



# GENDER POLICY

Mandala Capital Limited

## Abstract

This Gender Policy establishes a comprehensive framework to integrate gender equity principles across Mandala Capital Limited's operations, investments, and governance. Aligned with international standards, it ensures that gender considerations are embedded in decision-making, fostering transformative and inclusive development outcomes.

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## 1. Introduction

- i. This Gender Policy aims to establish a robust framework to promote gender equity and equality within Mandala Capital. Mandala Capital Gender Policy serves as a governance framework for integrating gender considerations within Mandala Capital Limited. It encompasses gender integration in Mandala Capital strategies, procedures, and the implementation of investment plans and projects. Additionally, it extends to internal aspects of Mandala Capital operations, including governance structures, staffing, and budgeting. The policy applies to all activities under Mandala Capital Limited. It is equally applicable to Mandala Capital internal operations.
- ii. Mandala Capital recognizes that gender equity is a fundamental element for achieving impactful, sustainable, and inclusive development outcomes. We are committed to ensuring that all individuals, regardless of gender, have equitable access to opportunities, resources, and benefits. This policy aligns with international standards, including the Green Climate Fund (GCF) Gender Policy, to ensure compliance with global best practices.
- iii. Through this gender policy, Mandala Capital aims to promote equal access to and benefits from Mandala Capital supported investments for both women and men in targeted countries. Specifically, Mandala Capital investments will support gender equality by ensuring that the needs, interests, active participation, and resulting benefits of women and men are equally prioritized through gender mainstreaming. This approach includes incorporating gender-responsive methods in assessment, consultation, design, implementation, and monitoring and evaluation processes. To ensure effective implementation, the policy emphasizes good practices in gender mainstreaming, such as utilizing sex-disaggregated data for monitoring and reporting.

## 2. Background

- i. Mandala Capital Limited was established in 2008 and has exclusively focused on managing investments in various funds focused on the Food and Agri sector.
- ii. Integrating gender considerations into climate policy and programming acknowledges the importance of balanced participation by women and men. This approach aligns with multilateral outcomes and processes addressing gender, climate development, and human rights, including the 1992 Rio Declaration on Environment and Development, Rio+20, the Beijing Declaration and Platform for Action (1995) and subsequent review outcomes, the 2030 Agenda for Sustainable Development, and decisions under the United Nations Framework Convention on Climate Change (UNFCCC).
- iii. Gender equality and sustainable development goals are central to Sustainable Development Goal (SDG) 5, which aims to achieve gender equality and empower all women and girls.

- iv. The principles outlined in the Gender Policy are consistent with the goals established in international frameworks. They emphasize gender equality, women's public participation (including at local levels) in climate planning and action, and capacity-building initiatives for women in climate-related fields. These efforts align with the Universal Declaration of Human Rights and the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW).
- v. A gender integration perspective is essential for both investment plan strategies and operations across climate programs supported by Mandala Capital. Without identifying gender-specific opportunities and constraints, and taking appropriate actions, program and project investments risk leading to unequal gains, losses, or even harm for women and men. This highlights the need for gender considerations in the prioritization, design, and implementation of investments.
- vi. Equally important is empowering women as change agents and decision-makers in climate action. Mandala Capital Gender Policy emphasizes this through gender mainstreaming approaches, such as sex-disaggregated targeting, gender-sensitive project assessment and design, and organizational integration. It also strengthens gender considerations in private sector operations and adopts transformative approaches to enhance women's voice and agency. These include supporting women in resource governance, improving their access to and ownership of assets, and fostering their participation in public decision-making.

### 3. Purpose

The purpose of this policy is to:

- I. **Create a transformative investment environment that prioritizes gender equity and sustainable development:** Mandala Capital commits to embedding gender equity as a core principle in all its investments and operational frameworks. This includes designing gender-sensitive investment strategies that not only address existing disparities but also promote structural changes to empower underrepresented genders. Mandala Capital aims to integrate gender equity into its organizational ethos, fostering innovation and inclusivity in projects that contribute to sustainable, equitable development outcomes.
- II. **Identify and address systemic gender disparities within fund operations, governance, and investee organizations:** Through a detailed review of internal processes, policies, and decision-making structures, Mandala Capital will identify existing gaps that disadvantage any gender. This includes conducting gender audits, establishing benchmarks for gender-balanced leadership, and providing technical support to investee organizations to align with these standards. Mandala Capital will also implement proactive measures to eliminate gender-based barriers within its operations and governance.

- III. **Foster inclusive, gender-sensitive approaches in resource allocation, project design, and stakeholder engagement:** Mandala Capital will ensure that all resource allocation processes, and project designs are underpinned by comprehensive gender analyses. This includes actively consulting with diverse stakeholders to understand their needs and priorities. The Fund will encourage participatory approaches, ensuring that women, girls, and marginalized genders have meaningful opportunities to contribute to and benefit from funded projects.
- IV. **Align with and advocate for local, national, and international gender equity standards, frameworks, and goals, including the Green Climate Fund's Gender Action Plan and the UN Sustainable Development Goals (SDGs):** Mandala Capital will harmonize its gender policy and actions with global frameworks such as the GCF Gender Policy, CEDAW, and the SDGs. This includes adopting global best practices, participating in international forums, and engaging with governments and local organizations to strengthen gender-equity-focused policies. The Fund will advocate for systemic changes that promote gender equality in all sectors and leverage its influence to drive alignment across its ecosystem of stakeholders.

## 4. Scope

This policy applies comprehensively to:

- I. **Internal Stakeholders:** This is including employees, board members, advisory committees, and consultants within Mandala Capital. Each internal stakeholder is expected to actively contribute to fostering a culture of gender equity. This involves participating in gender equity training, ensuring inclusive decision-making practices, and adhering to gender-sensitive workplace policies. Internal governance structures will be reviewed regularly to ensure they reflect gender-balanced representation and equitable practices.
- II. **External Stakeholders:** This comprises investee organizations, implementing partners, and beneficiaries. Mandala Capital expects external stakeholders to align with its gender equity principles by incorporating gender-sensitive practices within their operations. This includes undertaking gender analysis, adopting policies that prevent discrimination, and engaging in programs that address systemic gender disparities. Stakeholders will also be monitored for compliance with gender-related outcomes as part of project evaluations.
- III. **Operational Areas:** Gender equity principles will be integrated into governance, investment planning, project implementation, reporting, and advocacy. This includes:
  - a) Governance: Establishing gender-balanced leadership and decision-making structures within Mandala Capital.

- b) Investment Planning: Embedding gender-sensitive criteria in funding proposals, resource allocation, and investment due diligence processes.
- c) Project Implementation: Ensuring that all projects are designed to address specific gender equity goals, supported by comprehensive gender action plans.
- d) Reporting: Regularly documenting and publishing progress on gender equity initiatives, including gender-disaggregated data.
- e) Advocacy: Engaging in policy dialogues and collaborations that promote gender equity at local, national, and international levels.

## 5. Principles underlying Mandala Capital Policy

- i. **Equality and Equity**: Ensure equal access to resources and address existing gender-based disparities. This involves identifying and dismantling systemic barriers that prevent equitable participation, including socio-cultural norms, economic inequalities, and legal restrictions. Mandala Capital commits to targeted interventions such as capacity-building programs, equitable pay structures, and community outreach initiatives to close gender gaps and ensure proportional representation in leadership and decision-making roles.
- ii. **Inclusivity**: Integrate gender-diverse perspectives at all decision-making levels. This entails actively seeking input from underrepresented groups, ensuring their voices influence policies, investments, and operational strategies. Inclusivity also involves creating mechanisms to engage diverse stakeholders meaningfully, such as establishing advisory panels with balanced gender representation, facilitating participatory workshops, and ensuring accessible communication channels for feedback and dialogue.
- iii. **Accountability**: Mandala Capital will ensure accountability for its implementation
  - a) **Transparency**: Mandala Capital will make this gender policy, along with its annual reports and gender program updates, publicly available on its website to ensure transparency.
  - b) **Reporting**: Mandala Capital will produce an annual report. This reporting will assess performance against women-focused activities, and the use of sex-disaggregated monitoring and evaluation (M&E) indicators.
- iv. **Empowerment**: Actively promote opportunities for women, girls, and other marginalized genders. This includes prioritizing projects and initiatives that provide education, leadership development, economic opportunities, and capacity building for women and marginalized genders. Empowerment also involves creating pathways for active participation in decision-making processes, from grassroots to governance levels, ensuring their voices shape policy and program outcomes.

- v. **Intersectionality** Acknowledge and address the interconnected nature of gender with other social categorizations such as race, age, disability, and economic status. Mandala Capital will ensure that policies and initiatives consider the compounded challenges faced by individuals who belong to multiple marginalized groups. This includes designing projects that specifically target and uplift those at the intersections of multiple forms of discrimination, ensuring truly inclusive outcomes for all.

## 6. Policy Statements

### 6.1. Governance and Organizational Culture

- i. Establish a leadership commitment to gender equity by integrating it into Mandala Capital's mission, vision, and strategic goals.
- ii. Develop and enforce workplace policies on gender sensitivity, inclusion, and diversity, ensuring a zero-tolerance approach to discrimination and harassment.
- iii. Foster an organizational culture of mutual respect by promoting initiatives such as mentorship programs, diversity hiring practices, and gender-equitable career advancement opportunities.
- iv. Ensure that gender equity is a standing agenda item in governance and board-level meetings.
- v. Institutionalize a gender equality charter within Mandala Capital to serve as a guiding document for internal and external engagements.

### 6.2. Gender-Sensitive Investment Practices

- i. Integrate comprehensive gender analysis at every stage of the investment lifecycle:
  - a) Pre-Investment: Conduct mandatory gender impact assessments to identify potential risks, barriers, or opportunities for gender equity. The process of the gender assessment is highlighted in the ESS Policy. All new investment plans should state how they included gender consideration and how gender will be tracked and reported in the project results framework. This consideration should be included in the IC memo and be presented to Mandala Capital IC members.
  - b) Due Diligence: Evaluate the gender policies and practices of investee organizations to ensure alignment with Mandala Capital's gender equity goals.
  - c) Post-Investment: Continuously monitor, evaluate, and report on gender equity outcomes, enforcing corrective measures when necessary. Mandala Capital require investees to develop and implement a Gender Action Plan tailored to their operational context, detailing clear objectives, timelines, and resources dedicated to advancing gender equity within their organizations and projects.

- ii. Prioritize funding for initiatives that empower women, advance gender equality, or address systemic inequalities, such as women-led enterprises and projects targeting vulnerable groups.
- iii. Develop and implement gender-responsive performance indicators and investment targets.

### 6.3. Training and Capacity Building

- i. Design and deliver regular training programs on gender equity, unconscious bias, and intersectional inclusion for fund staff, partners, and investees.
- ii. Provide technical support and resources to investee organizations for integrating gender-sensitive policies, practices, and reporting mechanisms.
- iii. Build capacity within communities and implementing partners to sustain gender-equitable outcomes in projects.
- iv. Develop a repository of best practices and case studies on gender equity for stakeholders to leverage in their operations.

### 6.4. Gender-Based Violence (GBV) Prevention and Response

- i. Develop and implement a robust code of conduct addressing GBV and gender-based harassment, with clear protocols for prevention, reporting, and redressal.
- ii. Partner with specialized organizations to provide survivors of GBV with access to healthcare, counselling, legal aid, and reintegration support if needed.
- iii. Ensure that funded activities include safeguards to prevent exacerbation of GBV risks in target communities.

### 6.5. Prevention of Sexual Exploitation, Abuse, and Harassment (SEAH)

- i. Mandala Capital maintains a zero-tolerance approach to all forms of Sexual Exploitation, Abuse, and Harassment (SEAH). SEAH constitutes a severe breach of human rights and professional ethics, and undermines the principles of gender equality, social inclusion, and integrity. Mandala Capital is committed to ensuring that SEAH risks are actively prevented, addressed, and managed across its operations and throughout the investment lifecycle. This commitment applies to all Fund staff, consultants, portfolio companies, contractors, and individuals or communities affected by our activities.
- ii. Mandala Capital integrates SEAH considerations into its Environmental, Social, and Governance (ESG) risk assessment. During the pre-investment phase, all prospective investments undergo a structured SEAH risk screening. Where risks are identified, appropriate mitigation measures will be required. These safeguards will be included in legal agreements or Environmental, Social and Governance Action Plans (ESGAPs)



where relevant. The Fund will monitor SEAH risks on an ongoing basis through periodic reporting, site visits, and portfolio-level ESG reviews. Any confirmed incident of SEAH must be reported promptly and will trigger proportionate and timely corrective action, up to and including termination of the investment relationship.

- iii. Mandala Capital will ensure that all internal staff, Investment Committee members, and relevant consultants receive regular training on SEAH prevention, reporting obligations, and survivor-centered responses. Mandala Capital also expects investee companies to provide SEAH-related training to their management and employees. Awareness materials and codes of conduct shall be made available in accessible formats and languages appropriate to the operating context. Training content and delivery will be reviewed periodically to reflect evolving international best practices.

## **6.6 Advocacy and Partnership Engagement**

- i. Collaborate with national governments, development agencies, civil society organizations, and private sector entities to champion gender equity initiatives.
- ii. Advocate for and adopt gender-sensitive policies and practices across sectors and geographies.
- iii. Promote platforms that amplify the voices of women, girls, and underrepresented genders in decision-making processes.
- iv. Facilitate multi-stakeholder dialogues to strengthen gender equity commitments.
- v. Support global campaigns and initiatives that promote gender equality and inclusivity.

## **7. Monitoring, Evaluation, and Reporting**

- i. Appoint a Gender Specialist or establish a Gender Equity Committee to oversee the implementation and compliance of this policy.
- ii. Develop and implement a robust Monitoring and Evaluation (M&E) framework to measure the Fund's gender-related impacts:
  - a) Collect and analyse sex- and gender-disaggregated data across all projects.
  - b) Assess and document progress against gender-specific Key Performance Indicators (KPIs) and goals aligned.
- iii. Report regularly to stakeholders on gender equity outcomes, best practices, and areas for improvement.
- iv. Publish annual gender equity performance reports to ensure transparency. A section in Mandala Capital Annual Impact Report will be focusing on gender reporting.

## **8. Resource Allocation**

- i. Dedicate specific funding streams for gender-focused initiatives, including technical assistance, community engagement, and capacity-building projects out of the technical assistance facility.
- ii. Leverage partnerships and co-financing mechanisms to expand the scope and impact of gender-responsive investments.
- iii. Ensure adequate human, technical, and financial resources are allocated to support gender equity goals.

## **9. Compliance and Enforcement**

- i. Align with international frameworks such as CEDAW (Convention on the Elimination of All Forms of Discrimination Against Women), the GCF Gender Policy and Action Plan, and the UN Guiding Principles on Business and Human Rights.
- ii. Conduct periodic gender audits and external reviews to ensure accountability and identify areas for improvement.
- iii. Enforce non-compliance penalties for investees and stakeholders failing to meet gender equity standards.

## **10. Review and Updates**

- i. Conduct an in-depth review of this policy every three years or as necessary to reflect evolving priorities, global standards, and stakeholder feedback.
- ii. Update the policy to incorporate lessons learned, emerging trends, and innovative practices in gender equity.