

COCOA LIFE
GENDER ACTION PLANS: GHANA AND COTE D'IVOIRE
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1. EXECUTIVE SUMMARY

About Cocoa Life

Without cocoa, there is no chocolate. So, as the world's largest chocolate company, we established Cocoa Life to help ensure a sustainable supply of cocoa for future generations.

Launched in 2012, Cocoa Life is a ten-year, \$400 million program to transform the lives of cocoa farmers and their communities, and to inspire the next generation of cocoa farmers in six countries. It is built on the idea that thriving cocoa communities are the essential foundation for sustainable cocoa farming.

Cocoa Life builds on our experience in Ghana since 2008 with the Cadbury Cocoa partnership.

We work with suppliers and other partners to implement Cocoa Life in the communities where we buy cocoa, based on their needs.

Through Cocoa Life, we are investing in cocoa farming communities to improve incomes, business skills, support women and young people and protect the environment. We will be transparent about our progress and will seek independent evaluation of the program.

Our gender commitment

Gender equality benefits everyone and is essential if cocoa communities are to thrive. That's why promoting women's empowerment has been a cross-cutting theme in Cocoa Life since 2008.

In April 2013, we made commitments to promote women's empowerment by extending our reporting on gender rights in cocoa farming, ensuring a consistent approach to gender programs in key cocoa origin markets and advocating for industrywide action.

Now, we are publishing third-party impact assessments studying the status of women in our cocoa supply chain in Ghana and Cote d'Ivoire. The reports, by Michael J. Hiscox and Rebecca Goldstein of Harvard University, for Ghana, and CARE International, for Cote d'Ivoire, are published on www.cocoalife.org/progress.

In this action plan, we publish Cocoa Life's proposals to incorporate learnings from these assessments into our existing work to address gender in our programs in Ghana and Cote d'Ivoire.

Beyond this, we continue to use our leading role in the cocoa sector to advocate for women's empowerment through our engagement with key multi-stakeholder initiatives and with public and civil society institutions. For example, we continue to advocate for women's empowerment through multi-stakeholder organizations such

as the World Cocoa Foundation to establish sectorwide principles for cocoa sustainability that include gender equality.

Assessments

i) Ghana

The Hiscox and Goldstein study is a new analysis of data from a 2009 baseline survey of cocoa-farming households, covering 335 communities, including 100 targeted for participation in Cocoa Life and 235 comparison communities.

The evidence indicates dramatic gender gaps in key outcomes: female farmers have levels of income and productivity 25-30% below those of male counterparts. Major sources of these gaps in outcomes are also clear: compared with male cocoa farmers, female farmers are 25% less likely to have received training in the past year, they are 20% less likely to have received a loan in the past year and almost 40% less likely to have a bank account, and they are 30-40% less likely than men to have used crucial farm inputs such as fertilizer.

The study found that major levers for change are farmer training and access to finance, which are strong predictors of use of key inputs on farms and hence levels of productivity and income. The authors concluded that Cocoa Life program interventions that effectively address gender gaps in farmer training and access to finance could have large positive impacts on productivity and income levels for female farmers and sharply reduce gender inequality in the sector.

ii) Cote d'Ivoire

CARE International's report reconfirmed the vital role women play in Cote d'Ivoire's cocoa economy and the significant discrepancies women in cocoa farming experience. Women in cocoa communities earn up to 70 percent less than men. To achieve gender equality in Cote d'Ivoire there is much work to be done because the starting point for women is so low. For example, the research found that of the 4% of women in cocoa coops, almost none, 0.33%, are in leadership positions. On land ownership the study found that 86% of men had legal rights to their plots while in 67% of cases the land accessed by women was not owned by them, but just made available by family or community members on an informal basis.

The CARE International report made the following observations and recommendations based on the current status of gender analysis and gender-related work in Cocoa Life Côte-d'Ivoire:

- a) The extent of gender analysis and gender-related work carried out so far in Cocoa Life Côte-d'Ivoire have reconfirmed that women's crucial role in the cocoa economy needs to be strengthened through: enhancing their productivity and net income in both cocoa farming and complementary enterprises; and through strengthening women's participation in decision-making processes at household, farm, cooperative and community levels.
- b) The Project's design and gender strategy are adequately aligned to these needs. However, implementation should continue to be supported by a

process of gender analysis to deepen partners' and stakeholders' understanding of the multiple challenges faced by women in the Cocoa Life communities. This process is on-going and its methodological tools have been established and tested. The broader gender analysis process has recently been complemented by a specific field survey to gather baseline data related to the gender-relevant KPIs of Cocoa Life. The data analysis outlined in this Report provides useful insights for the further promotion of women empowerment, with particular reference to women's participation in decision-making processes as well as to their access to assets and income-generating opportunities.

- c) After one year of project implementation, gender-related work has already yielded some tangible results with regard to the involvement of women in community-level leadership (through participation in Community Development Committees) and to women's financial inclusion (through membership of Village Savings and Loan Associations). The gender dimension of the Farming and Livelihoods pillars has the potential to enhance women's productivity and income, however this is a complex process that will take time to show substantial results – as it entails considerable changes in the gendered division of labour and significant strengthening of women's access to assets, information and skills. In this connection, Cocoa Life is working through the cooperatives and the Case du Planteur to close the gap between female and male membership in farmer-based organisations, which is one of the key priorities for women's empowerment in the cocoa economy.
- d) Finally, the gender strategy and approach of Cocoa Life Côte-d'Ivoire needs to continue being fully supported by all partners involved, in order to ensure coherence and synergy in project implementation and achieve more ambitious and sustainable 'women empowerment outcomes'.

Action Plans

i) Ghana

The action plan summarizes steps taken to address gender in the Cocoa Life strategy for Ghana, builds on Hiscox and Goldstein's findings and identifies a range of actions in five key program areas:

1. Farming: improving training for female farmers and women working on cocoa farms, and increasing women's access to farm inputs, land ownership and membership of farmer organizations.
2. Livelihoods: increasing access to finance for women, improving literacy and household food security.
3. Community: empowering women to play an active role in decision making in their households, communities and with district and national farmer forums; engaging women in drawing up Community Action Plans; training community leaders, Cocoa Life implementing partners and Cocoa Life staff in gender

awareness; engaging government institutions at district and national level on issues that affect women.

4. Youth: promoting women and girls' involvement in the Cocoa Ambassador scheme and community reading clubs.
5. Monitoring and evaluation: global, high-level KPIs and local metrics for Ghana are designed in response to our commitment to gender mainstreaming for each program objective and focus area.

ii) Cote d'Ivoire

The action plan acknowledges CARE International's findings and identifies actions in five key areas as Cocoa Life expands its program from pilot to full implementation:

1. Cocoa Life's team and stakeholders will integrate gender mainstreaming into their contributions to the program by continuing to increase overall gender awareness among program leaders at all levels; incorporating the perspective of female farmers in program design and implementation; and using local cocoa platforms to promote gender goals.
2. Clarifying gender equity targets for Cocoa Life in Cote d'Ivoire, following baseline survey work during 2014.
3. Program design and planning: by setting criteria to guarantee women's involvement, for example in training and access to finance; by assessing program benefits for men and women, to seek to ensure that women are benefiting equally, even when the participating household farmer is male.
4. Tailoring interventions to address gender gaps in areas such as training topics, materials and methods, as well as interventions under the livelihoods and community focus areas.
5. Monitoring and evaluation: global, high-level KPIs and local metrics for Cote d'Ivoire are designed in response to our commitment to gender mainstreaming for each program objective and focus area.

Conclusion

With Cocoa Life, learning is in everything we do. An active monitoring, evaluation and learning process among partners builds best practice and allows us to continually improve as the program evolves. We will continually adapt our program based on these new gender assessments, as well as other feedback, to keep our focus on achieving outcomes which generate thriving cocoa communities.

For copies of both reports, please go to <http://www.cocoalife.org/Progress>

2. GLOSSARY

Baseline Survey

A survey to set the reference situation of the project against Cocoa Life's 10 global, high-level KPIs. The baseline survey is designed to establish initial benchmarks against which the effects of the project will be compared. For instance, average income of cocoa farmers at project inception, with comparisons in future years and at the end of the project.

Needs Assessment

The objective of the needs assessment is to assess the institutional and socio-economic conditions of the project targeted sites to identify the constraints and opportunities for Cocoa Life communities to benefit from the five Cocoa Life focus areas: farming, community, livelihoods, youth and environment.

Community Action Plan (CAP)

Defined by community members with the assistance of NGO, private and government partners, these plans lay out the priorities as perceived by cocoa farming communities and set the timing and required resources to meet them. Therefore, its main source of information is the Needs Assessment.

3. GHANA GENDER ACTION PLAN

1.0 INTRODUCTION

The Mondelēz International cocoa program now known as *Cocoa Life* strives actively and visibly to bring about equality in social relationships and opportunity for women and men and the elimination of existing gender disparities in cocoa growing communities. In 2009, having successfully undertaken a series of assessments, the program partners began to identify barriers to improving gender relationships. This was to inform the approach and tools to be used in intervening at the macro, meso and micro levels in Ghanaian society. Since then *Cocoa Life* has developed and implemented interventions that are critical for addressing gender inequality.

In April 2014, *Cocoa Life* published a third-party impact assessment studying the status of women in our cocoa supply chain in Ghana, by Michael J. Hiscox and Rebecca Goldstein of Harvard University. The study is a new analysis of data from a 2009 baseline survey of cocoa-farming households, covering 335 communities, including 100 targeted for participation in *Cocoa Life* and 235 comparison communities.

The study highlighted, among others, the following:

- i. Dramatic gender gaps in key outcomes such as income and productivity;
- ii. Female farmers less likely to receive training;
- iii. Female farmers less likely to access loans or other forms of credit;
- iv. Female farmers less likely to have bank accounts;
- v. Female farmers less likely to be utilising farm inputs including fertilizer and other agro-chemicals

In the year 2010, *Cocoa Life* - then known as the Cadbury Cocoa Partnership - commissioned a Policy Mapping Exercise to provide a review and analysis of key national and sector policies that have the potential to impact the lives of cocoa communities and which have implications for the interventions being implemented under the Cadbury Cocoa Partnership (CCP) programme in Ghana. This exercise was to deepen the understanding of policies whilst ensuring that CCP programme objectives are met within the existing policy framework; and thus enable CCP and its Implementing Partners to contribute to improving the policy environment on behalf of cocoa communities.

Following this exercise, in 2010 *Cocoa Life* in Ghana identified five areas for policy advocacy at national and local level. These five areas, which are a clustering of the eleven studied areas, are considered as drivers for achieving sustainable incomes from cocoa production and thus ensure that cocoa producing communities become thriving communities. One of the key areas was Gender equality and women empowerment where *Cocoa Life* focuses on the empowerment of women in order to positively deepen the productive roles of women to drive community development and sustainable incomes from cocoa and non-cocoa sources for better outcomes especially related to household food security, whilst ensuring that women are not over-burdened with multiple roles.

In consultation with a wide range of key stakeholders – including the University of Ghana, policy makers and government officials including the National Development Planning Commission and Ghana Cocoa Board a Gender Equality Strategy was developed in 2011 for Cocoa Life with the following objectives:

- To facilitate dialogue about gender relations and appropriate strategies for action;
- To identify gender equality needs of all program operational areas vis-à-vis the challenges and opportunities of final strategy delivery;
- Promotion of specific projects and programs aimed at improving the situation of women;
- To facilitate skills and knowledge training; and
- To integrate gender-based analyses, goals, strategies and measures into all policies, programs, measures and methods of Cocoa Life.

The new analysis by Hiscox and Goldstein has confirmed many of the insights that shaped Cocoa Life's approach to gender, dating back to inception of the program. It also encourages us to do more. This action plan addresses current interventions and how we are addressing gender in our monitoring, evaluation and learning processes, with the objective of empowering all women in our cocoa supply chain, whether cocoa farmers in their own right, or workers on cocoa farms.

2.0 COCOA LIFE GHANA – ACTIONS TO ADDRESS GENDER GAPS

2.1 Farming

Training of female farmers and women working on cocoa farms

Recognizing that fewer women participate in training offered by the cocoa extension staff, the Women Extension Volunteers concept was introduced into Cocoa Life. Women volunteers are trained to extend training to their women farmers including all women working on cocoa farms. To date, *Cocoa Life* has 169 Women Extension Volunteers trained who have formed Women's Groups in 209 communities.

Additionally, each community has at least one Local Cocoa Volunteer being female to support the effective technical training of women especially providing on-farm support.

There are indications of change regarding farm hygiene and sanitation and it is expected that sustained training focused on women will improve their productivity and consequently, their incomes.

The Women Extension Volunteer concept and its benefits are being documented for sharing with policy holders as well as similar community-based programs such as Cocoa Life.

Utilization of appropriate and adequate agro-chemicals

As a result of women receiving direct training from the technical cocoa extension staff, female farmers and other women working on cocoa farms are applying agro-chemicals at the right time and right quantities.

The challenge remains that since women have lower incomes and less access to finance, access to agro-chemicals is also a hurdle. Cocoa Life is therefore working with input-suppliers to recognize the peculiar situation of women in cocoa farming in order to tailor their input-credit schemes to their needs. Additionally, the farmer-business training helps the women to manage their little income and prioritize utilisation of agro-chemicals.

Land ownership

In as much as Cocoa Life intervenes to assist women to have access to resources such as land; and subsequently, access to the benefits thereof, the entrenched land tenure and tree tenure systems make this almost impossible. However, Cocoa Life in Ghana has embarked on sensitisation at the community level to support a shift in paradigm. A few women have now been able to acquire land (not from their family) to cultivate their own cocoa farms as well as the food crops women have been noted to traditionally cultivate. The sensitization, which includes community leaders and targets husbands and male family heads to support such ventures by women, is yielding positive results.

In 2014, as Cocoa Life assists all farmers within its operational areas to map their cocoa farms, it is expected that this would lead to a better understanding of land tenure and encourage women and men to acquire lands properly with documentation.

Membership of farmer organizations

To date, Cocoa Life has facilitated the functioning of at least one farmer-based organisation in each of the communities in which Cocoa Life operates. These organisations are fully-fledged cooperative societies with systems and structures. At the community level, women form about 40% of the membership though only 35% of them are active. The women have become more empowered through their active participation in the Women Extension Groups, and they have thus become more interested in the cooperative societies, hence the increase in membership. However, the same cannot be said about the district cooperative unions (in each district, the cooperative societies, form the district cooperative union). Many women are reluctant to take positions within the district cooperative unions mainly because of their responsibilities at the household level. To support them, therefore, Cocoa Life organizes training for women so they can plan their time to accommodate household work and, by delegating household chores to other household members, to participate in community meetings and other group activities.

2.2 Livelihoods

Access to finance for women

In Ghana, access to finance for women is a challenge more so when it involves rural women. Thus Cocoa Life has introduced Village Savings and Loans schemes across the program. The Village Savings and Loans Associations (VSLAs) provide experience in savings and loans and therefore act as a pathway to empower women to access finance. So far 98 communities have 290 VSLAs amongst them.

Apart from the cocoa-specific training, women are given business and entrepreneurial skills development training. This empowers particularly women with little access to land, for example, to identify enterprises they can confidently manage. Special attention is being paid to specific credit schemes that target women. The approach is to facilitate women empowerment with both men and women in the community to deepen better acceptance of the inevitable changes. Community leaders, including executives of the society unions, continue to support efforts to ensure the socio-economic empowerment of women because of the linkages between cocoa sustainability and gender equity.

Literacy

The Hiscox and Goldstein study found: “literacy is an important predictor of farming success where there is a large gender disparity that could be addressed over the longer term. Attainment of literacy is associated with a 30% improvement in income from cocoa farming.”

In collaboration with the Non-Formal Education Division (NFED) of the Ministry of Education, literacy programs now feature prominently in Cocoa Life. The NFED has tailored their manuals to suit women in cocoa communities. This is to ensure that as women gain literacy and numeracy, it becomes functional also for the context in which they live and work. This is yielding positive results in the uptake on nutrition, health, sanitation, cocoa production and other related issues.

Having successfully piloted this in 7 communities, the program is being rolled out to 30 communities at a time. The size of the intervention is due to the capacity of the NFED.

Food security

In 2010 an analysis of progress of the Cadbury Cocoa Partnership program in Ghana indicated that despite the significant improvement in household incomes, household food security was still an issue. Since targeting the Women Extension Volunteers for capacity building in leading change in attitudes towards household food security, there has been a perceived improvement.

In 2014, Cocoa Life plans to initiate a study on the linkage between food security and academic performance of school children.

2.3 Community

Women in decision-making

Another level of targeting women to engage in decision-making processes is at the socio-cultural level where habits, attitudes and behaviours form.

Women, men and children participate in issues that affect the family and the community as a whole. Building on perceived improvements in social relations, women's empowerment has been featured as a targeted activity since 2013. For example, having garnered lessons indicating that empowering women has a positive impact on addressing child labour, the 2013 Cocoa Life in Ghana Annual Learning Seminar discussed "Developing more gender-sensitive and community empowerment interventions for the elimination of worst forms of child labour in Ghana's cocoa supply chain".

Through the Women Extension Volunteer intervention, more women will be empowered to support the family by actively taking part in all decisions that affect the family. The women are becoming more assertive in accessing not only resources but also accessing the benefits from the resources.

Furthermore, to build on Hiscox's learning about the need to build capacity amongst all in engaging with institutions, three levels of forums that bring community members together with other stakeholders will continue to be organized annually: monthly farmers' forums, organized at the community level; annual district forums, involving representatives from each community; and an annual national forum, where each district sends representatives. Significantly, at both the district and national level, Cocoa Life will continue to ensure that 50% of the representatives are women.

Community Action Plan process

Due to the traditional deference to the males in their communities, women in Cocoa Life operational areas were observed as not comfortable with engaging in community level discussions which might put them in conflict with their male counterparts. To overcome this, Cocoa Life organizes separate focus-groups for females, males, young males, young females etc. to enable them freely and fully participate in identifying community needs and solutions. Outputs from children, women, youth and men are considered in that order, to ensure that those considered as vulnerable are heard first. Therefore, the final Community Action Plan (CAP) becomes a reflection of the voices in the community. This has helped with the implementation and support of community projects.

It is important to note that as a result of the women's voices, many of the projects being implemented are schools, health facilities, accommodation for teachers, wells, toilets among others. Again it is important to note that, as a result of their voices reflecting in the CAPs, the champions of these projects are the women who provide various forms of support to see to the implementation of the projects.

In 2014, as Cocoa Life expands into more communities, this time-tested approach will be used not only to develop plans but also as a participatory

community needs assessment approach. The inclusivity will also enable the voices of women be reflected in the program design and implementation.

Training of community members and front-line staff of Cocoa Life

In line with the Gender Equality Strategy, a comprehensive training program was developed for key stakeholders that engage with the communities. The following main types of capacity building activities have been activated:

- a. Training of implementing partners, as well as front-line staff of all other collaborating agencies, on gender mainstreaming at workshops with a priority focus on gender analysis, monitoring and evaluation and gender responsive data collection within their operational areas in cocoa growing communities;
- b. Training of community members targeted at women groups, farmer cooperative societies and cooperative unions on social relationships and cohesion with priority focus on ensuring Community Action Plan processes are gender-sensitive;
- c. The targeting of district stakeholders for gender awareness and women's empowerment workshops in Cocoa Life operational areas. This component focuses on what gender is, how it operates in cocoa growing communities and how it can be engaged with to enhance women's well-being; and
- d. Cocoa Life itself as an institution was subjected to a participatory gender analysis to provide a gender responsive institutional framework to enable it to lead the process of engendering in the target cocoa growing communities.

Policy work

With regard to the policy commitment, planning, prioritization and decision-making, the Ghana program continues to target national institutions (such as Ministry of Women and Children and Social Protection) and development organizations (such as Ark Foundation) on issues that affect women especially in the cocoa growing communities. Through these women's issues are escalated to national platforms to create awareness and work together to address the issues. The roles of national institutions such as the Ministry of Employment and Labour Relations; Ministry of Food and Agriculture (at the district offices), Ghana Cocoa Board and Department of Community Development continue to be harnessed.

Considering that experience also indicates the need for changes at the technical level, capacities and knowledge, as well as systems, tools and instruments for gender equality promotion, were identified. A manual for Cocoa Life staff and partners as well as the stakeholders at the district and community level, has been developed to promote gender responsiveness and strengthen capacities of women and men in addressing gender issues in cocoa activities within the framework of Cocoa Life. This tool is helping to address differences and inequalities in cocoa production and marketing

processes in local communities. The Cocoa Life team has been involved in a series of capacity building activities aimed at enhancing knowledge and skill of its staff, community members and other identifiable stakeholders. A total of 642 farmer societies' leaders have been trained.

Cocoa Life continues to work with district assemblies; government ministries, departments and agencies; community-based organisations and private-sector partners to complement efforts and increase intervention scale while consolidating returns. Cocoa Life consistently continues to facilitate strong and sustainable linkages between communities and district-level authorities to ensure communities can effectively communicate and coordinate to address their fundamental developmental needs. Forums are organised at the community, district and national levels to ensure and maintain commitment of stakeholders and to make certain their active participation in implementation of Cocoa Life. Involvement in district-level committees has created the platform for significant collaboration with the organizations and institutions of common interest.

At the National level, Cocoa Life continues to expand its program and work with more strategic and technical partners such as National Board for Small Scale Industries, Non-Formal Education Division, and National Programme for the Elimination of All Forms of Child Labour in Cocoa. One significant example is the collaboration with the National Board for Small Scale Industries to facilitate Business and Enterprise Development training as well as development of strong sustainable community-based enterprises.

2.4 Youth

Cocoa Ambassador youth scheme

Cocoa Life has been running a Cocoa Ambassadors program in Ghana. A total of 25 university students, made up of 10 females and 15 males, from Accra, Cape Coast and Kumasi are local program volunteers who work directly with cocoa communities. Through the programme, rural youth are encouraged to focus on education and also help youth develop micro-business opportunities around cocoa, such as fertilizer sales. The Cocoa Life Ambassadors provide inspirational role models for young men and women in rural communities. The importance of having female ambassadors is to role-model for young girls to recognize the opportunities that education opens for them.

Reading Clubs

In each Cocoa Life community with a school, Reading Clubs are established to encourage a focus on literacy. These clubs are equipped with books and other reading materials to encourage reading and learning. This is as a result of studies that show a co-relationship between literacy and academic performance. As a result of sensitisation, parents are keen to have their children as members. Cocoa Life affirmative action includes ensuring that the executives of these clubs are split equally between males and females.

Likewise, the patrons of these clubs include equal numbers of female and male teachers. The main purpose of this is to work with the school children to bring a change in attitudes and behavior about discrimination among the two sexes.

2.5 Monitoring, Evaluation and Learning Framework

Cocoa Life's Monitoring and Evaluation (M&E) team and Country leads have developed a set of global high-level KPIs and local metrics for Ghana designed in response to our commitment to gender mainstreaming for each program objective and focus area.

Under the Farming focus area, Cocoa Life will measure progress towards the following KPIs and local metrics, segregated by gender (Men and Women):

Net Income from cocoa (M/W)

- Average annual incomes of farmers/farm workers from cocoa farming (M/W)

Cocoa productivity (M/W)

- Percentage of farmers (Owners/caretakers/sharecroppers) in the community who are active members of farmer organisation (M/W)
- Number of farmers directly trained in GAP/and or business management skills (M/W)
- Percentage of farmers adopting best practices (M/W)
- Tons of cocoa per hectare i.e. cocoa yield (M/W)

Under the Community focus area, Cocoa Life will monitor women's participation in the community development activities through the following KPIs:

Increase in women's participation in decision making process

- Number of women trained in requisite technical and business management skills

Increase of capacity in the community to plan and advocate for their own social development

- % of cocoa life community members who are part of co-operatives/farmer groups. (M/W)

Under the Livelihoods focus area, Cocoa Life will measure the KPIs:

Net income from sources other than cocoa, segregated by gender (M/W)

- Number of community members participating in business training activities (M/W)
- % of participants practising at least one of the livelihood skills they have been trained on (M/W)

Cocoa farmers reduced vulnerability to external shocks

- # of farmers trained in financial planning skills (by M/W, type of training)
- Percent of trained farmers who incorporated at least one of the promoted financial planning skills (M/W).

Under the Youth focus area, Cocoa Life will measure the KPIs:

Reduction in child labor and forced child labor

- % of children 5 to 15 years in Cocoa Life communities retained in school up to basic school level. (by age and M/W)

Increase in career opportunity for youth in the cocoa sector

- Number of youth trained on cocoa related enterprises (M/W)
- % of youth involved in Cocoa farming activities (M/W)

Under the Environment focus area, in assessing the KPI “helping future farming generations through sustainable natural resource use on the farm”, Cocoa Life will use the following gender segregated local metric:

- % of farmers with adequate shade trees on their farms to enhance biodiversity (M/W)

For each of these KPIs and local metrics, Cocoa Life will set specific performance targets following the baseline survey to be completed in mid-2014. Cocoa Life will implement the M&E framework with regular reporting back to program management and partners on gender goals and targets. Such a reporting and review process would generate action steps if targets are not being met. Annual impact surveys will also collect qualitative information from selected female farmers to help inform program leaders as to why gender targets are not being met, or to guide them in revising women outreach strategies.

Cocoa Life operates a continuous learning process. Outputs from Cocoa Life’s monitoring and evaluation process are discussed with program partners and other stakeholders, along with learnings from independent evaluations, such as the Hiscox and Goldstein study. An important element of this action plan, therefore, is our commitment to review interventions to ensure they address gender challenges in the cocoa supply chain and that women who are not ordinarily considered as farmers benefit equally from all Cocoa Life interventions alongside their male counterparts.

3.0 CONCLUSION

Women play a central role in cocoa production. Significantly, women are found to be more involved at the points in production where the quality of cocoa can be ensured, such as caring for young cocoa plants and fermenting and drying the cocoa crop.

The work done by the partners of Cocoa Life, building upon the Cadbury Cocoa Partnership, provides lessons for strategically using a holistic basket of services to address cocoa sustainability. Different layers have to be addressed often using

different approaches but keeping the community and its members as central to each approach; as this ensures better appreciation of where ownership lies.

Cocoa Life continues to learn and develop interventions that would have a significant impact on addressing gender issues.

4. COTE D'IVOIRE GENDER ACTION PLAN

1. FACTS AND OBSERVATIONS THAT ALIGN WITH CARE FINDINGS

Basic gender characteristics observable in cocoa growing communities

The primary gender features of cocoa farmers suggest challenges that should be considered in developing and implementing gender sensitive or transformative interventions:

1. In general, female cocoa farmers have less education. Most of them have never attended school, and a few proportions of those who had the chance to attend school are less likely to reach secondary school. As the result of low access to education, women farmers have less chance to access resources and fully participate in production activities and marketing channels that involve male dominated players.
2. Age and marital status are also clear-cut characteristics of female cocoa farmers as compared to their male counterparts. Female farmers are somewhat older and are more likely to be widowed, separated, or divorced, as these marital statuses give them the opportunity to inherit land (or farms) or have more time to farm for themselves.

Access to Productive Resources

Land, labor, inputs and financial resources are critical resources to cocoa farming. Women cocoa farmers have limited access to these resources, which therefore reduce their opportunities to own significant production assets.

Female cocoa farmers work their own farms less than male farmers do. When they are married and own a plot of land, either they help farm in their husbands' farm or grow other crops that complement the household's food needs. Women in cocoa farming households, like most women in rural communities are also overly involved in food-crop production, household labor, and caring for children, husbands and the elderly, all of which compete for their participation in cocoa production. When they own a farm, female cocoa farmers can afford less labor are less likely to be assisted by members of the family or community. Across cocoa producing areas in Cote d'Ivoire, women control much less farm land than male cocoa farmers although this feature is not exclusive to cocoa farming.

In addition, because of limited access to credit for purchasing fertilizers, pesticides and hire labor, women's capacity to increase their productivity is low. In addition, their membership in professional farmer organizations is marginal, which hampers their learning of good agricultural practices and business skills, and limits their participation in group marketing.

Access to Income

As female cocoa farmers have access to smaller plots, their production is on average relatively lower than that of their male counterparts. This production gap is reflected in differences in net income. Although women cocoa farmers are much more

engaged in food crop productions, they do not control the use of it – when it is for subsistence - and the income generated from it when it sold to local markets. The control of household income tends to be male dominated.

2. COCOA LIFE, A PARTICIPATORY APPROACH

Our approach to program design and implementation is inclusive and involves various stakeholders at the national and community levels:

1. We have signed an MOU with the Government of Cote d'Ivoire to set the framework and conditions of our collaboration with government institutions, including extension and research organizations;
2. Three steps in Cocoa Life's design use multi-stakeholder approaches: (1) the Needs Assessments at the community level involving farmers and their households and community based organizations, NGOs, local government organizations and trade companies; (2) the design of the local metrics involving current and prospective participants including farmer organizations, NGOs, individual experts (including gender specialists); (3) the planning of Community Action Plans involving local community leaders and experts, women and youth groups, local NGOs and government representatives.

At the national level, Cocoa Life is coordinated by a multi-stakeholder Country Coordination Team including:

1. Government representatives (technical level), appointed by the *Conseil du Café Cacao* (as chairperson)
2. Representatives of each supplier and technical partner in charge of activities in target Cocoa Life communities. Representatives should be knowledgeable of activities being implemented and have the authority to make basic decisions about coordination
3. Representatives of NGOs and other implementing partners, including experts in areas related to Cocoa Life pillars
4. The Cocoa Life Country Lead (manager)
5. *Ad hoc* experts including gender experts for the provision of specific technical advice.

The Country Coordination team meets at least once a quarter to address the main implementation issues and, when needed, experts will be invited to provide updates and advice on critical issues.

3. ACTION PLAN – COCOA LIFE GENDER MAINSTREAMING ACTIVITIES

As a foundation of our gender mainstreaming approach, we will ensure that those involved in the country level coordination group and their field level operators are sensitized in gender issues and incorporate the perspective of female and young farmers in program design and implementation.

The following interventions are proposed – pending approval by stakeholders including NGO, private and government partners - in light of CARE's gender

assessment in the Cocoa Life pilot program in Cote d'Ivoire, and based on preliminary results and observations from the Needs Assessment. The Cocoa Life gender mainstreaming action plan will represent responses to the current and prospective features of female and male cocoa farmers, particularly with respect to their access to production resources and income, production practices, and participation in professional farmer organizations.

Cocoa Life activities will focus on the following enabling conditions:

i) Cocoa Life's team and stakeholders integrate gender mainstreaming into their contributions to the program:

This will consist of ensuring that Cocoa Life partner leaders and decision-makers – particularly those involved in the country level coordination groups and field level operators - will optimize conditions for gender mainstreaming, by ensuring that their own staff involved in the project are well sensitized in gender issues. Cocoa Life Cote d'Ivoire will use three ways to increase the gender sensitivity of its stakeholders: (1) increase overall gender awareness among program leaders at all levels, (2) incorporate the perspective of female farmers in program design and implementation, and (3) use local cocoa platforms to promote gender goals.

➤ Increase Gender Awareness

Instead of hiring gender experts to advise the program team on gender mainstreaming, Cocoa Life Cote d'Ivoire will rather work with these experts on increasing broad awareness of gender issues through training on gender analysis for program staff, implementers, and key stakeholders. This training will highlight the formation and status of gender differences and how male and female farmers can benefit from it or lose opportunities. This training will increase the capacity of staff and extension workers to identify gender issues and potential solutions to address these issues.

Milestone: one training workshop in 2014; refresher every two years.

➤ Incorporate the Perspective of Female Farmers at all level of program process

Cocoa Life will encourage stakeholders and implementers to create conditions for women and young farmers to voice their concerns at all stages of program design, implementation, monitoring, and evaluation. We recognize that there are social and traditional barriers that will require extra efforts from the staff to ensure that women feel conformable to express their opinions and experiences. Women staff and women community leaders could be engaged to facilitate such dialogue

Milestone: Cocoa Life to ensure that local community development committees include equitable female representations (affirmatively targeted women with basic production, business and associative skills received from the program or past projects) for Community Action Plans to be considered activated.

➤ Promote gender goals into local cocoa platforms

As an active member of the Cote d'Ivoire Public Private Partnership Platform (PPPP), Mondelēz International, through Cocoa Life, will advocate technical issues related to cocoa production and community development that affect gender gaps and women participation. For example, promoting women's access to training, land and inputs by identifying potential policy reforms would help improve women's access to those resources.

Milestone: Cocoa Life team to attend PPPP meetings and report annually to Cocoa Life Program Director on progress and positions on gender goals

ii) Clarifying Gender Equity Targets

Cocoa Life stakeholders should understand what kind of gender equity goal is being pursued in the program. Cocoa Life will set clear gender equity targets on the basis of data collected from needs assessment and baseline surveys to be completed in 2014. Information from the baseline survey should indicate, for instance, ethnic groups and regions with more female cocoa farmers, and those with less. Cocoa Life will re-articulate its vision of success with quantified gender targets for the program in Cote d'Ivoire.

Milestone: Gender targets set following baseline survey in mid-2014.

iii) Program Design and Planning

The Cocoa Life team will ensure the following approach is considered in the planning and development of program activities in target communities:

- (1) set criteria for participation eligibility to guarantee women's involvement;

Cocoa Life does not have specific criteria for participation to the program, such as ownership of a farm of a particular size. Cocoa Life acknowledges that setting such production related criteria will deliberately exclude some sections of social groups such as women, share croppers, young men from participating in program activities. Where feasible and socially acceptable, Cocoa Life will encourage its implementing partners to use quotas as a way of providing preference for female cocoa farmers, by setting targets for the percentage of training, inputs, credit and savings, and social services to be provided to women, for example. Other options will be explored with Cocoa Life partners to ensure broader gender equity as the priorities defined for each zone and community.

Milestone: criteria and local gender targets defined with stakeholders at planning workshops – mid 2014.

- (2) Segregate the differences between the program's benefits to cocoa communities and households versus the benefits to women as individuals,

Several studies and surveys conducted in cocoa communities across West Africa confirm that that income controlled by women has a greater development impact because it is more likely to be invested on child nutrition and education. Although Cocoa Life works with suppliers who work directly with individual farmers and farmer organizations, and that one of the goals is to increase farmers' net income, we recognize that increasing production and income for the individual farmer does not necessarily mean adequate distribution of benefits within the household. In addition, we also acknowledge that the goal of increasing productivity may affect the allocation

of labor and resources among household members, and consequently may not provide the right benefits to individual members of household, including women. For instance, a male farmer's increased production often increases work for his wife for such tasks as breaking pods, fermenting, drying etc.

As children's education and household nutrition are especially important to the program, Cocoa Life will ensure that women are benefiting equally, even when the participating household farmer is male.

Milestone: Annual assessment of program impacts segregated by gender and correction suggested if gender goals not reached.

iv) Tailoring Interventions to Address Gender Gaps

Cocoa Life will ensure that each intervention strategy could be refined to integrate gender perspectives and improve gender equity.

Under the Farming focus area, Cocoa Life will recommend implementing partners to use training methods, planning and tools that are hospitable and attractive to women farmers. For instance organizing farmer field schools at a time when most women farmers are busy with household tasks may prevent female farmers from regularly attending production training. Using more flexible tools such as videos could help accommodate training schedules to women's occupations. Extension service providers may also have difficulty reaching female farmers as the result of cultural or traditional barriers. To limit such shortcomings, Cocoa Life will encourage its implementing partners to use female extension workers where feasible, particularly in areas with higher number of female cocoa farmers. The Cocoa Life team will also look at how the training topics and participants are identified, who delivers training, the form of instruction, methods of instruction, and training logistics.

Training topics: Cocoa Life will ensure that the topics discussed in training clarify tasks usually or only undertaken by one gender. We will proactively recommend implementing partners to closely look at how training participants are identified and ensure that topics are relevant to them.

Training Agents and Training Materials: Cocoa Life will recommend its implementers to have a close attention to the gender composition of trainers and extension agents and ensure that the materials and tools they use favor the participation of female farmers. In past and ongoing cocoa projects in West Africa, the use of female trainers have proven to create more confidence and comfort for women farmers to attend and be sensitive to the training content and recommended practices. Cocoa Life will also encourage the use of training materials that delineate knowledge and skills that are associated with work commonly done by men at the against those more adapted to women farmers.

Training methodology and tools: Cocoa Life acknowledges that the methods used for farmer outreach and training can affect female participation. Cocoa Life will ensure that the forms of instruction used by implementers is gender sensitive and culturally acceptable by both men and women farmers. As part of the regular program review, the effectiveness of the training

methods vis-a-vis gender differences will inform specific questions such as the roles of men and women participants in the training, and whether women's and men's farms are equally selected as demonstration plots.

The training methods could be also barriers to female participation. Female cocoa farmers have less formal education than their male counterparts. Therefore, Cocoa Life will require its implementers to assess the education levels of participating farmers (men and women) and tailor the training instruction considering education gaps. If literacy is required, Cocoa Life will encourage the inclusion of functional literacy in the production and business trainings.

Training logistics may also make participation difficult for female farmers. Women cocoa farmers have household and child care duties that suggest a different approach to training logistics than if training is geared only to men. Time of day, frequency of meetings, length of sessions, and distance to the training site can limit women's participation. Cocoa Life will recommend that training implementers pay close attention to the training environment to ensure it provides comfort and facilities for women, and possibly caters for women with children.

Most of the farmer training in Côte d'Ivoire is done in French and meetings are held during the day. These two facts exclude *de facto* some women farmers because of their low education or lack of availability. Cocoa Life will consider introducing light and flexible training equipment such as videos, which women can use when they are available with the facilitation of extension workers. Such experience was developed in past years with the Sustainable Tree Crop Program and the Cocoa Livelihoods Program with the use of user-friendly, low cost digital videos produced in local languages (accessible to all farmers) and usable when farmers are available.

Under the Livelihoods focus area, Cocoa Life will work with partner suppliers and NGOs to address constraints to women's use of business competencies and services.

Cocoa Life acknowledges that increasing women's access to credit and savings and other financial services and products would enhance gender equity. However, when delivering these services in communities, implementing partners should tailor interventions considering that women's and men's needs may differ, and therefore require specific package of services. A typical example would be access to credit for women farmers for purchasing inputs is not valued as it is by male farmers, but it could be highly valued by women farmers for hiring labor. Therefore, in case our partners engage in credit services, Cocoa Life will advise considering different financial schemes for men and women depending on their particular needs. Access might be improved for women by simplifying lending processes so that less educated women farmers can effectively make use of credit facilities. Attention could be paid to ensuring that there are no restrictive procedures for borrowing, such as collateral, with which women cannot comply. Cocoa Life will ensure that partner organizations engaged in lending

activities combine credit and savings services with business training in order to increase the chances that these services will be used successfully by both men and women farmers.

Milestones: Cocoa Life annual impact assessment will include a review of the credit and savings schemes to ensure that they are equally beneficial to male and female farmers. Adjustments will be recommended and implemented in subsequent years if gender discrepancies are identified.

Under the Community focus area, Cocoa Life will work with its partners (suppliers and NGOs) to promote gender mainstreaming in professional farmers' organizations. Cocoa Life will encourage the training of women leaders so that they acquire the skills and competencies required to fully participate in the management of farmers' organizations. This will be achieved by monitoring of the composition of trainees in each participating farmer organization. Cocoa Life will also assign its partners to monitor gender make-up of farmer organizations and community development committees to inform on the proportion of women who are members, who are officers, who get trained, and who receive the key services from their organization. Cocoa Life acknowledges that cultural traditional barriers may hamper women active participation in group training and in the management of farmer organizations. Within communities, Cocoa Life will encourage its partners to negotiate with community leaders and encourage the creation of women's groups or associations.

Milestones: Cocoa Life quarterly reviews will include a review of female membership in participating farmer organizations (source: suppliers' reports) and community development committees.

v) Monitoring and Evaluation and Learning Framework

Cocoa Life's Monitoring and Evaluation (M&E) team and Country leads have developed a set of global, high-level KPIs and local metrics for Cote d'Ivoire designed in response to our commitment to gender mainstreaming for each program objective and focus area.

Under the Farming focus area, Cocoa Life will measure progress towards the following high level KPIs, segregated by gender (Men and Women):

Net Income from cocoa (M/W)

- Average annual incomes of farmers/farm workers from cocoa farming (M/W)

Cocoa productivity (M/W)

- Number of farmers directly trained in GAP/and or business management skills (M/W)
- Tons of cocoa per hectare i.e. cocoa yield (M/W)

Under the Community focus area, Cocoa Life will monitor women's participation in the community development activities through the following KPIs:

Increase in women's participation in decision making process

- Number of women trained in leadership, business and technical skills
- Number of women trained in leadership, business and technical skills who started a new business or developed an existing business (economic activity, social activity)
- Number of women exercising effective leadership in the community

Increase of capacity in the community to plan and advocate for their own social development

- % of cocoa life community members who are part of co-operatives/farmer groups. (M/W)

Under the Livelihoods focus area, Cocoa Life will measure the KPIs:

Net income from sources other than cocoa, segregated by gender (M/W)

- # of Cocoa life-assisted farmer organization members participating in entrepreneurial training (M/W)
- % of participants practising at least one of the livelihood skills they have been trained on (M/W)

Cocoa farmers reduced vulnerability to external shocks

- # of farmers trained in financial planning skills (by M/W, type of training)
- Percent of trained farmers who incorporated at least one of the promoted financial planning skills.
- # of farmers with active savings accounts (M/W)

Under the Youth focus area, Cocoa Life will measure the KPIs:

Reduction in child labor and forced child labor

- % of children 5 to 15 years in Cocoa Life communities retained in school up to basic school level. (by age and M/W)

Increase in career opportunity for youth in the cocoa sector

- Number of youth trained on cocoa related enterprises (M/W)

Under the Environment focus area, in assessing the KPI “helping future farming generations through sustainable natural resource use on the farm”, Cocoa Life will use the following gender segregated local metric:

- % of farmers with adequate shade trees on their farms to enhance biodiversity (M/W)

For each of these KPIs and local metrics, Cocoa Life will set specific performance targets following the baseline survey to be completed in mid-2014. Cocoa Life will implement the M&E framework with regular reporting back to program management and partners on gender goals and targets. Such a reporting and review process would generate action steps if targets are not being met. Annual impact surveys will also collect qualitative information from selected female farmers to help inform

program leaders as to why gender targets are not being met, or to guide them in revising women outreach strategies.