments may include the following:**

- To recognise your company's responsibility to uphold GESI and Social Safeguarding principles, including refusing to tolerate any unacceptable treatment of individuals such as sexual harassment or discrimination, as well as committing to the promotion of equal opportunities and treatment of employees;
- To commit to promoting these principles through your company's engagement with 3rd party stakeholders, including suppliers, contractors, sub-contractors, consumers, community members, and distributors;
- To not accept products or services from 3rd parties that employ forced labour, child labour, apply other illegal or exploitative practices or are in any other way not in line with your company's values and principles.

*This policy has not been included in the templates, however please reach out to the Manufacturing Africa team should you need assistance with this policy or how to integrate GESI into your procurement processes.*

# Tools & Annexures

# Tools to assist with your GESI intentions



- Develop GESI Policies and Procedures - adapting or creating policies that integrate GESI into the activities of the company;
- GESI Self Assessment / GESI Baseline - identifies the GESI baseline and helps identify the GESI barriers or gaps;
- Develop GESI Strategy / Intention - sets a framework for the promotion of GESI principles across your company;
- Develop GESI Action Plan - a detailed plan outlining actions needed to reach your company's GESI Strategy / Intention;
- Gaining Support and Buy-in - selling the GESI Strategy/Intention to stakeholders;
- Identifying GESI Champions;
- Integrating GESI into the business;
- Conducting GESI Training;
- Monitoring, Evaluation and Learning;
- Sharing Learnings and Successes.

## TOOLS & ANNEXURES

# Tools to assist with your GESI intentions



- 
- Develop GESI Policies and Procedures - adapting or creating policies that integrate GESI into the activities of the company;



## STEP ONE

### Policies and Procedures

- Non-Discrimination and Equal Opportunity Policy;
- Recruitment and Selection Policy;
- Child Labour Policy Forced Labour Policy;
- Gender-Based Violence and Harassment;
- Whistleblowing Policy.



# Tools to assist with your GESI intentions



- 
- GESI Self Assessment / GESI Baseline - identifies the GESI baseline and helps identify the GESI barriers or gaps.
  - Develop GESI Strategy / Intention - sets a framework for the promotion of GESI principles across your company.
  - Develop GESI Action Plan - a detailed plan outlining actions needed to reach your company's GESI Strategy / Intention.
  - Gaining Support and Buy-in - selling the GESI Strategy / Intention to stakeholders.



## STEPS TWO TO FOUR

### Tools

- **GESI Gap Self Assessment (Excel sheet / Tool)**

The goal of completing this self-assessment is to determine your company's GESI baseline and to identify gaps that exist between your status quo and your GESI goals. This self-assessment will be filled out either by an individual such as a human resources professional or by multiple individuals such as managers at different sites, as appropriate to your company. Examples of questions asked and information requested include gender disaggregated data, organisational charts, and grievance redress systems.

- **Statement of Commitment (GESI Strategy/Intention) Template (Word document)**
- **GESI Action Plan Template (Word document)**
- **GESI Action Plan Table Only (Excel sheet / Tool)**
- **Guidance Note for the GESI Action Plan (Word document)**

The objective of a GESI Action Plan is to create a series of tangible steps your company can complete in order to reach its GESI goals. These action items should follow the SMART principles – making each action Specific, Measurable, Agreed/Attainable, Relevant, and Time-Phased.

It is crucial to regularly review and report on this plan, updating it as required.

---

### TOOLS & ANNEXURES

# Tools to assist with your GESI intentions



- Identifying GESI Champions;
- Integrating GESI into the business;
- Conducting GESI Training;
- Monitoring, Evaluation and Learning;
- Sharing Learnings and Successes.



## STEP FIVE

**Refer to pages 18 - 21**

## How to implement GESI in the workplace

### Identifying GESI Champions

**GESI champions are individuals who support and promote GESI awareness and drive GESI mainstreaming initiatives.**  
*(GESI mainstreaming is a strategy to improve the quality of policies, programmes and projects, ensuring a more efficient allocation of resources and to maximise impact)*

### Integrating GESI Activities

**GESI Activities  
Training & Awareness**

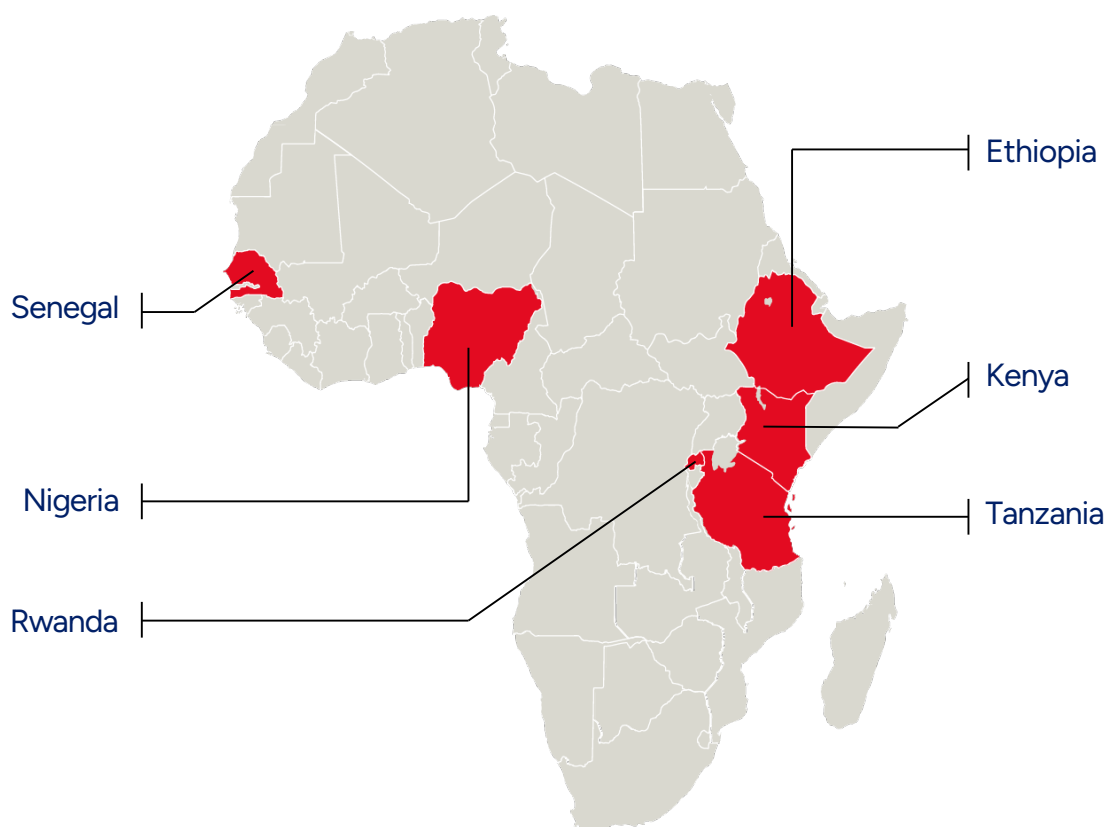
**Monitoring, Evaluating  
& Learning (MEL)**

**Sharing Learnings  
& Successes**

## TOOLS & ANNEXURES



# Country-specific References and Legal Frameworks



Country specific references and legal frameworks are available upon request.  
Please contact [info@manufacturingafrica.org](mailto:info@manufacturingafrica.org)

## TOOLS & ANNEXURES

# Key Concepts & Glossary

Concept	Description / Explanation
2X Challenge	An ambitious target that calls on DFIs to mobilise their own funds, as well as private capital, to unlock resources that will help advance women as entrepreneurs, as business leaders, as employees and as consumers of products and services that enhance their economic participation.
Child Labour	As defined by the International Labour Organisation, “work by children under the age of 12; work by children under the age of 15 that prevents school attendance; and work by children under of age of 18 that is hazardous to the physical or mental health of the child”.
ESG	Environmental, Social, and Governance.
Equal Opportunity	State of fairness in which individuals are treated equally, without being hindered by artificial barriers, prejudices or preferences.
Forced Labour	Work performed under compulsion (including slavery, servitude and forced recruitment) and subject to a penalty.
GBVH	Gender-based violence and harassment, including sexual harassment, sexual abuse, and sexual exploitation.
Gender	Socially constructed norms, roles and attributes assigned to people based on their gender.
Gender Equity	Recognises that women and girls, and men and boys, as well as people of other genders, may have distinct needs, and seeks fairness of treatment according to a person’s respective need to ensure the realisation of equal rights, opportunities, and respect.
Gender Equality	Gender equity is needed if gender equality is to be achieved.

## TOOLS & ANNEXURES

# Key Concepts & Glossary

Concept	Description / Explanation
Gender lens investing	A strategy or approach to investing that takes into consideration gender-based factors across the investment process to advance gender equality and better inform investment decisions.
Gender smart	Being intentional about incorporating a gender lens across all operational decision making of a company.
GESI	Gender, Economic and Social Inclusion; refers to the implementation of gender- responsive and socially inclusive measures, policies, and procedures as well as the avoidance of exploitation and discrimination of any kind.
GESI champion	Individuals who support and promote GESI awareness and drive GESI mainstreaming initiatives.
GESI approach	Considers unequal power relations and inequalities experienced by individuals as a result of their social identities, including gender, location, (dis)ability, wealth, education, age, caste/ethnicity, race, and sexuality.
Good Faith	A disclosure made with honest intentions without spite or malice.
GRM	Grievance Redress Mechanism.
MEL	Monitoring, Evaluating and Learning.
Minority Groups	A minority group can simply be understood in terms of demographic sizes within a population: i.e. a group in society with the least number of individuals is therefore the 'minority'.

## TOOLS & ANNEXURES

# Key Concepts & Glossary

Concept	Description / Explanation
Non-discriminatory	Fair and unbiased, not discriminating based on a particular characteristic such as race or gender.
Non-discrimination and equal opportunity	In the workplace, equal opportunity means employing personnel without regard to race, ancestry, place of origin, colour, ethnic origin, language, citizenship, creed, religion, gender, sexual orientation, age, marital status, physical and/or mental handicap or financial status. Making sure all decisions regarding recruitment, promotion, employee development, career progression, salary policies and general employment conditions comply with this commitment.
Sex	A distinction made based on biological/chromosomal characteristics. Generally assigned at birth and either male, female or intersex.
Social exclusion	Inadequate representation and/or participation; lack of participation in leadership and/or decision making; discrimination or stigma as a result of social identities; restricted rights and/or lack of power and agency to exercise rights and access protection.
Social identities	Identities such as race, gender, marital status, and sexuality.
Social Safeguarding	Preventing, reducing, mitigating and/or compensating for the unintended negative impacts of company operations
Third Party	Suppliers, consumers, contractors, sub-contractors, community members, distributors
Vulnerable group	A group that is particularly vulnerable to discrimination, lack of opportunity of harmful stigma.
Whistleblowing	When an individual or group reports relevant and reliable information concerning wrongdoing or serious malpractice, such as fraud and corruption.

## TOOLS & ANNEXURES

MA focuses on investments that maximise development impact by creating employment, increasing local sourcing, promoting gender, economic and social inclusion (GESI), and safeguarding the environment.

Manufacturing Africa promotes gender smart manufacturing which means being intentional about incorporating a gender lens across all operational decision making of a company.



For more information contact us at:  
[info@manufacturingafrica.org](mailto:info@manufacturingafrica.org)

This programme is funded by UK aid from the UK Government;  
however, the views expressed do not necessarily reflect  
the UK Government's official policies.