



# WOMEN'S LEADERSHIP IN COCOA LIFE COMMUNITIES

Emerging best practices of women's leadership within cocoa farming in Ghana and Côte d'Ivoire



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**Cover photo:** Kone Tourougnandjeme, a cocoa farmer in Boundiali, Côte d'Ivoire, supported by the Mondelēz International Cocoa Life program. "Now I get a bigger profit margin," she says. "This allows me to pay school fees for my son, and food and health costs for my family."

Photo © CARE / Priyanka Gouthaman 2015

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# Executive Summary

*“Research has found that women are engaged in activities that enhance cocoa yields and quality including early plant care and post-harvest fermentation and drying. However they face specific challenges and their role in family farm labour is unrecognized. Promoting a cultural shift to ensure gender equality in the cocoa chocolate value chain is central to guaranteeing future resilience of supply and ensuring future generations find the occupation attractive.”*

Dr Stephanie Barrientos, Mapping sustainable production in Ghanaian cocoa, 2008

Cocoa farming is viewed as a ‘male’ activity in most countries but in reality it’s the women who do a lot of the work that is critical to productivity and quality of final output. Investing in women’s leadership is therefore a strategic and important business investment for Mondelēz International because without women’s leadership at all levels, the Cocoa Life program will not achieve transformative change across the five focus areas: farming, community, livelihoods, youth and environment.

Mondelēz International commissioned CARE International to undertake a peer-to-peer learning project to review the current role of women in the cocoa value chain and support Mondelēz International’s ambitions of mainstreaming women’s leadership in Cocoa Life to further enable the program to develop and adopt gender-sensitive and transformative approaches.

**The assessment found that the Cocoa Life program has been successful at promoting women’s leadership through:**

- Effective training for female farmers including Good Agricultural Practices training and Village Savings and Loan Associations training
- Increased women’s membership of Cooperative Societies
- Role modeling women’s leadership through Women Extension Volunteers
- Addressing land ownership for women through sensitization at community level in Ghana and through the Community Development Committees in Côte d’Ivoire
- Systematizing women’s participation and leadership into community-level decision-making bodies
- Driving change and women’s rights in the cocoa value chain through engagement with governments
- The promotion of gender equality through gender dialogues in Cocoa Life communities, gender champions and working with couples
- Enabling women to have greater control over their earnings through the successful implementation of the Village Savings and Loan Association model for financial literacy, financial inclusion and increased resilience of vulnerable groups

**To achieve greater impact in strengthening women’s empowerment across the Cocoa Life focus areas, the recommendations proposed for Cocoa Life are:**

## Farming

- Leverage the Community Action Plan process and the Community Development Committees to include higher level advocacy to bring access to land for women onto the national political agenda
- Advocate for actions that will increase the presence of women in cooperative unions at the district level

## Community

- Review the Women Extension Volunteer mandate and expand it beyond training and mobilization
- Develop a strategy and allocate resources, including advocacy and sensitization campaigns, for ending violence against women
- Identify ways to support women with childcare via government or NGO service providers
- Promote early childhood education
- Incorporate campaigns to promote shared responsibilities for caring work in the home to address women's time poverty
- Ensure that women's views of community needs are included through participation and voting/ranking of community priorities

## Livelihoods

- Undertake further analysis to understand the impact of women's financial savings and if women have actual and relevant control over household income and expenditure
- More engagement at couple and community level and with men and boys to improve women's access to financial decisions at home
- Scale up curriculum training methodologies and include content on gender roles and responsibilities at household level
- An assessment examining the health and safety conditions of women workers and implement a plan to improve their working conditions where necessary
- An assessment examining the pay gap between women and men in the cocoa production sector

## Youth

- Implementing Partners should explore a female mentorship or internship program for young women to promote professional role models and opportunities for professional advancement

Mondelēz International's investment in mainstreaming women's leadership in Cocoa Life is having a positive effect on women's agency. The Cocoa Life program has enabled women to have greater access to and control over productive and financial resources, strengthened their ability to become community leaders and established women as role models in the community, resulting in positive returns to the women and their communities. Cocoa Life has provided structures and processes that enhance the voice and participation of women, providing them with a platform to exercise their agency.

Mondelēz International, Implementing Partners and communities need to continue to work together – fueled by these direct positive experiences and ample academic research on the value of women's empowerment – to sustain and expand these impacts while continuing to address the ongoing challenges.



# Introduction

Mondelēz International, the world's largest snacking company, invested a \$400 million commitment to sustainability that aims to transform the livelihoods of cocoa farmers and their communities to ensure sustainable cocoa in their supply chain.

The Cocoa Life program, launched in 2012, aims to empower 200,000 cocoa farmers and reach one million community members in six key cocoa growing origins: Côte d'Ivoire, Ghana, Indonesia, India, the Dominican Republic and Brazil.

Stemming from the Cadbury Cocoa Partnership in Ghana (2008-2012), the Cocoa Life program links cocoa farming with community development through a holistic, community-based approach to sustainability. As an integrated program, Cocoa Life has five focus areas: farming, community, youth, livelihoods, and environment, with women's empowerment and child labour as cross-cutting themes.

Women's empowerment is the cornerstone of the Cocoa Life program and over the last eight years, together with its partners, Mondelēz International has taken a number of positive steps to assess how to mainstream gender equality in cocoa growing communities. Below is a timeframe which highlights the eight-year journey of mainstreaming gender equality in cocoa communities:

- 2008** Launch: Cadbury Cocoa Partnership in Ghana  
Commissioned research: 'Mapping sustainable production in Ghanaian cocoa' by Dr Stephanie Barrientos and Professor Kwadwo Asenso-Okyere
- 2011** Launch: Gender Equality Strategy  
Commissioned research: 'Strategy for an enhanced commitment and promotion of gender equality and women's empowerment' by Rose Mensah-Kutin, ABANTU for Development
- 2012** Launch: Cocoa Life with women's empowerment as a cross-cutting theme
- 2013** Mondelēz International ratifies UN Women's Empowerment Principles  
Launch: Oxfam 'Behind the Brands' publication  
Cocoa Life expansion to Côte d'Ivoire and Indonesia
- 2014** Commissioned research: 'Cocoa Life in Côte d'Ivoire gender assessment in the pilot communities' by CARE International  
Commissioned research: 'Gender inequality in the Ghanaian cocoa sector' assessment by Michael Hiscox and Rebecca Goldstein, Harvard University  
Gender assessments and gender action plans, Ghana and Côte d'Ivoire
- 2015** Cocoa Life update: mainstreaming gender equality in cocoa including Key Performance Indicators
- 2016** Oxfam 'Behind the Brands' publication: 'Women's rights in the cocoa sector. Examples of emerging good practice' by Oxfam International  
Commissioned research into Cocoa Life women's empowerment assessment: 'Women's leadership in Cocoa Life communities' by CARE International

Investing in women's leadership and gender equality is a strategic and important business investment for Cocoa Life and Mondelēz International. According to the UN Food and Agriculture Organization,<sup>1</sup> if women had the same access to land, technology, financial services, education and markets as men, yields on women's farms could increase from 20% to 30%, which would feed between 100 million and 150 million more people – children, women and men who would otherwise go hungry.

<sup>1</sup> Food and Agriculture Organization of the United Nations (2011) The State of Food and Agriculture 2010-11, [www.fao.org/docrep/013/i2050e/i2050e.pdf](http://www.fao.org/docrep/013/i2050e/i2050e.pdf)

Women in cocoa producing countries are still perceived as secondary citizens in many parts of Ghana and Côte d'Ivoire which limits them from achieving their full potential. Research in 2014 indicated that female farmers have levels of income and productivity 25-30% below those of their male counterparts.<sup>2</sup>

Further gaps in gender equality, indicated by Mondelez International's Gender Action Plans 2014, identify that female farmers are:

- 25% less likely than men to have received training in the past year
- 20% less likely than men to have received a loan in the past year
- almost 40% less likely than men to have a bank account
- 30-40% less likely than men to have used crucial farm inputs such as fertilizer.

Ghana and Côte d'Ivoire have taken a number of positive steps to improve gender inequality in the following areas:

- parliamentary and political representation
- ratification of international commitments
- reporting against international treaties
- implementation of prevention of domestic violence laws
- harassment and human rights protection systems
- access to resources and mobility of women.

However despite these changes, there is still much to be done to achieve greater gender equality within both countries.

CARE International was invited to conduct a peer-to-peer learning project (December 2015 – May 2016) to review the current role of women in the cocoa value chain and the mainstreaming of women's leadership in the Cocoa Life program and across the cocoa sector.

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<sup>2</sup> Hiscox, M, and Goldstein, R (April 2014) Gender inequality in the Ghanaian cocoa sector, Harvard University, [www.cocoalife.org/~media/cocoalife/news%20articles%20pdf/ghana%20gender%20assessment%20by%20harvard%20university.pdf](http://www.cocoalife.org/~media/cocoalife/news%20articles%20pdf/ghana%20gender%20assessment%20by%20harvard%20university.pdf)

# Assessment objectives and methodology

The specific objectives of the peer-to-peer learning project were:

1. To identify key barriers and enablers to women's leadership in Mondelez International's cocoa supply chain.
2. To assess Mondelez International's performance on women's leadership compared to industry best practices.
3. To assess Mondelez International's internal capacity for women's leadership mainstreaming objectives.
4. To provide recommendations for Mondelez International to improve program quality from a gendered perspective.
5. To identify lessons that can be shared with other key industry players (notably WCF's Cocoa Action).

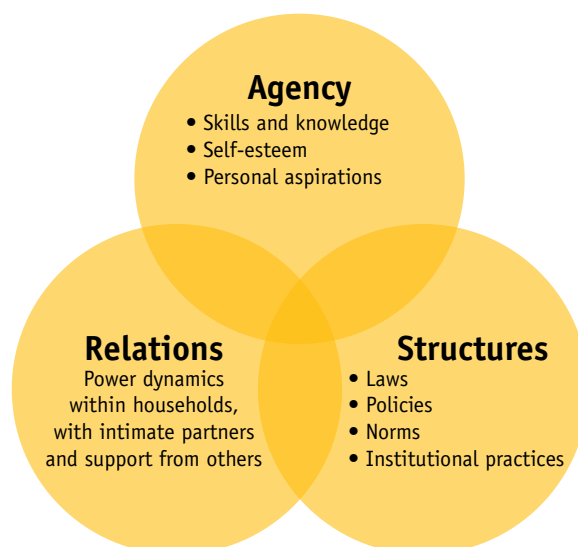
Other elements of the peer-to-peer learning project assessment included:

1. A literature review of a number of women's empowerment and gender reports and assessments produced by Cocoa Life partners.
2. Field assessments which included 35 interviews and 19 focus group discussions in 19 Cocoa Life communities including 7 groups with women, 7 with men and 5 mixed groups with men and women. Field assessments also included meetings, interviews and focus groups with 16 service providers including Implementing Partner interviews in Ghana and Côte d'Ivoire.
3. A peer-to-peer workshop bringing together Cocoa Life partners from Ghana and Côte d'Ivoire to provide a further insight into the current role of women in the cocoa value chain.

The peer-to-peer learning project used CARE's Gender Equality Framework<sup>3</sup> to assess the current status of women engaged in the cocoa value chain against three domains of change:

- **Build agency:** building confidence, self-esteem, knowledge, skills and capabilities.
- **Change relations:** influencing and transforming power relations between intimate partners and within households and social networks, including through group membership and activism, and citizen and market negotiations.
- **Transform structures:** challenging and transforming discriminatory societal norms, customs, exclusionary practices and laws, policies, procedures and services.

In order for women in the cocoa value chain to achieve their potential and experience positive change in their public and private lives, they must have greater agency, more equitable relations and transformed structures and systems.



<sup>3</sup> See <http://gender.care2share.wikispaces.net/>



# Assessment of industry best practices

The comparison between Cocoa Life and industry best practices was conducted using an international standard, the UN Women Empowerment Principles, and a classification elaborated by Oxfam’s Behind the Brands campaign.<sup>4</sup> This was a methodology decision by CARE International.

The UN women’s Empowerment Principles<sup>5</sup> offer guidance to the private sector on how to empower women in the workplace, marketplace and community. They are the result of collaboration between the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the United Nations Global Compact and are adapted from the Calvert Women’s Principles.<sup>6</sup> In 2013, Mondelēz International ratified these principles, demonstrating their commitment to strengthening women’s empowerment in the cocoa value chain.

The Women’s Empowerment Principles are:

1. Establish high-level corporate leadership for gender equality.
2. Treat all women and men fairly at work – respect and support human rights and non-discrimination.
3. Ensure the health, safety and well-being of all women and men workers.
4. Promote education, training and professional development for women.
5. Implement enterprise development, supply chain and marketing practices that empower women.
6. Promote equality through community initiatives and advocacy.
7. Measure and publicly report on progress to achieve gender equality.

The table below shows what is working in Cocoa Life and what could be improved in order to deliver the Women’s Empowerment Principles.

<b>Establish high-level corporate leadership for gender equality</b>	
What is working?	Mondelēz International is improving its position in the food and beverage industry by increasing its commitment to gender equality.
What could be improved?	Mondelēz International could become a recognized leader in the industry with some additional effort and resources in implementing the gender action plan.
<b>Treat all women and men fairly at work – respect and support human rights and non-discrimination</b>	
What is working?	Cocoa Life acknowledges systematic discrimination in the lives of cocoa producers and is working to promote greater access to financial services, technical assistance, and membership in collectives for women.
What could be improved?	The issue of women’s control over their income and savings needs to be studied and addressed in more detail.

*(continued overleaf)*

<sup>4</sup> [www.behindthebrands.org/en/company-scorecard](http://www.behindthebrands.org/en/company-scorecard)

<sup>5</sup> [www.weprinciples.org/Site/PrincipleOverview/](http://www.weprinciples.org/Site/PrincipleOverview/)

<sup>6</sup> <http://malechampionsofchange.com/un-global-compact-womens-empowerment-principles/>

## Ensure the health, safety and well-being of all women and men workers

<p>What is working?</p>	<p>Cocoa Life is promoting actions with paid and unpaid women workers in Ghana and Côte d'Ivoire aimed at addressing income inequality and improving diet diversity. The focus is in five main areas:</p> <ol style="list-style-type: none"> <li>1. Monitoring waged female workers' income and acting to eliminate gaps through training and community sensitization (Ghana)</li> <li>2. Establishing microfinance schemes to provide finance to women's groups, including unpaid female workers, to develop income-generating activities and facilitate savings (Côte d'Ivoire)</li> <li>3. Working with stakeholders to support female relatives of migrant workers (Ghana)</li> <li>4. Assisting unpaid female family members to grow and process food crops as commercial ventures in order to improve the diet of their families and increase their income (Ghana and Côte d'Ivoire)</li> <li>5. Cocoa Life has a strategy for addressing the health and safety conditions of workers in cocoa production through district agencies. The structure used in Ghana is the 'Community Gender and Children Committees'.</li> <li>6. According to Mondelēz International, Cocoa Life has a plan to address gender-based violence through the Transforming Education in Cocoa Communities project that is about to start in Côte d'Ivoire. The impact of this project will be assessed at a later stage.</li> <li>7. Developing key metrics related to female workers' income</li> </ol>
<p>What could be improved?</p>	<p>Among the root causes for women to be at risk of poor health or safety are the systematized discrimination and gender inequalities of status, roles, responsibilities and privileges. Mondelēz International could have a stronger plan in place to change cultural norms around gender through role modelling and work around masculinities.</p>

## Promote education, training and professional development for women

<p>What is working?</p>	<p>Cocoa Life is addressing this principle in the following ways:</p> <ol style="list-style-type: none"> <li>1. Through improved access to basic services and therefore to education at community level through the Community Action Plans and Community Development Committees.</li> <li>2. Through the increase in women's participation in community governance structures which is between 25-30% under a quota system.</li> <li>3. Through increased training opportunities and capacity building. Cocoa traders in Côte d'Ivoire and Women Extension Volunteers and Farm Family Business Schools in Ghana provide increased access to professional agricultural extension training for women farmers.</li> <li>4. Through literacy and numeracy training for women in partnership with the national governments and reading clubs for youth, with affirmative actions to ensure girls' participation. Cocoa Life is also providing vocational training for out-of-school girls.</li> </ol>
<p>What could be improved?</p>	<p>Leadership training for women could be enhanced through Village Savings and Loan Associations and within the cooperatives and producers' groups, and further advanced through professional leadership mentoring and support for women seeking leadership opportunities within the community, district or higher level governance bodies.</p>

### Implement enterprise development, supply chain and marketing practices that empower women

What is working?	<ol style="list-style-type: none"> <li>1. Cocoa Life is addressing many of the constraints for the effective participation of women in its supply chain as cocoa farmers and entrepreneurs. This is happening through increased access to technical and business training and technical assistance, increased access to financial services, and increased access to land through addressing the gender-based division of labour in the household.</li> <li>2. Addressing access to land also has an immediate effect over women's access to producers' groups and cooperatives.</li> </ol>
What could be improved?	<ol style="list-style-type: none"> <li>1. Access to land is currently addressed through awareness-raising with men in the community; the structural constraints could be analysed in more detail, through a specific study, and addressed through advocacy.</li> <li>2. Mondelēz International could also influence the regulations of producers' groups and cooperatives around women's rights through the traders (ECOM, Cargill) and through the community-based governance bodies.</li> </ol>

### Promote equality through community initiatives and advocacy

What is working?	<ol style="list-style-type: none"> <li>1. Cocoa Life is promoting gender equality through gender dialogues in the communities, gender champions (male and female), and incipient work engaging with couples.</li> <li>2. Cocoa Life in Côte d'Ivoire is strongly involved in the Le Conseil De Café Cacao public-private platform and has successfully promoted gender equality in the national agenda of the platform.</li> <li>3. Cocoa Life is also promoting leadership positions for women within the Community Development Committees and Community Action Plan processes in Côte d'Ivoire and Ghana, introducing a floor of 30%-50% for women representatives in the process.</li> <li>4. Cocoa Life in Ghana is actively targeting relevant government institutions around issues that affect women. Mondelēz International is also influencing the World Cocoa Foundation / Cocoa Action around gender equality.</li> </ol>
What could be improved?	<ol style="list-style-type: none"> <li>1. Additional, more specific advocacy actions could be taken around access to land for women, women's access to producers' groups and cooperatives, and gender-based violence. Additional attention should be paid to women's time burden in unpaid productive and reproductive work and addressed through couple's engagement methodologies and engagement of men and boys.</li> <li>2. Despite the fact that women are formally part of the Community Development Committees and Community Action Plans this doesn't necessarily mean that they participate meaningfully and that their proposals are taken into account. Cocoa Life should discuss regulations with the Community Development Committees and Community Action Plan members to ensure that women actually generate proposals and that they are taken into account. Additional focus could also be placed on women's leadership training.</li> </ol>

*(continued overleaf)*

## Measure and publicly report on progress to achieve gender equality

What is working?	Mondelēz International has adopted specific Key Performance Indicators across its focus areas, disaggregated by sex (and in one case by age). These Key Performance Indicators are periodically independently evaluated and the results are shared.
What could be improved?	These indicators could be improved to reflect gender factors influencing women's participation, leadership and choice, such as sex-disaggregated data on decision-making, hours worked/time burden at household level, access to and control over productive resources (especially land), and incidence of gender-based violence. Targets should be defined for Côte d'Ivoire..

The findings of this report were also compared against the recommendations in the first report of the UN Secretary General's High-Level Panel on Women's Economic Empowerment, *Leave No One Behind: A call to action for gender equality and women's economic empowerment* (September 2016).<sup>7</sup> This analysis showed that Cocoa Life is tackling to some degree five out of seven drivers for improving women's economic empowerment, including women as leaders and role models, support for engagement with government agencies on gender equality, building financial assets for women through savings models and alternative income generation, and strengthening visibility and voice of women through minimum quotas in the cocoa collectives or community action committees.

However, to fully implement the drivers towards women's economic empowerment as cited in the UN report, there are a number of gaps or areas to strengthen, including:

- systematic engagement with government institutions to ensure action to fulfil pledges made by government towards gender equality
- more systematic attention to addressing inequitable gender social norms
- more attention to women's unpaid care work and focused attention to re-distribute the burden of care work within the household
- attention to the digital divide between women's and men's access to digital technology (including cell phones)
- more attention to women's access to land rights, public sector employment policies and practices
- support for united voices and outcomes via collective action by women's groups.

Mondelēz International's commitment to women's rights and entitlements has previously been critiqued by civil society organizations and international advocacy platforms, in particular by Oxfam's Behind the Brands campaign. Yet, in Oxfam's 2016 report on 'Women's rights in the cocoa sector', five out of 13 examples of best practice are from Cocoa Life.<sup>8</sup> Mondelēz International is now featuring among the top performing companies in terms of women's empowerment and its score has improved from the initial 'poor' to 'fair' in the Behind the Brands campaign. The current assessment described in this report reinforces these findings. The following table summarizes the best practices cited in the Oxfam report using the following criteria:

- The participation of affected people in design and delivery
- Demonstrable positive impact and continued improvement
- Addressing underlying causes
- Building capacity of women and key actors in the supply chain and community
- Non-discriminatory/shared benefits
- Leading to sustainable change
- Creating understanding and support between women and men.

<sup>7</sup> [www.womenseconomicempowerment.org/reports/](http://www.womenseconomicempowerment.org/reports/)

<sup>8</sup> Marston, A (March 2016) Women's rights in the cocoa sector: Examples of emerging good practice, Oxfam, <http://policy-practice.oxfam.org.uk/publications/womens-rights-in-the-cocoa-sector-examples-of-emerging-good-practice-600528>

<b>Thematic area – Women’s rights</b>	<b>Emerging best practice from Cocoa Life</b>
Women’s leadership and understanding community contexts	<b>Cocoa community needs assessments</b> Describes how inclusive needs assessment
Governance and gender commitments	<b>Governance in gender and cocoa programs</b> Describes community structures and cooperatives and their inclusivity of gender- sensitive appro
Access to credit and resources	<b>Village Savings and Loan Associations (VSLAs)</b> Describes how VSLAs help even some of the poorest women to save and have access to
Inclusive tools and technology innovation	<b>Gender-sensitized design of farm equipment</b> Design of farm equipment to match ergonomics of women.
Working with government	<b>Government engagement</b> Long-term engagement with national planning processes and links developed with Ministry of Gender.

# Literature review

As part of this assessment, CARE undertook a literature review, which included the examination of research commissioned since the start of the Cadbury Cocoa Partnership in 2008 and other external research.

The reviewed documents highlight the main existing constraints for women in the cocoa sector in West Africa as well as specific analysis of Cocoa Life communities. The research undertaken by Dr Stephanie Barrientos, at the start of the Cadbury Cocoa Partnership in 2008, highlighted that gender should be addressed as part of any investment into cocoa sustainability. This led to gender equality and women’s empowerment being the foundation of the Cocoa Life program and thus being defined as a key cross-cutting theme. With Mondelēz International’s continued investment into mainstreaming gender equality in Cocoa Life, this has allowed for the program to evolve and define interventions to drive transformative change in women’s empowerment across the five focus areas.

As part of the literature review, below is a list of some of the documents which have been reviewed. For the full list of documents reviewed please refer to Annex 1.

<a href="#">Mapping sustainable production in Ghanaian cocoa</a>	Dr Stephanie Ware Barrientos, IDS, University of Sussex and IDPM, The University of Manchester 2008
<a href="#">Gender equality and development report 2012</a>	World Bank 2012
<a href="#">Behind the Brands report</a>	Oxfam 2013
<a href="#">Gender inequality in the Ghanaian cocoa sector</a>	Michael J Hiscox and Rebecca Goldstein, Harvard University 2014
<a href="#">Cocoa Life in Côte d’Ivoire ‘Gender assessment in the pilot communities’</a>	CARE International UK 2014
<a href="#">Cocoa Life Gender Action Plans: Ghana and Côte d’Ivoire April 2014</a>	Mondelēz International 2014
<a href="#">Cocoa Life: Mainstreaming gender equality In cocoa, 2015 update</a>	Mondelēz International 2015
<a href="#">Cocoa Life: Empowering cocoa farmers and communities</a>	Cocoa Life Progress report 2015
<a href="#">Women’s rights in the cocoa sector: Examples of emerging good practice</a>	Oxfam Discussion Paper 2016
<a href="#">Researching the impact of increased cocoa yields on the labour market and child labour risk in Ghana and Côte d’Ivoire</a>	The International Cocoa Initiative Labour Market Research Study 2016

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 the Cadbury Cocoa Partnership 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 in relation to the challenges and opportunities of final strategy delivery
- to promote specific programs aimed at improving the situation of women
- to facilitate skills and knowledge training
- to integrate gender-based analyses, goals, strategies and measures into all policies, programs, measures and methods of Cocoa Life.

Further research from Dr. Stephanie Barrientos as well as the new analysis by Michael Hiscox and Rebecca Goldstein and by CARE International in 2014, have confirmed many of the insights that shaped Cocoa Life’s approach to gender. The Gender Action Plan was published in 2014 and updated in 2015.



# Assessment findings

This chapter outlines the findings of this assessment applying CARE's Gender Equality Framework as the analytical tool to gain a better understanding of the status of women in the cocoa value chain, specifically through the three domains of change: Build agency, change relations and transform structures.

## 1. Build agency

### 1.1 IMPROVED KNOWLEDGE AND SKILLS FOR APPLYING NEW AGRICULTURAL PRACTICES AND INCREASING YIELDS

Prior research shows that there are significant gaps in access to agricultural extension agents and information about farming practices. For women, this gap is even larger than for men: one study in Ghana showed that on average, less than 2% of female-headed households and female spouses in male-headed households had contact with extension agents, compared to 12 % of males.<sup>9</sup>

Cocoa Life has taken steps to address this issue and made significant investment in improving knowledge and skills on good agricultural practices. Respondents reported that they had been trained in various technical topics (pest and weed control, nursery establishment, water conservation, soil nutrient treatment, proper application of agro-chemicals, good governance practices and management of Village Savings and Loan Associations) and on gender, women's empowerment and development. Focus group discussions with both women and men engaged in cocoa production revealed that this investment in building understanding of and access to better agricultural practices has made significant impact on women's ability to increase the productivity of their farms, demonstrating an increase in women's agency. Both women and men from the focus group discussions reported that within the past few years they have doubled their cocoa yield.

*"We got surprisingly high yields after application of good agricultural practices that we learnt from Women Extension Volunteers and Extension Officers. The Ministry of Food and Agriculture came to our village and trained us on how to cultivate food crops. Women are usually cultivating food crops. We came to know proper spacing of plants, how to select better planting material and how to apply fertilizer. We used to do farming as our mothers and grandmothers did, but now we know how to get better harvests from our crops. We did plots with old practices and applied good practices to similar plots in our farms. The yield we got from those plots with new practices was surprisingly high. We could not believe that. But now we apply them in our farms routinely."*

'Queen mother' (female community leader) and member of cooperative society, Mpamse village, Goaso, Ghana

**Table 1: Increase of cocoa yield reported by some women in Ghana**

Community Name	Amount of land	Yield before Cocoa Life training	Yield after Cocoa Life training	Variance %
<b>Mpamse</b>				
Woman who owns land	7 acres	2 bags	10 bags	400%
Female leader who owns land	8 acres	6 bags	14 bags	130%
<b>Jerusalem</b>				
Woman [young woman] tenure farmer	3 acres	3 bags	5-6 bags	66%-100%
Woman leader who owns land	4 acres	5 bags	15 bags	200%
Woman who owns land	8 Acres	7 bags	15-18 bags	114% -157%
<b>Goaso</b>				
Leader of Cocoa Cooperative Union who owns land	6 acres	5-6 bags	12 bags	100-140%

<sup>9</sup> World Bank and International Food Policy Research Institute (2010) Gender and governance in rural services: Insights from India, Ghana, and Ethiopia, <https://openknowledge.worldbank.org/bitstream/handle/10986/2410/528600PUBORura1010OfficialUseOnly1.pdf?sequence=1>

## 1.2 FINANCIAL LITERACY, ACCESS TO AND CONTROL OF OWN SAVINGS

Focus group discussions in both Ghana and Côte d'Ivoire with women engaged in cocoa production revealed that the training in financial literacy included in VSLA activities and in Ghana through non-formal education has greatly impacted women's ability to track finances more accurately. The reports from women also challenged the notion that women in the cocoa production sector have no access to information related to the cocoa market.

***"We know what cocoa farming is, we have learnt how to cultivate and manage other field crops as well as we do cocoa. A cocoa bag weighs 64 kilos, and we know the selling price of a bag is 420 Cedis, (approximately USD\$105) and there is a 5 Cedi (approximately \$1.25) bonus on each bag from the Licensed Buying Company. When men sell the product we can judge what we earn from cocoa."***

Female participant in focus group discussions

The focus group discussions in both countries reveal that some women who own their own pass books have the ability to see and monitor their earning separately from their husbands and have greater control over what they earn. (See Annex 2, Case Study: Cooperative Unions in Goaso, Ghana.)

Comments from focus group discussions in both countries revealed that participation in VSLAs has increased women's ability and opportunity to save money which can be used to invest in agricultural inputs or entrepreneurial income-generating activities, or to pay for unexpected household expenses. Furthermore, the assessment found that approximately 64%-77% of VSLA members are women, and that savings from these women range from \$91-\$135 per member. This demonstrates that through the Cocoa Life program, the VSLAs are having a positive impact on improving women's agency within cocoa farming communities.

***"The most important thing is that women have learned how to save, where there was no saving habit before. Women especially have learned the skill of saving and reinvesting the savings in the family; [this] is one of the great successes of the Cocoa Life program."***

Community Development Officer, Ghana

There is some evidence of shared decision-making among married couples. Although this is not said often, it was highlighted four times by men who participated in the focus group discussions in Ghana. One man in Kwaabaa, Wassa East, reported that men recognize women's shared contribution to income from cocoa farming and he plans the expenses with his wife and children in mind. He allocates money for household expenses and keeps the balance for this at home which his wife can access. Further analysis is needed to understand the impact of those savings, and if women have actual control over household income and expenditure.

## 1.3 INCOME DIVERSITY FOR WOMEN

According to both male and female respondents in the focus groups, the livelihood focus area has impacted women's lives in a significant manner, demonstrating that the interventions within this focus area are having a positive effect on women's agency. The VSLAs have substantially supported women to increase their household income through savings, income-generating activities both individual and group, and farming of food crops (yam, cocoyam, cassava and plantains). Women respondents reported that men have realized the usefulness of the money women bring home through income-generating activities. In general, women's engagement in many livelihood activities is visible in both countries. For women who farm, the most popular income-generating activity to support family farms include selling of cooked food, processing traditional food preparations such as gari, waakye, casava flour and palm oil, soap-making, and packing hand wash and liquid soap. Additional research would be needed to assess the differences for levels of income from various sources for women and men.

While 'earning' is considered only as a man's role, there is recognition that women can also earn an income. The assessment found that both men and women perceive that what women earn is spent on the family, and mostly on children's education. They accepted that it supports the total family earnings to overcome shortages of cash at hand.

Although women's income is often considered 'family income' with preconditions attached, there were several women who reported using income to hire labour.

In almost all the focus group discussions and interviews, the respondents in both countries made it a point to link economic empowerment as key to building confidence amongst women. Men stated that they have seen women's confidence increase when they have their own source of income and because of this rise in confidence, there has been an increase in women's participation at community level. This demonstrates that the Cocoa Life program is making a significant impact in increasing agency amongst women, which is driving positive, transformative change within women's leadership in Cocoa Life communities.

#### 1.4 WOMEN'S LEADERSHIP AND VOICE

The assessment found that the Cocoa Life program is achieving significant impact at increasing agency amongst women, with evidence of women's leadership emerging in various community or institutional groups, including VSLA leaders, Women Extension Volunteers, Community Action Committee Chairpersons, Cooperative Societies, or local government institutions. Annex 3 shows the number of leadership positions in Cohort II of CARE communities in Ghana.

Through the Cocoa Life program, female farmers are supported to play an active role in decision-making in community structures at district and national farmer forums through 30%-50% quota allocations. In order to ensure women's participation, a 30% quota was introduced by Cocoa Life Implementing Partners at the initial stages in Ghana. In Côte d'Ivoire the quota system has led to the appointment of executive committee members from each sex alternately. (See Annex 4: Community Development Committees in Côte d'Ivoire.)

From the field visits, it was clear that women were actively participating in these structures and were confident to raise their hand and voice their opinions. Furthermore, the assessment found that the Ghana Ministry of Gender has created and has pledged to continue its Gender Dialogue Platform. In Ghana, Community Development Committees were established to monitor implementation of Community Development Plans.

However, it must be noted that although Cocoa Life has made significant progress in this area and women's agency has increased, there was some evidence to indicate that the growth of women's leadership in Cocoa Life has been limited by a cultural belief that they do not belong in the social sphere (participation in community-based structures and within various social settings). Functional illiteracy and extensive time spent on domestic chores was shown to limit some women's involvement in community structures and roles. In some communities, some men actively resist women's participation and voice in community meetings. Moreover, Cocoa Life staff reported that during Cocoa Life Cohort I, they would plead with community chiefs to allow women to participate in public meetings. In male focus group discussions in communities in Côte d'Ivoire that are only seven months into the Cocoa Life program, men did not accept the role of women as leaders. In the Community Development Plans of Harmankro, men suggested that *"Community leadership is men's realm, and if women need an association for them they can organize around one, but not the Community Development Committees"*. However, it is important to note that these communities are in their infancy with the Cocoa Life program and if they continue to develop and evolve like other communities, it would be expected to see women's agency increase in these communities.

One of most innovative and promising initiatives found in this assessment which is increasing women's agency and driving transformative change within women's leadership in Cocoa Life communities is the establishment of Women Extension Volunteers in Ghana. The Cocoa Life program has recognized that the intervention of Women Extension Volunteers is an integral, promising practice of the Cocoa Life program and this has been scaled up by some Implementing Partners. Over the last three years, two Women Extension Volunteers per community have been trained. The assessment found that Women Extension Volunteers are instrumental in promoting VSLAs, community mobilization, and good agricultural practices in food crop cultivation and are highly valued in the community. Many of the Women Extension Volunteers are younger women, with the potential to become leaders in their communities. Over recent years, ABANTU for Development have delivered training to the Women Extension Volunteers on practice and principles, gender and empowerment.

Women Extension Volunteers demonstrated their leadership at the community level by convening and supporting facilitation of the focus group discussions held in all three locations of three different Implementing Partners. Women Extension Volunteers are contributing to the normalization of women's leadership in the community and are mobilizing other women to become leaders and presenting themselves as role models, especially to youth. In Ghana, at the launch of the national gender action platform, four out of 12 Women Extension Volunteers present indicated their intention to run for office. It was further reported that two Women Extension Volunteers had won seats at District Assemblies.

### **CASE STUDY: THE POWER OF WOMEN EXTENSION VOLUNTEERS**

Women Extension Volunteers are trained, coached and mentored by staff in the Cocoa Life program. They have developed their skills through training provided by the Ministry of Food and Agriculture and ABANTU for Development. In turn they have trained women from their own community, passing on their skills and learning.

Women Extension Volunteers receive training in good agronomic practices in vegetable production, pest and weed control, nursery establishment to produce seedlings for cultivation, water conservation and soil nutrient treatment, proper application of agro-chemicals, how to treat farming as a business, group formation and management, and promoting gender equality during group formation. They also receive training in facilitation and community mobilization skills, and have become vibrant community leaders engaged not only in their anticipated role as 'auxiliary extension officers' promoting good agricultural practices. They have broadened their role and carved a niche of their own, identifying their own needs and priorities: for example, one group of Women Extension Volunteers requested training from ABANTU for Development on 'mainstreaming gender'. They have won the confidence and trust of the VSLA, Cooperative, Community Action Committee and the Unit Committee members. As voluntary positions, the Women Extension Volunteers are driven by their commitment to their communities. Some are hoping to contest the District Assembly elections to become representatives of their communities.

Women Extension Volunteers have themselves expressed an interest in seeing this intervention expanded, notably by having Women Extension Volunteers trained in alternative early education, adult literacy, social work, or women's health, etc. It was also evident that because of their important role in society and to make the Women Extension Volunteers sustainable they should receive a stipend and/or technical support to facilitate their work (mobile phone, bicycles, etc).

### **1.5 PHYSICAL MOBILITY / PERMISSION TO TRAVEL**

Focus group discussions in both countries revealed that both women and men felt that the mobilization process of the Cocoa Life program increased women's physical mobility. One woman from the Jerusalem community in Ghana said:

***"I collect plantains, yams and other vegetables and bring them to markets in Accra. I travel so often between my village and the capital.... There are women who lack that courage, but through training and experience one can gain confidence as I did."***

Initially, it was difficult to overcome their family's resistance to allow them participate in Cocoa Life activities, but women across the program reported they were eventually able to participate in training without any hindrance from their families.

***"I have been able to participate in training organized for us by the Cocoa Life program. My husband has learned that what we gained through training, benefits everyone in the family and community. I have now become VSLA President owing to that training."***

Chairperson, VSLA, Mpamse, Goaso, Ghana

Respondents in the interviews who reported that there were high numbers of women's participation in VSLAs attributed this to the training and mobilization enabling women's mobility within the community.

## 1.6 WOMEN'S TIME POVERTY

Although the Cocoa Life program is creating positive impact in improving women's agency, the assessment highlighted there is an issue around women's time poverty. Due to cultural expectations about tasks like cooking, cleaning, caring for children to be 'women's work' women engaged in cocoa production have a higher burden of workloads than their male counterparts therefore have higher time poverty. A woman from Akrofi, Wassa East, Ghana, explained:

***"We carry weight on our head (firewood), belly (unborn children), back (children) and with two hands (water, farm implements, etc.) all at the same time."***

The assessment found that women in cocoa farming communities face the challenge of childcare while they are engaged in livelihood activities, community work, training and capacity building opportunities offered by the program. In turn, some women reported the need to choose between their household-care activities and the Cocoa Life program activities or other remunerated activities, thus facing an additional barrier in their engagement in the cocoa value chain.

## CONCLUSION

This assessment has found that the Cocoa Life program is increasing women's agency through providing greater access to and control over productive and financial resources, strengthening women's ability to become community leaders and establishing role models, which has resulted in positive benefits for the women and their communities.

## 2. Changing relations

### 2.1 GENDER DIVISION OF LABOUR IN THE VALUE CHAIN

From the focus group discussions, held in 12 communities in both countries, men are now more accepting that there is a role for women in the cocoa value chain. For example they agree with the statement *"women do not have access to land due to cultural reasons"* rather than saying that women do not have a right to land. Also, it was also evident from the focus group discussions that in some communities women are involved in every aspect of cocoa farming. Women noted their own contributions to the household labour pool, including reproductive and social roles. They also reported that they feel empowered to voice their concerns in public and in response men have also begun to accept women's contribution.

However, despite this positive change, there still remains some division of labour within the cocoa value chain. Statements such as *"Clearing of land, felling of trees and digging planting holes are not for women"* and *"women do not have physical strength for it"* were common among men. The assessment found that in some cocoa communities some men don't recognize that the reproductive/domestic role played by women is a contributing factor to their ability to participate in the value chain. Annex 5 describes the gender division of labour across the value chain based on the field visit interviews. The table illustrates there are positive shifts in women's participation and role in the value chain. However, a gendered division of labour can still be seen in some communities, where women are engaged at the lowest levels of the value chain and are often not compensated for their work. Often, the key production, selling and reinvestment decisions are taken by men. Much more analysis and action is required to ensure consistency in participation and control over resources and decisions.

### 2.2 INTIMATE PARTNER RELATIONS AND DOMESTIC VIOLENCE

While it was possible to assess relationships and power dynamics with regard to access to land, farming decisions, allocation of individual earnings and participation in community structures, it was difficult to assess domestic level intimate partner relations due to the nature and sensitivity of this issue. There is also very limited secondary data available on intimate relations. Although women did not discuss domestic violence in great detail, they did acknowledge that it can occur. They spoke of *"domestic peace"* that is attributed to stable household income. On a

number of occasions, two communities in Ghana and three in Côte d'Ivoire, women said that *"when they have money at hand there is a reduction of domestic disputes"*. During the lean period of cocoa, January-July, women are the key income earners through income-generating activities. Women reported that *"men were lions during cocoa season, but become cats during lean periods"* and they would ask for money from women.

The assessment found that Cocoa Life has taken positive steps to address intimate partner relations and domestic violence. Poor outreach of enforcement agencies and lack of resources by The Commission on Human Rights and Administrative Justice in Ghana, or similar mechanisms to conduct public awareness campaigns or to solve cases referred to them, have had an impact on responses to reduce domestic violence. The assessment found that the Cocoa Life program has worked closely with The Commission on Human Rights and Administrative Justice and National Commission on Civic Education in Ghana to conduct awareness-raising workshops at community level. Furthermore, the assessment found that some women in the focus group discussions noted that with their new skills and sense of confidence, they were at times able to intervene in cases of domestic violence. Cocoa Life Implementing Partners have also worked with Child Rights International to reduce the worst forms of child labour in cocoa farms. Access to information has resulted in women seeking support from various agencies and in community-level action against violence. As reported by the Vice President of Goaso cocoa farmers' Cooperative Union, Janet Asiamah:

***"If I see a man beating his wife, I will confront that man and ask him to find another way to solve the problem. Failing that, I do not hesitate to report him to the Human Rights Commission [CHRAJ] or Social Welfare Department."***

### **2.3 CHANGING RELATIONS WITH POWER HOLDERS**

It is apparent that through the Cocoa Life program both men and women are 'gender aware' owing to awareness-raising activities of Cocoa Life Implementing Partners. Both men and women are aware of different gender roles, the impact of cultural norms, and women's right to equality and justice. A CARE Ghana staff member explained:

***"We had to plead with community chiefs to allow women to speak in public during Cohort I. In some communities both Christian and Muslim women were allowed to speak in public while kneeling. We have to work constantly with traditional leaders to convince them that women have rights. Now they listen to us. As a result, Cohort II communities benefited from efforts undertaken during the initial stages. The benefits were received by neighboring communities as well. Women are no longer kneeling before chiefs while speaking."***

### **CONCLUSION**

The assessment shows that the Cocoa Life program is taking positive action to influence and transform power relations for female farmers in cocoa communities. As described above there are financial, social and political costs to women as a result of the gendered division of labour across the value chain in Ghana. Concepts of gender equality<sup>10</sup> need to be applied in order to ensure women are recognized for their contribution to the industry, and they have a fair share of the profit.

Data from this assessment shows that some women in Ghana report that they are able to negotiate household decisions especially during a part of the seasonal calendar when they are more likely to have greater access to income than men. Women's sense of empowerment within the community and greater levels of acceptance by the community may also enable them to negotiate relations within the home. However, it should be noted that sometimes women who demonstrate a great deal of control and power within community processes do not always have the same capacity to influence their own lives or choices at home. Experiences across the world indicate that such changes at the household level are possible, and require specific interventions aimed at changing household power dynamics. Such changes at the household level can be leveraged by interventions aimed specifically at shifting societal expectations of women's and men's roles, including role models that challenge stereotypical behaviours over time.

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<sup>10</sup> See CARE Gender Equality and Women's Voice Guidance Note, April 2016, [http://gender.care2share.wikispaces.net/file/view/CARE\\_Gender-Equality-and-Womens-Voice-Guidance-Note\\_April-2016.pdf](http://gender.care2share.wikispaces.net/file/view/CARE_Gender-Equality-and-Womens-Voice-Guidance-Note_April-2016.pdf)



## 3. Transform structures

### 3.1 LAND TENURE

Land is a key asset for agricultural production, and a source of social and legal entitlements. Land tenure in Ghana and Côte d'Ivoire is embedded in a history of customary practices where chiefs or tribal elders or heads of families hold land communally and/or manage land distribution according to tradition. Previous research shows that women represent only 15% of land owners in Sub-Saharan Africa<sup>11</sup> and 10% in Côte d'Ivoire.

Women respondents in this assessment confirmed a gender gap in land ownership, with a larger gap in Côte d'Ivoire than Ghana. In Ghana, in each of the eight focus group discussions with women, only 4-7 out of 15 women (27%-45%) reported owning land. They reported that their ownership was either due to endowment from their families, or they requested their fathers or husbands to allocate a separate piece of the cocoa farm for their own control.

In Côte d'Ivoire, only 3-4 women out of 20 (15-20%) in focus group discussions reported owning land, most acquired through gifts or bequests. In Côte d'Ivoire, one older woman reported that she had purchased the land out of her own savings from working as a housekeeper. This example is not typical however.

Land ownership can imply greater social status and greater control over decision-making about agricultural practices, and potentially greater yields for women who produce cocoa. During the assessment it was observed that women who owned land were recognized and respected within the community. For example, 'Queen Mothers' who own land were opinion leaders and recognized as community leaders. Table 2 describes the various types of land tenure as found during the field visit.

Globally, the legal and administrative definition of a farmer is directly linked to ownership of land. However, in Ghana and Côte d'Ivoire, as in other countries, many women and men engage in farm production without legal ownership. Prior research shows that cocoa yields are lower on allocated family land and rented land under share cropping agreements, possibly due to reduced access to information or agricultural extension services. The table above shows the diverse ways in which women engage as farmers and cocoa producer as described by respondents. The focus group discussions revealed that some younger women who were trained in rights and entitlements have successfully become share-croppers by negotiating with their families or with landowners in their communities.

Overall, in Ghana and in Côte d'Ivoire new access to land is becoming difficult for both women and men. Especially the younger generation commented that unless they become tenure farmers, land access will remain a challenge. Those tenure agreements are also for small pieces of land, around an acre, which requires intensive cultivation practices to harvest a viable yield. In Côte d'Ivoire there are groups of people who do not have a right to land, and live in encampments while maintaining a complex relationship with host communities.

Community Development Plans facilitated by Cocoa Life identified access to land as a priority action point and Community Development Committees have started negotiating with relevant host communities and state authorities to mark the boundaries and initiate the land alienation process (transfer of title of State land/Crown land to the public during a land reform process). (See Annex 4, Development Committees in Côte d'Ivoire.)

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<sup>11</sup> African Development Bank (2015) Economic empowerment of African women through equitable participation in agricultural value chains, [http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Economic\\_Empowerment\\_of\\_African\\_Women\\_through\\_Equitable\\_Participation\\_in\\_Agricultural\\_Value\\_Chains.pdf](http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Economic_Empowerment_of_African_Women_through_Equitable_Participation_in_Agricultural_Value_Chains.pdf)

**Table 2: Cocoa farming arrangements within Cocoa Life communities**

Farmer Category	Description
1. Unpaid women workers on farms owned by their husbands	Women help on their family cocoa farms owned by their husbands. They grow food crops in their gardens and often the excess is sold by their husbands. Women are often unaware of how much land they own and if the husband dies the land is inherited by the closest male relative of the family. This restricts women’s access to income and financial autonomy and can have negative impacts on children’s welfare.
2. Women who own their land and own the income from cocoa	In each community in Ghana there are approximately 6-7 women, and 3-4 in Côte d’Ivoire, in this category. They also farm other crops, sell them and save with VSLAs. They are the opinion leaders of the community. They have shown leadership qualities as good public speakers, advocates for justice and helping other women in the community. The control of land and income can be directly attributed to their status in the community and their own sense of empowerment.
3. Women share-croppers	Families who do not own cocoa farms work as share-croppers. They work in the farms, keep them clean, weed, prune, and spray pesticides. Once the harvesting is done, they get 50% of the harvest to sell on their own. Women share-croppers are also independent as they earn and control their income. However, their incomes are not substantial. They must engage in cultivating and selling other crops.
4. Women caretaker farmers	These caretaker women do not own land. They look after young cocoa farms from seedling stage to maturity and cultivate other crops until the cocoa starts bearing fruits. It can take up to 4 years. They are also another independent category of women who are involved in cocoa farming. Sometimes they work together with their husbands.
5. Women hired labour	They work within cocoa farms to clean, weed and carry out other activities as daily wage labour. There are occasions that women alone work as hired labour in farms. They are helping other women who need such support.

### 3.2 WOMEN’S REPRESENTATION IN COMMUNITY STRUCTURES

In some of the community level cooperatives (eg Wassa East) the cooperative manager is a woman who acts as role model for young women. At the district Cooperative level there are female leaders at the executive committee level. Women are encouraged and facilitated to accept leadership positions, and relevant skills and knowledge were provided that gave women greater confidence in themselves. Most of them were trained by ABANTU for Development to become political leaders in their communities.

### 3.3 CONNECTING WITH DECISION-MAKERS

Community Development Plans are developed inclusively – from identification of needs to finalization of the plans. Women’s needs, and women’s ideas of community needs, are included through participation and voting/ranking of community priorities (Annex 4). In Ghana, the Community Development Plans were presented to District Planning Units, under District Assemblies, and priority plans were included in Medium Term District Plans. This process has given rise to greater attention of the political leadership in the district to the specific needs of women and to mobilization of funds from Government institutions. As reported by CARE Ghana, in 217 groups, there are 98 women executive committee members who actively engage in planning and execution of Community Development Plans. Cocoa Life in Côte d’Ivoire works with the Community Development Committees through a ‘terroirs’ structure that gathers clusters of communities together within the same geographical area. Although women’s representation has

the same structure as in Ghana, the model allows for a lower number of direct representatives, and therefore women, from each community, and is thus less effective in promoting women's participation in decision-making.

### 3.4 EMERGING COMMUNITY GOVERNANCE MODEL

In Ghana, the Cocoa Life program has introduced a community governance model (see Annex 8) which connects the cocoa communities with key stakeholders within the community and with governance structures up to national level. The State of Ghana connects with communities via District Assemblies and Unit Committees. District Planning and Coordination Units compile Unit Committee plans to prepare medium-term development plans for the district. As a result of Cocoa Life interventions, a complementary network has been established that further ensures inclusive community governance by enabling women to link with community structures, district level cooperatives, departments, ministry agencies, and the district planning process through District Planning and Coordination Units. Through this model, women have been able to influence decisions at various levels.

### CONCLUSION

The assessment has found that Cocoa Life has established structures and processes that are intended to enhance the voice and participation of women and have given them a platform to exercise their agency. These community-based structures provide opportunities for women to emerge as leaders, particularly in Ghana. The platforms in Ghana enabled women to negotiate their entitlements and identified them as potential political leaders who have a role beyond their homes and community. It gives them the opportunity to engage at national level and influence policies and decisions that impact not only the constituencies they represent, but rather entire groups of marginalized women, enabling them to influence the country's overall growth and human development.

The Community Development Committee 'terroirs' model in Côte d'Ivoire allows for a lower level of direct political participation for women at community level because of its structure. Grouping several communities together and the trade-off between the cost-effectiveness of this model and its impact on women's leadership should be more carefully evaluated.

# Bright spots and recommendations for Cocoa Life Implementing Partners

The findings of this assessment demonstrate that through interventions within the Cocoa Life program, agency amongst women is increasing. This chapter examines the key, existing interventions highlighted from the findings which are achieving this positive change across the Cocoa Life program's five key focus areas. Considering the capacity of Cocoa Life Implementing Partners, we assess how these key interventions can be scaled to multiply impact in women's empowerment in the cocoa value chain.

## Cocoa Life Farming focus area

The specific actions committed by Mondelēz International in its Gender Action Plans 2014 for the farming focus area are: *improving training for female farmers and women working on cocoa farms, increasing women's access to farm inputs, land ownership and membership of farmer organizations.*

It was evident from the assessment and the workshop that Cocoa Life Implementing Partners felt that the interventions within this focus even are having a positive effect on women's empowerment. They stated that when women receive and have access to the right farming inputs, they become economically empowered as productivity increases and their earning potential is heightened. These statements were backed up by the findings of the interviews in the field.

### EFFECTIVE TRAINING FOR FEMALE FARMERS

Women who received Good Agriculture Practice Training and Village Savings and Loan Associations training reported that with the increased cocoa yields and income from selling them, they were able to save money with Village Savings and Loan Associations giving them confidence and control. Although these interventions are having a positive impact on women's empowerment, the assessment and feedback from the Cocoa Life Implementing Partners show that elements of these interventions could be improved or scaled-up for broader impact.

#### Recommendation:

The Women Extension Volunteers methodology – which is also important from a community development and women's leadership perspective – should be scaled up across Cocoa Life, including Implementing Partners that are not yet adopting it, and introduced in Côte d'Ivoire. (For more detailed recommendations around Women Extension Volunteers please see the Community focus area.)

### SENSITIZATION AT COMMUNITY LEVEL IN GHANA AND WORK WITH THE COMMUNITY DEVELOPMENT COMMITTEES IN CÔTE D'IVOIRE AROUND LAND OWNERSHIP FOR WOMEN

The assessment highlighted that some women have successfully become share-croppers; Community Action Plans have identified access to land as a priority action point; and that the Community Development Committees, through their Community Action Plans, have started negotiating with relevant host communities and State authorities over land ownership. In the workshop, Cocoa Life Implementing Partners felt that the Cocoa Life program needed to do more to address the unequal land ownership/entitlements of women.

#### Recommendation:

If fundamental structural barriers to women's leadership and agency are to be addressed, Cocoa Life Implementing Partners and Mondelēz International should include policy and social norms around land ownership as integral components. Specific actions include:

- Carrying out social/political analysis to find out what the social, cultural and political barriers are for women in Cocoa Life countries and define a strategy to address land ownership/entitlement issues and set up partnerships with relevant stakeholders.
- Addressing women's awareness of their rights and entitlements particularly as it relates to land and farming.

- Linking community leadership of women with national level land reform processes in each country as an essential step towards policy reforms on land tenure.
- Initiating dialogue with District Assemblies, the Gender Dialogue Platform or with the Public-Private platform led by Le Conseil De Café Cacao in Côte d'Ivoire to promote legal/judicial reforms and address the social norms associated with land ownership.
- Assessing the willingness of men regarding changes in land tenure (eg marginal and/or abandoned land to be managed/owned by women), particularly in areas where land is solely controlled by men, and address their biases with regards to control of land.

### WOMEN'S MEMBERSHIP OF COOPERATIVE SOCIETIES

The assessment found that progress is being made in strengthening women's membership of Cooperative Societies, Cocoa Life Implementing Partners feel that these interventions could be strengthened to achieve greater impact.

#### Recommendation:

While women are broadly included in first level cocoa cooperative societies in Ghana, they are not so present in second level cooperative unions at district level. Specific advocacy actions should be included in the programme to include women's leadership roles at higher level cooperatives. Similar actions should also be considered for Côte d'Ivoire and introduce a similar quota system to that in Ghana.

### Cocoa Life Community focus area

The specific actions committed by Mondelēz International in its Gender Actions Plans 2014 for the community focus area are: ***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.***

Cocoa Life Implementing Partners agreed that the Cocoa Life program is having a positive impact on women's empowerment within the Cocoa Life community focus area, in particular that:

- Women Extension Volunteers enhance access to extension services for community members
- The Village Saving and Loan Associations improve financial literacy and resilience and therefore have a positive impact on the upkeep of families
- Women representatives improve decision-making at community level

### ROLE MODELLING WOMEN'S LEADERSHIP THROUGH WOMEN EXTENSION VOLUNTEERS

Women Extension Volunteers in the Cocoa Life program are contributing to a positive community perception of normalising women's leadership. However, although the Women Extension Volunteers are providing impact in the Cocoa Life communities, from the field visits and feedback from the Cocoa Life Implementing Partners at the workshop, this intervention should be reviewed due to the following:

- The original mandate for Women Extension Volunteers is limited; there is potential for greater impact if the role is expanded.
- The role of Women Extension Volunteers was originally conceptualized as a volunteer position.
- Lack of strategic investment in the pipeline of women leaders.
- Women Extension Volunteers only exist in one country, Ghana.

#### Recommendation:

To scale-up and achieve greater impact, Cocoa Life's Implementing Partners should:

- Review the Women Extension Volunteers mandate and expand it beyond training and mobilization.
- Facilitate analysis to evaluate Women Extension Volunteers receiving allowances, while considering sustainability of such allowances over time and cost-recovery mechanisms. Potential options could include linking allowances through Cooperative Societies, or via private cocoa buyers.

- Consider a mechanism for systematizing recruitment and training of younger women to become Women Extension Volunteers as an investment in the pipeline of women leaders.
- Women Extension Volunteers should be established in Côte d’Ivoire with locally relevant modifications.

### **SYSTEMATIZING WOMEN’S PARTICIPATION AND LEADERSHIP INTO COMMUNITY-LEVEL DECISION-MAKING BODIES**

Women’s empowerment under the Cocoa Life community focus area is demonstrated by women being elected into leadership positions and able to express their opinions and influence decisions on village development plans and steering groups. It was echoed in the workshop that having women representatives in the community unites community members so women felt that their voices were heard. In addition, having women leaders in Community Action Committees is integral as they act as role models for young girls.

Even though there is progress being made in women’s participation and leadership in Cocoa Life communities, the assessment raised some issues for further consideration:

- Although women’s agency has improved through an increase in women taking up leadership positions, Cocoa Life Implementing Partners must not assume that women’s needs or interests are always included in the Cocoa Life Community Development Plans.
- While quotas can help they are not sufficient. Many women lack the self-confidence to play leadership roles, or are instructed on what to do or say by their husbands if put in that position.
- Leadership at community level in both countries is historically a role for men. Community chiefs and opinion leaders are all men. Women’s leadership has been limited by the customary belief that women do not belong in the social sphere. Illiteracy and time spent on domestic chores further limits women’s involvement in community structures and roles.

#### **Recommendation:**

To scale-up and achieve greater impact, Cocoa Life’s Implementing Partners should:

- Seek to systematize leadership training and mentoring for women who are identified or who volunteer for leadership positions, as modelled by ABANTU for Development. For example, this could encompass skills development, awareness building, civil leadership, exposure visits, further training on communication, and negotiation skills.
- Ensure that women’s views of community needs are included through participation and voting/ranking of community priorities. Cocoa Life Implementing Partners should analyze the current Community Development Committees and Community Action Plans regulations and, if necessary, introduce specific rules to make sure that woman representatives have the proper space to generate proposals and that the proposals are considered and discussed with the community representatives.
- Invest in time for field staff of Cocoa Life to systematize communication with community chiefs to advocate allowing women in public meetings as leaders with ideas. Implementing Partners could build on the good example from Cohort I where staff used to ‘plead’ with the community chiefs to facilitate women’s participation and leadership.
- There needs to be specific interventions aimed at changing household power dynamics. Such changes at the household level can be leveraged by interventions aimed specifically at shifting societal expectations of women’s and men’s roles, including through role models who challenge the stereotypical behaviours over time. Women can take more leadership responsibilities when supported by their husbands and families to do so.

### **ENGAGING WITH GOVERNMENTS TO DRIVE CHANGE AROUND WOMEN’S RIGHTS IN THE COCOA VALUE CHAIN**

Cocoa Life has seen the effective engagement of governments in Ghana. For example, through the development of partnerships such as ABANTU for Development, Cocoa Life has been able to document policies and laws related to women’s economic empowerment. This resulted in a Gender Dialogue Platform between women and the Ministry of Gender which has seen the Deputy Minister of Gender pledge to continue with the process. The Côte d’Ivoire government has made a commitment to having a ‘gender-agenda’ in the national plan 2016-2020, which is supporting Cocoa Life programming at the national level by setting gender equality as a top priority.



Moreover, as discussed in the findings, although women in Cocoa Life communities did not discuss intimate partner violence in great detail, they did acknowledge that intimate partner violence can occur. On a number of occasions, in three communities in Ghana and four in Côte d'Ivoire, women said that when they have money at hand there is a reduction of domestic disputes. This issue can greatly affect women's capacity to effectively engage in cocoa production and any other economic activity and there is not full understanding of it within Cocoa Life.

### **Recommendation:**

To scale-up and achieve greater impact, Cocoa Life's Implementing Partners should:

- Connect to the national plans of action for women's economic empowerment.
- Develop a strategy and allocate resources, including for advocacy and sensitization campaigns, for ending violence against women. This could include:
  - Undertake further assessments to understand the extent and the root causes of violence against women in the program locations.
  - Based on the extent and nature of violence experienced by women, identify community-based approaches to prevent violence against women and support survivors (learning from best practice from other countries in different settings, eg tea plantations in Sri Lanka).
  - Support the establishment of a policy framework that addresses violence. This also includes mechanisms, processes and capacities at local level that can respond to violence against women and uphold the entitlements of women. Such initiatives need to be undertaken with the collaboration of local civil society actors, government institutions, private companies and community leaders – women and men.
  - Develop a strategy and action plan for engaging men and boys – define a strategy to engage men as role models and champions in transforming gender relations and empowering women and as a strategy to prevent gender-based violence.

### **PROMOTING GENDER EQUALITY THROUGH GENDER DIALOGUES IN COMMUNITIES, GENDER CHAMPIONS (MALE AND FEMALES) AND INCIPIENT PRACTICES OF COUPLE'S ENGAGEMENT**

The assessment shows that there is still a clear gendered division of labour – where women are engaged at the lowest levels of the value chain and are often not compensated for their work. Often, the key production, selling and reinvestment decisions are taken by men. More analysis and action is required to ensure consistency in participation and control over resources and decisions.

Women in cocoa farming communities also face the challenge of childcare while they are engaged in livelihood activities, community work, training and capacity-building opportunities. Attention to women's time burden and promoting a fairer distribution of household and childcare duties is an issue the Cocoa Life Implementing Partners felt needed to be strengthened.

### **Recommendation**

To scale-up and achieve greater impact, Cocoa Life's Implementing Partners should:

- Address women's time burdens by incorporating strategies and campaigns to mobilize community awareness of the gendered division of labour, and engage men and boys to promote shared responsibilities for caring work in the home.
- Promote sensitization at household level through specific methodologies like Family Business Management Training (which CARE Côte d'Ivoire has already started to implement) or other couples curriculum training methodologies like the 'Journeys of transformation'.
- Strengthen gender dialogues by incorporating men and boys .
- Incorporate strategies to identify and support male role models and gender champions who are already undertaking household and childcare duties.
- Identify ways to support women with childcare via government or NGO service providers.
- Through the promotion of early childhood education, women's time burden can be addressed.

## Cocoa Life Livelihoods focus area

The specific actions committed by Mondelēz International in its Gender Action Plans 2014 for the livelihoods focus area are: ***increasing access to finance for women, improving literacy and household food security.***

It was evident from the workshop that Cocoa Life Implementing Partners felt that Cocoa Life had led to achievements under the livelihoods focus area. Implementing Partners felt that:

- Women invest more in livelihood activities
- Women's decisions are more tailored towards livelihoods
- Women plan for the future more than men
- Women are better managers of financial resources
- Women take the lead in applying livelihood skills acquired from training
- Women identify and carry out activities to enhance alternative family income
- Women play a leading role in skills and knowledge transfer through sharing of experience

### IMPLEMENTATION OF THE VSLA MODEL FOR FINANCIAL LITERACY, FINANCIAL INCLUSION AND INCREASING RESILIENCE OF VULNERABLE GROUPS

Comments from focus group discussions in both countries revealed that participation in VSLAs has increased women's ability and opportunity to save money which can be used to invest in agricultural inputs, in entrepreneurial income-generating activities, or to pay for unexpected household expenses. The assessment found that the VSLAs have 64%-77% women members and savings per member range from \$91-\$135 (USD).

#### Recommendation:

- Our evidence indicates that women have the ability to decide what they can save, but further analysis is needed to understand the impact of those savings, and if women have actual and relevant control over household income and expenditure.
- More engagement at couple and community level and more engagement with men and boys should be considered in order to improve women's access to financial decisions at home.

### ENABLING WOMEN TO HAVE GREATER CONTROL OVER THEIR EARNINGS

The assessment found that some women reported that after Cocoa Life began to provide separate savings passbooks to women, they have begun to have greater control over their earnings as well as the overall earnings of the family; and are recognized and valued by their families including male relatives. Although these results cannot be generalized, it is a promising finding. When men described changes for women after participation in the Cocoa Life program, they spoke of 'confident women', that 'they engage in generating income for the family', and 'there will be a day soon when they will be able to pay school fees'.

#### Recommendation:

To scale-up and achieve greater impact, Cocoa Life's Implementing Partners should:

- Conduct a focused assessment looking at structural issues (why are more women not given their own passbooks? Can women have their own savings or bank accounts via electronic wallets?) and relational issues (do men traditionally control all or most of the household finance decisions? Which men are sharing information or decisions about household income or expenditures with their wives, and why?), and identify actions based on the assessment.
- Scale-up couples curriculum training methodologies like Family Business Management Training, including content on gender roles and responsibilities.

### DECREASING INCOME DISPARITIES

According to both male and female respondents in the focus groups, the Village Savings and Loan Associations have substantially supported women to increase their household income through savings, income-generating activities both individual and group, and farming of food crops (yam, cocoyam, cassava and plantains). Women respondents reported that men realized how useful the money is that women bring home through income-generating activities.

In general, women's engagement in many livelihood activities is visible in both countries. Additional research would be needed to assess the differences for women and men, in relation to access and levels of income, from various activities for women and men.

The livelihoods focus area is also focusing on boosting women's income as a strategy to reduce wage gaps and to address some of the poorest and most vulnerable groups, through:<sup>12</sup>

- Monitoring waged female workers' income and acting to eliminate gaps through training and community sensitization (Ghana)
- Working with stakeholders to support female relatives of migrant workers (Ghana)
- Establishing an opportunity fund to provide finance to women's groups, including unpaid female workers, to develop income-generating activities and facilitate savings (Côte d'Ivoire)

### **Recommendation:**

Working conditions can also be a strong driver for vulnerability, including financial vulnerability. Cocoa Life should make a clear assessment around the health and safety conditions of women workers and make a plan to improve their working conditions where necessary. An assessment of the pay gap between women and men in the cocoa production sector is also recommended.

## **Cocoa Life Youth focus area**

The specific actions committed by Mondelēz International in its Gender Actions Plans 2014 for the youth focus area are: ***promoting women and girls' involvement in the Cocoa Ambassador scheme in 2010 and community reading clubs.***

Youth were involved in school level programs in Ghana through nursery farms and cocoa reading clubs to popularize a culture of good farming practices, literacy and conservation of the environment. Those who have just completed school are also encouraged to participate as service providers in farms, especially the plots managed by women, where they require support for pruning and spraying. There are opportunities for young men to organize labour 'gangs' and offer these services. This process of engaging youth will be piloted in 2016 as an activity in Goaso Cooperative Union area.

Many Women Extension Volunteers are younger women who were selected because of their potential to become leaders in their own communities. They are also mobilizing other women to become leaders and presenting themselves as role models especially to youth.

Cocoa Life Implementing Partners stated that women's leadership in the formation of clubs such as Child Protection Clubs has been inspiring to young women and girls. Similarly inspiration is provided by women facilitating discussions and workshops in their Cocoa Life communities. However, Cocoa Life could strengthen women's empowerment in youth interventions to achieve greater impact and scale.

### **Recommendation:**

- Cocoa Life implementing partners should explore a female mentorship or internship program for young women to promote professional role models and opportunities for professional advancement. An entry point for this could include a mentorship program for young women with Women Extension Volunteers or other female professionals or paraprofessionals. Local governments, schools and media could be key partners in these efforts.
- Implementing partners using VSLAs should be targeting young women in a more deliberate way, either through youth savings and loan associations (which have been successfully tested in Ghana) or through a female mentorship

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<sup>12</sup> Mondelēz International, Cocoa Life: Mainstreaming gender equality in cocoa, 2015 update, [www.cocoalife.org/~/\\_/media/CocoaLife/News%20Articles%20PDF/Cocoa%20Life%20-%20mainstreaming%20gender%20equality%20in%20cocoa%20-%202015%20update\\_20150212.pdf](http://www.cocoalife.org/~/_/media/CocoaLife/News%20Articles%20PDF/Cocoa%20Life%20-%20mainstreaming%20gender%20equality%20in%20cocoa%20-%202015%20update_20150212.pdf)

model for young women with an older woman mentor in the VSLA groups.

- Encouraging younger women to become Women Extension Volunteers is an investment in the pipeline of women leaders, which would result in numerous spill-over benefits for communities' given the correlation between levels of women's leadership and community education and health outcomes.<sup>13</sup>

## Cocoa Life Environment focus area

The specific action committed by Mondelēz International in its Gender Actions Plans 2014 for the environmental focus area is *to mainstream gender into this focus area*.

It was evident from the workshop that women are receiving training on environmental interventions, for example, soil conservation, rainwater harvesting, organic composting methods.

Although there is some evidence of women's empowerment impacting the environmental focus area there is a lack of clarity and evidence on how gender equality and women's empowerment is understood within the environment focus area, especially considering the wealth of research on the importance of applying a gender lens to environmental efforts.

### Recommendation:

It is therefore recommended that if Cocoa Life wants to scale and strengthen interventions within this focus area and therefore achieve greater impact, the Implementing Partners responsible for this focus area should commit to presenting a gender plan and then taking this forward with Mondelēz International.

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<sup>13</sup> See Marston, A (March 2016) Women's rights in the cocoa sector: Examples of emerging good practice, Oxfam, <http://policy-practice.oxfam.org.uk/publications/womens-rights-in-the-cocoa-sector-examples-of-emerging-good-practice-600528>

# Recommended Cocoa Life process improvements

Alongside the recommendations specifically for Cocoa Life Implementing Partners to achieve greater impact in strengthening women's empowerment across the five focus areas, this assessment also highlighted specific process improvements which Mondelez International could address.

## Sharing Cocoa Life best practices

Thanks to the Cocoa Life program, Mondelez International is gaining recognition, not just in the cocoa sector but across the food and beverages industry, for its approach to gender equality, but it could do more to share learning and good practice from the Cocoa Life program with relevant industry players. Mondelez International has a strong presence in the cocoa industry pre-competitive coordination platform like the World Cocoa Foundation Cocoa Action Plan, but it has a lighter presence in broader private sector contexts and events. We recommend that Mondelez International engages with other industry platforms and disseminates its gender best practices from the Cocoa Life experience and exchanges experiences with other gender practitioners.

## Monitoring and evaluation: global, high-level Key Performance Indicators and local metrics

### WHAT IS WORKING?

- New set of 10 Global Key Performance Indicators defined and monitored
- Several studies conducted, results published
- Cocoa Life partners collect data
- Mondelez International conducting progress review meetings on a regular basis

### RECOMMENDATIONS TO IMPROVE THIS PROCESS

- It was not clear during the interviews with staff how useful the progress review meetings are in terms of learning and decision-making which includes the implementation of actions around women's economic empowerment. In general, there are issues with timing of deadlines. Partner planning and reporting timelines sometimes do not match with Cocoa Life's requirements. It is therefore important to conduct a regular trend analysis and reflection around the implementation of the gender action plans comparing initiatives and approaches in different cohorts, Implementing Partners and geographic locations.
- There needs to be greater emphasis on systematic collection of data and reporting against the Key Performance Indicators. The quarterly review meetings encourage partners to use Key Performance Indicators to measure changes on a regular basis, but there could be a greater emphasis on impact on women's empowerment.

## Mainstreaming women's empowerment in cocoa origins

### WHAT IS WORKING?

Mondelez International is mainstreaming gender and conducting gender assessments in new cocoa origins such as Indonesia.

### RECOMMENDATIONS TO IMPROVE THIS PROCESS

Interviews revealed that until recently there was limited sharing of knowledge, information and tools between countries and Cocoa Life Implementing Partners. For example, the in-depth gender assessment conducted in Côte d'Ivoire by CARE, and assessments conducted by Stephanie Barrientos and ABANTU for Development in Ghana, greatly influenced the overall strategy of the program. More deliberate efforts need to be made to share such knowledge directly between origin countries.

# Conclusion and recommended next steps

Mondelēz International's investment in mainstreaming women's leadership in the Cocoa Life program is having a positive effect on women's agency. The Cocoa Life program is providing women with greater access to and control over productive and financial resources, strengthening their ability to become community leaders and establishing women role models, resulting in positive returns to the women and their communities. In order to sustain and multiply positive impacts, further investment is needed in:

- building women's political leadership
- strengthening solidarity amongst women
- connecting women with power-holders
- building women's agency in the private sphere
- engaging men as agents of change.

Structures and processes established by Cocoa Life that are intended to enhance the voice and participation of women have given women a platform to exercise their agency. The expanded opportunities offered by Cocoa Life for women to engage at local and national level structures and to influence decisions gives them recognition as leaders with a role beyond their homes and community. Such opportunities and experiences have the potential to prepare women as political leaders who can influence the overall growth and development of the country.

Mondelēz International, Implementing Partners and communities need to continue to work together – fueled by these direct positive experiences and ample academic research on the value of women's empowerment – to sustain and expand these impacts while continuing to address the ongoing challenges.

## Recommended next steps for Cocoa Life

- Establish a Task Force comprising representatives from Mondelēz International headquarters, Mondelēz International country-based staff and Implementing Partners to review the findings of the assessment and recommendations. The Task Force should seek technical input if needed to further investigate or clarify the findings and recommendations.
- Develop an action plan that identifies short term, medium term and long term actions to address the recommendations along with resources required, deliverables and accountabilities.
- Include deliverables as Key Performance Indicators within individual staff operating plans and agreements with partners.
- Conduct regular review meetings to assess progress against the action plan.



# Annexes

## Annex 1 – Literature Review document list

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## Annex 2 – Case study: Cooperative Unions in Goaso

*“We did not know much about cocoa as a business, it was just a tree which gave some fruits and beans. Cocoa Life has educated farmers through Cocoa Extension Officers to think of cocoa production as a business. We were harvesting 2-3 bags from an acre and we did not mind. But now we have experienced that we can get 8-15 bags from an acre of land, subject to age of the cocoa trees and fertility of soil. Experience is the best teacher, isn't it?”*

– Male Cooperative Union President, Ghana

### CASE STUDY BASED ON AN INTERVIEW WITH THE COOPERATIVE UNION PRESIDENT, GHANA:

The Cooperative Union was established in 2008. Currently there are 41 Primary Cooperatives under the Cocoa Life program while 28 more are operational in our district.

Among the board of the Cooperative Union, there are two women including the Vice President. At Primary Cooperative level there are four female chairpersons. There are 6,451 farmers who hold membership of the Cooperative Union and there are 3,674 males [57%] and 2,777 females [43%]. The Cooperative Union keeps records of men and women, but this is not detailed enough to disaggregate by land ownership and yield information. They have taken an important step by collecting farm and farmer data and updating the system on a regular basis, making time comparisons possible.

Initially there were no female office bearers, and female members were inactive in the Primary Cooperatives. It took some time to convince, educate and train both men and women to participate in the cooperative process. Two people from each Primary Cooperative received training of various kinds [from book-keeping to principles of cooperatives]. Then they were registered with the Cooperatives Department and received a certificate. Members who paid entrance fees and bought shares became full members. Meantime, at the community level, a participatory needs assessment was conducted and communities were mobilized through training, group meetings and the Community Action Planning Process as well as establishing a Village Savings and Loan Association.

The traditional communities as well as communities with strong religious affinities [Muslims and Christians] did not allow women to speak in public and participate in training. Regular and systematic group mobilization that started with relevant ‘Good Agricultural Practices’ [cocoa and other crops] alongside the mobilization process facilitated the inclusion of women. Sometimes the Cocoa Life Implementing Partner staff has to ‘plead’ with the traditional leaders to allow women to participate and influence changes in the structural and normative barriers, for example to get permission for women to participate in training sessions held in the town and to speak in community meetings. Farmer Business Schools also helped women to obtain relevant technical training on cocoa as a business. Programme staff and cooperative leaders together advised women to join various groups at the community level including Village Savings and Loan Associations, Community Action Committee, Gender and Child Protection Committee and Primary Cooperatives. Training on the worst forms of child labour and how to address child labour, and on environmental sustainability, were also specific themes covered.

During cooperative elections, at primary and union level, there is a rule by Cocoa Life Implementing Partners to appoint 30% women amongst the nine executive committee members. Through focus group discussions men were educated and sensitized in order to facilitate women’s participation. Women and men both received ‘pass books’ from the cooperative to account for their shares and cocoa sales. Therefore, women were able to track and claim ownership to their money, which was not a practice that existed in communities before Cocoa Life. Further, Cooperative Unions convinced men to allocate separate plots for women, so they can enjoy the benefit of ownership which also reduced conflicts over shares of cocoa sales. Day care centres and schools set up by

the cooperatives are priorities among Community Action Plans and have also eased the burden of women for childcare and increased the education of children [especially early childhood development].

In a culture rigidly controlled by 'masculine values', where 'land inheritance' and other resources are strongly controlled by male members of a family, women owning or sharing land or keeping their share of earnings are noteworthy changes. Much still remains to be done.

'Environmental degradation' is very visible in a lot of communities observed during the field assessment. Free timber seedlings distributed among men and women by Cocoa Life/United Nations Development Programme to plant in and around farms to create 'comfortable zones' for farming has been facilitated.

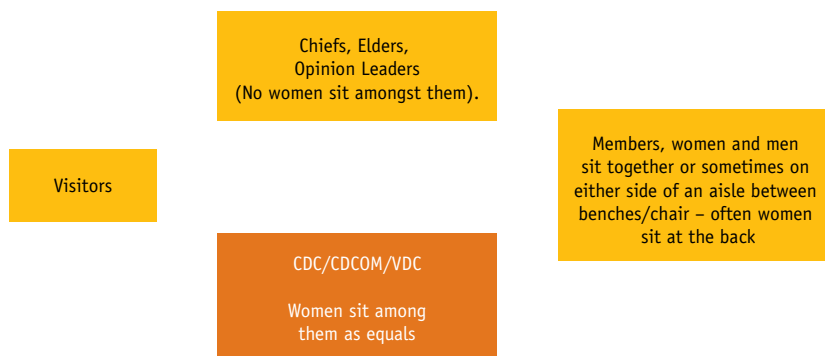
Youth were involved in school level programs through nursery farms and cocoa reading clubs to popularize a culture of good farming practices, literacy and conservation of the environment. Those who have just completed school are also encouraged to participate as service providers in farms, especially the plots managed by women, where they require support for pruning and spraying. There are opportunities for young men to organize labour 'gangs' and offer these services. This process of engaging youth will be piloted in 2016 as an activity in Goaso Cooperative Union area.

### Annex 3 – Women leaders in Cohort II of CARE communities in Ghana

Location	VSLA Leaders	Women Extension Volunteers	CAC Chairpersons	Cooperative Societies Executive committees	Local Government (Unit Committee, Women's Assembly)	Total
Amansie West	12	19	5	7	2	45
Asunafo North	14	23	4	9	3	53
Total (Cohort II communities)						98

#### Annex 4 – Community Development Committees in Sikaboutou, Côte d’Ivoire

In Côte d’Ivoire, the community level structure which implements and monitors Community Development Plans are named as Community Development Committees by implementing agencies. They apply a Participatory Rural Appraisal tool to design a Community Development Plan. There is more than one community (usually 8-9) which participate in the Participatory Rural Appraisal exercise in one *terroirs* (cluster of villages). As a result, there is often a generalization of issues. However, the engagement of many communities also increases the bargaining power of Community Development Committees as they represent a large constituency. To ensure women’s participation in Community Development Committees a quota system was introduced that enabled the selection of six executive committee positions by men and women alternatively.



The structure of a meeting at a community hall (illustrated in the diagram above) demonstrates the power relations within that community. Chiefs and opinion leaders (all male) sit on one side. The Community Development Committee members (a mixed group of males and females) sit on the opposite side, while often the women sit at the back. Members (men and women) sit on either side of an aisle, separated or together. While much more needs to change in relation to who holds power, there is some evidence to indicate that there is emerging leadership amongst women in structures such as the Community Development Committee – even though women still occupy the back seats. Women are articulate and speak without interruption by men, and even argue their point of view. In most of the focus group discussions it was highlighted that women’s priorities for themselves and for the community were included in Community Action plans.

Sikaboutou is an encampment. ZAMACOM Café Cacao and the cooperative are partners of Cocoa Life in their village. The second priority of their Community Development Plan is to get land alienation done or to regularize their land rights, which is a politically sensitive issue in Côte D’Ivoire, and is a prerequisite to obtain government services. Since 2013, after the advocacy training they received, the community members from the encampment reached the ‘host’ community, and following a series of discussions, the host community approved the plotting of land areas within the encampment. With that approval, they reached the State Sub-Prefecture to begin physically plotting the land, which will be followed by official registration of land plots. For land plotting, each household is required to pay 70,000 Francs. These negotiations have been facilitated by the Community Development Committee where both men and women are represented.

## Annex 5 – Gender division of labour across the value chain

Key: 0 = no involvement, x = nominal involvement, XX = significant involvement, XXX = sole involvement			
Stage in value chain*	Women	Men	Changes in the engagement of women in the cocoa value chain as a result of Cocoa Life based on focus group discussions and data provided by Implementing Partners
Land ownership	x	XX	Based on the assessment data, 23% or fewer women in Cocoa Life communities own land. There are cases of families who do not have sons to inherit land who allow women to inherit them. The tradition is male next of kin to inherit land which is changing with awareness and education. Tendency for women to negotiate more access to land is much higher among Cocoa Life participants as they witness higher yields and higher incomes. Women who participated in focus group discussions in Ghana were more confident that status of access to land is changing for them.
Selection of land	x	XX	Men decide selection of land for cultivating in many cases, as it is believed that they have technical skill to do so. In the case of Cocoa Life communities, allocation of land to women to cultivate cocoa, vegetables and staple food crops has increased.
Land clearing	x	XX	Women in most cases inherited or tenured already cleared land. Both women and men agreed that men clear land. In cases where women have no family labour available, men were hired to clear land. They perceived felling of trees as not a task for women; and women are physically 'not strong enough' to clear land.
Land preparation	XX	XX	Both men and women are involved in land preparation by clearing smaller bushes and clearing debris.
Digging planting holes	x	XX	Both men and women are involved but, similar to land clearing, men claimed they made a greater contribution in terms of labour.
Selection of cultivars and running seedling nurseries	x	XX	Men run nurseries, and women support as family labour. In Côte D'Ivoire there are women who run nurseries.
Selection of Seedlings	0	XXX	Sole activity of men, as they are believed to be with better technical skills.
Planting of seedlings	XX	XX	Women are involved in planting as one of their major functions, as it is not considered as a technical job.
Weeding	XX	x	Women mostly do it as family labour, again considered as light and sundry work.
Pesticide application	x	XX	Considered to be an activity of men. But with greater recognition of women's contribution through cooperatives and training provided by Ministry of Food and Agriculture and Women Extension Volunteers, women are applying pesticides for their own farms and confidently work in family farms. Cocoa Life introduced pesticide sprayers for women's use.

\*Constructed based on field interviews in Ghana and Côte D'Ivoire; Assessing Women's Roles In Nestlé's Ivory Coast Cocoa Supply Chain-Fair Labour Association, July 2015; Economic Empowerment of African Women Through Equitable Participation in Agricultural Value Chains, African Development Bank, 2015.

Key: 0 = no involvement, x = nominal involvement, XX = significant involvement, XXX = sole involvement				
	Stage in value chain*	Women	Men	Changes in the engagement of women in the cocoa value chain as a result of Cocoa Life based on focus group discussions and data provided by Implementing Partners
	Cleaning of debris	XX	XX	Both men and women are involved.
	Harvesting decision	x	XX	Sole activity of men with the exception of trained women (land owners/female tenure farmers) and Women Extension Volunteers. This again is referred to as requiring men's technical expertise and skills.
	Harvesting	x	XX	Sole activity of men with the exception of trained women (land owners/female tenure farmers) and Women Extension Volunteers.
	Collection of pods	XX	x	Women mostly do it as family labour. There are collective labour sharing arrangements among farm families, where women from other families help. Women who own or work on tenure arrangements enable women to work in groups and help each other.
	Breaking of pods	XX	XX	While men engage in this activity primarily, women also engage in it mostly as family labour or labour sharing rosters. There are collective labour sharing arrangements among farm families, where women from other families help. Women who own or work on tenure arrangements enable women to work in groups and help each other.
	Piling and fermenting	XX	x	There are collective labour sharing arrangements among farm families, where women from other families help. Women who own or work on tenure arrangements enable women to work in groups and help each other.
	Removing mucilage	XXX	0	There are collective labour sharing arrangements among farm families, where women from other families help. Women who own or work on tenure arrangements enable women to work in groups and help each other.
	Carrying cocoa beans for drying	XXX	0	There are collective labour sharing arrangements among farm families, where women from other families help. Women who own or work on tenure arrangements enable women to work in groups and help each other.
	Drying	x	XX	Considered to be an activity of men. But with greater recognition of women's contribution through cooperatives and training provided by Ministry of Food and Agriculture and Women Extension Volunteers women are drying their own harvest.
	Bagging and storage	x	XX	Considered to be an activity of men. But with greater recognition of women's contribution through cooperatives and training provided by Ministry of Food and Agriculture and Women Extension Volunteers women are drying their own harvest.
	Selling	x	XX	Considered to be the sole activity of men. But with greater recognition of women's ownership, contribution through cooperatives and allowing a separate passbook, women are now selling their crop to intermediaries or license-buying companies. They also are gaining confidence through literacy skills training. 25% of women are engaged in selling their own crop.



Key: 0 = no involvement, x = nominal involvement, XX = significant involvement, XXX = sole involvement

	Stage in value chain*	Women	Men	Changes in the engagement of women in the cocoa value chain as a result of Cocoa Life based on focus group discussions and data provided by Implementing Partners
	Decision to distribute earnings	x	XX	Considered to be a sole activity of men, but now trained women (land owners) and Women Extension Volunteers are controlling the allocation. Men who were engaged in Village Savings and Loan Associations are also allocating more shares for women in households.
	Reinvestment and replanting	x	XX	Considered to be a sole activity of men, but now trained women (land owners) and Women Extension Volunteers are also involved in the decision-making process.

### Other farming activities

	Land preparation for intercropping	XXX	0	Women mostly do it as family labour.
	Cultivation of other field crops	XXX	0	Women mostly do it as family labour.
	Harvesting and selling of other crops	XXX	0	Women do sell them and keep earnings.
	Feeding the workers and family	XXX	0	Women mostly do it as family labour.
	Fetching drinking water	XX	x	Women mostly do it as family labour. But men are taking an active role in helping women after training and awareness.
	Child care at farm	XX	x	Women mostly do it as family labour. But men are taking an active role in helping women after training and awareness.
	Firewood collection	XX	x	Women mostly do it as family labour. But men are taking an active role in helping women after training and awareness.

## Annex 6 – Case study: Field agent, CARE International

*“Empowerment sometimes is an individual thing. My parents had only girls. We were taught to act like boys, face situations as boys do, and then we would be able to do what boys do. They educated us and supported that family decision to give girls a choice.”*

– Female field agent, CARE International

I am expecting my second child. I plan my activities with the community and prepare my field visits to ensure they are comfortable and as well as support my pregnancy. I ride my motor bicycle 74 kilometres to the furthest community where we work, that is Jerusalem community of Goaso. The terrain is difficult. However, when we mobilize, educate and sensitize communities it's motivating and inspiring. The communities see us as their own. Our work encourages them and pushes them into action and I am moved by their responsiveness. Sometimes during holidays they call me and ask “How are you doing? When will you come again?” Sometimes I feel bad if I can't make it due to commitments at the office. I cover 11 communities.

During the early days the elders would ask me, “What do I bring to the community, what difference am I making?” As we began to work with different groups, elders, men, women, youth, it helped them understand the value of respect and how young women grew in confidence and competence.

One day a young woman from Sekyrekrom wanted to speak at a group meeting. She was trying to organize communities. Mobilize them. When she was trying to speak out, there were men who were trying to shut her down. I explained that elsewhere, women are also leading communities and do a lot of community work. Their views are also equally important at the community level. If an individual develops the whole community develops with him or her. If a woman is convinced that she can't keep the children at home, she needs to send them to school, she will make it happen.

I spoke with community groups, my staff here, and made sure that she is allowed to express herself and participated in community meetings. Facilitated her opportunities to speak publicly. In the Unit Committee, which is very competitive, there were two males who contested from her community with her. One man convinced of the importance of women's participation decided to step out of the race and allowed her to compete and she got selected as a member of the Unit Committee, I was so excited by that.

## Annex 7 – CARE Gender Equality Programming Framework

### Introduction

The objective of the assessment is to improve the capacity within Mondelēz International and its partners to address barriers and the underlying causes that women within the cocoa supply chain are facing in their aspiration to improve the quality and control over their lives.

### The analytical framework

Experience and evidence indicates that the combined effect of changes across three dimensions of empowerment is needed to achieve sustainable results. These are:

- Woman’s own knowledge, skills, abilities, self-esteem and personal aspirations – **agency**
- Societal norms, customs, institutional practices and policies that shape her choices in life – **structures**
- Power dynamics within the household, with intimate partners and support from others and relationships through which she negotiates her path – **relations**

An in-depth understanding of these dimensions will enable us to understand the challenges and barriers to empowerment.

### The agency domain

Literacy, skills, knowledge and capacities, access to education, training opportunities and extension services

- Access to information
- Access to productive resources, especially land, capital and markets, place within the value chain, difference in wages between men and women
- Mobility
- Self-esteem and confidence to claim rights (including health, sexual and reproductive rights) and influence decisions in households and communities
- Aspirations beyond the value chain and livelihoods – alternative employment, education, political representation
- Capacity and leadership to organize and promote collective action

### The relations domain

- Power dynamics within the households – decision making, control over resources, decisions over production, assets and spending
- The gender division of labour
- Recognition of their contribution to the household economy and overall wellbeing of a household
- Gender-based violence
- Control over sexual and reproductive rights

### The structures domain

- Private sector and government investment in female extension officers and extension services inclusive for women
- Local laws, regulations, private sector policies or cultural norms that limit women’s rights to access productive assets (mainly land and working capital)
- Women’s participation in community and public decision-making
- Access to public spaces and services
- Acceptance of women and community and political leaders by local or national institutions
- Women’s traditional position in lower added-value activities in the value chain and lower paid jobs
- Lack of recognition of women’s and girls’ health, sexual and reproductive rights from community, public and private institutions constrains their productivity and entrepreneurship

### **1. Identify the positive results of Cocoa Life program implemented in Ghana and Côte d'Ivoire that has influenced key aspects within agency, structure and relations**

- The assessment will review key steps of the program cycle (analysis, design, approaches and methodologies, monitoring and evaluation, reflection and learning, capacities and partnerships).
- It will generally look at changes in norms/perceptions of key stakeholders in the value chain, and at structural and policy influence undertaken, which have enabled women's empowerment within the cocoa value chain.

### **2. Identify the gaps in programing and internal capacities that are required to promote gender transformative approaches and practices within the Cocoa Life program**

- The analysis will seek to understand the challenges within the program (how successful has the program been in promoting women's agency, structure and relations – what are the gaps) as well as internal organizational capacities.

### **3. Provide recommendations on how the program and organizational capacities can be improved**

- The recommendations will include key interventions in the current program that need to be reinforced, elements that need to be revised and new interventions that need to be introduced.
- It will also provide recommendations on improvements required at organizational level that will include capacity-building needs and other procedural and systems changes.

## Annex 8 – Field visits interview details

Semi structured interview questions for in depth interviews and Focus Group Discussions. Based on a code of conduct that covers general principles of interviewing, such as:

- Before the interview, the enumerator should introduce him or herself, ask whether it is a good time to hold an interview, verify the identity of the interviewee, and briefly explain the overall purpose of the survey;
- Assure the interviewee that the interview is voluntary, that information collected will be handled in a strictly confidential manner, and that the interviewee’s anonymity is guaranteed;
- Maintain a high level of discipline throughout each interview and pay attention to the interviewee;
- Show competence in administering the questionnaire;
- Respect the interviewee and approach each interview with an open mind;
- Conduct the interview in a friendly atmosphere;
- Keep the interviewee stimulated throughout the interview;
- Avoid creating a feeling of interrogation or suspicion on the part of the interviewee;
- Be alert to possible incorrect answers;
- Stimulate correct answers without using intimidation or threats;
- Avoid making any promise regarding possible assistance.
- *Note – there may be additional context specific protocols.*

### Introduction

Thank you for permitting us to talk to you and giving us your valuable time. This interview will take xx minutes of your time. We are an independent team recruited by Mondelēz International representing CARE Sri Lanka and MARA Partners to undertake an assessment to better understand the progress and remaining challenges to improve the quality of life of women within the Cocoa Life program. Our objective is to “Improve capacity in Mondelēz International and its partners to address barriers and the underlying causes that women are facing in their aspiration to improve the quality and control over their lives within the cocoa supply chain.”

We will be interviewing you on your experiences and perceptions on the Cocoa –ife interventions for the purpose of learning and supporting its partners to improve their programming. Your identity will not be revealed in any of the personal information yet we will quote your statements to enrich the report. We also would like to ensure that this interview will not carry any benefits with it except better programming. We are recording this interview for reviewing purposes with your permission.

Thank you.

## Select appropriate set of questions from the comprehensive list below.

### Mondelēz Senior Staff, Cocoa Life Program Senior Staff and Implementing Partner Senior Staff

#### 1. Glossary [discuss with Country teams during first meetings]

- What should be our glossary? [this comes from program agreement/Cocoa Life proposal]
- Do we refer to gender aware, gender sensitive or gender transformative? or we stay back at women’s empowerment? [“Women’s leadership” is the term used in ToR]
- What are the levels of program? Global? National? Sub national levels and community?

#### 2. Understanding the program context and gender sensitivity

- What are some key aspects of the broader socio-economic and political context during which the program was designed and implemented? Was there a formal context analysis undertaken as part of the design process?
- What is the program structure? Linking Mondelēz International, key partners? Their country offices and program locations? Local partners and state at all levels in the two countries?

- Were there any drastic changes within the past program period in any program country? Implementing agencies or within Mondelēz International that affected program positively or negatively?
- How does Cocoa Life define 'gender equality' or is it left for the implementing partners to decide on their own frameworks?
- What is the way of communicating gender equality within the program? What are the communication practices? Are there joint meetings at all levels? [this goes to communication section below as well]
- Were there gender assessments done in program locations prior to design? Do participatory assessments at community level include questions to assess status of gender/power relations? [this again applies at program implementation]
- What are key challenges faced by women that prevent them from having a life of dignity – agency, structure and relations?

### 3. Design of the Cocoa Life program

- Was the overall approach taken by cocoa life reflective of what was known about the context and status of gender?
- What have been the strengths and weaknesses of decisions set out in the design of Cocoa Life on gender equality and mainstreaming of gender?
- What steps were taken in designing Cocoa Life to understand the context and how it might affect the program? [Studies, assessments, surveys etc.?]
- Were any specific lessons brought forward from previous Cocoa Life program/partner programs in both countries and elsewhere to strengthen gender sensitivity in the current program?
- Did the program consider Gender Based Violence, Domestic Violence, Sexual Violence, Women's Burden, Normative barriers (cultural expectations from women and empowerment), if yes how?

### 4. Developing partnerships

- Did the Cocoa Life place due emphasis on Gender sensitivity with current/prospective implementing partners?
- What were the mutual agreements on gender equality with partners?
- Was this sufficient and has it resulted in genuine uptake of gender sensitivity in Cocoa Life programs?
- Does the program formulation and selection process provide for sufficient consultation with stakeholders regarding the program/interventions to be developed and could this be further promoted?

### 5. Implementation, monitoring and evaluation in the Cocoa Life program

- What problems have arisen that weren't foreseen by the analysis, key performance indicators [KPI] or any other assessment criteria? Do they cascade down to program interventions by partners and by each community group? [this refers to program implementation as well]
- Has the Cocoa Life taken steps to uphold relevant standards and principles of gender equality [we need to set standards if not]?
- Could the Cocoa Life have been/become more effective in upholding relevant standards and principles?
- Has the Cocoa Life been able to provide sufficient flexibility when changes in the context/specially women's needs have affected programs/interventions?
- Has the Cocoa Life done enough to respond to gender inequality related challenges faced individually or collectively by its programs/interventions? What steps were taken to adapt the program?
- Has the Cocoa Life taken steps to encourage co-ordination and lessons sharing between actors including Implementing Partners on gender sensitivity? [from the section one]
- Have co-ordination and lessons sharing activities been sufficient to ensure common understanding of gender these inequality challenges and avoidance of repeated mistakes of a similar nature as we know of prevailing in the development sector [one is gender equality reduced to head counts/sex disaggregated data]?
- What structures are in place for the Cocoa Life to monitor and evaluate for gender sensitivity of its program on an ongoing basis? How can these be improved (including by mainstreaming gender sensitivity into evaluation guidelines)? Any criteria developed? Any guidelines to follow? or processes established by Cocoa Life/partners or country program?

## 6. Knowledge management

- Do you have a specific knowledge management plan?
- How do you decide on studies, assessments and surveys?
- How do you carry out cross learning between partner agencies?

## 7. Overall impact on gender equality/sensitivity

- What is the historical evolution of cocoa farming and women's engagement in each country?
- What are the program impact indicators and actual impact on women as the program envisages? [Their agency/structures and relations?]
- What have been the cumulative effects on gender equality of the portfolio of interventions/partners and countries assessed in the learning exercise?
- What international standards/criteria do we follow?[we need to clarify this for ourselves as well]
- Are there standards established nationally and internationally for gender equality in the cocoa industry? Harkin-Engel Protocol on Child Labour for example

# Specific programs [staff and partners]

## 1. Gender sensitivity in program planning

- Were programs based on a specific gender analysis? What tools were used in the analysis?
- What steps were taken in designing individual programs to understand the context /gender equality and how it might affect the program?
- Did the staff find that any analysis done supported them to understand the gendered implications?
- What problems arose that weren't foreseen by the analysis?
- Would this lead staff to favor a different approach to future gender analysis? Were the findings of the broader country analysis considered when defining the interventions?
- Was specific attention paid to
  - Gender disparities within each program location.
  - Understanding power relations between different community members [male, female and youth]

## 2. Gender sensitivity in program implementation

- To what extent was an understanding of gender equality used by the program to:
  - Set objectives?
  - Recruit staff?
  - Select partners?
  - Select beneficiaries?
  - Plan activities?
  - Identify risks and relevant contingency plans?
  - Shape the relations to different stakeholders including partners and other agencies?
  - Inform the programs communication strategy?
- Do program /strategy/work-plan/job description documents show any evidence that the above were shaped with the objective of not having positive impact on gender status?
- Do program documents show any evidence that the above were shaped with the objective of making a conscious contribution to increase women's agency/structures /relations [participation]? Normative, structural and policy changes?
- Were any of the above done in a way specifically designed to:
  - Improve relationships between men, women, and power holders?
  - Address identified root causes of inequality?



- Were there interventions other than awareness on cocoa [farming, livelihoods, community, youth and environment] within each domain [how did each intervention take gender equality into consideration?]

### 3. Gender sensitive monitoring and evaluation

- What processes has the program adopted to monitor and evaluate overall impact?
- Do these processes – especially indicators set – enable the program to monitor
  - The gender mainstreaming, women’s participation and women’s participation in decision making?
  - The influence of program intervention increasing women’s agency/structures/relationships? And normative, structural and policy changes [affirmative action?]
- What challenges does the program face in doing this?
- Do the challenges vary depending on the size/country/geography and level of the program?
- How could monitoring and evaluation be improved?
  - Regularity of monitoring?
  - Linking monitoring better to programming response?
  - Reflections and peer learning?
  - Cross learning?
  - Overall knowledge management?

### 4. Responding to the gender issues/challenges

- What flexibility has the program shown when responding to diversities within the context in each location?
- Have any activities been changed or cancelled? Or added within any of the 5 domains or how did you incorporate gender responses?
- Has the Cocoa Life program been able to provide sufficient flexibility when changes in the context have affected program? Or partners have they been able to negotiate this?
- How did Implementing Partners cope with any competing pressures (pre-agreed timelines, work-plans, expenditure schedules) when faced with changes to the gender equality issues affecting the program?
- Was there any pressure from stakeholders for the program to change its gender sensitive approaches? [by the way are such strategies documented?]
- Support from the Cocoa Life in dealing with the gender sensitivity? [can you specify]
- How did the program respond? Did the Cocoa Life program assist in dealing with any such challenges/pressure from norms/structures/ policies? How could this be improved in future?
- How has the relation between local actors/women and men changed during the lifetime of the program? Has the program affected this?
- Is there any indication available to the program of whether it has impacted on tensions/conflict/insecurity of women in any way? Or reversed any negative impact?
- Is there any indication of the program having contributed to peace, co-operation or tension reduction? [This refers to 4th pillar of 1325, women and peace building/ especially in Côte d’Ivoire.]
- How? Did any actions of the Cocoa Life at the strategic level alter the way the program was perceived? If yes, how? Are there any recommendations as to how the Cocoa Life could have avoided any negative impact on women or assisted the program more by changing its overall strategic approach or advocacy? [For example increase burden on women? domestic violence, getting better prices? environment protection?]

#### Identifying and responding to risks

- Have security risks directly or indirectly affected
  - Women? [As they increase their revenues/wealth and as they shift power relations?]
  - Program staff? [As they challenge power relations?]
  - Program buildings, resources or equipment?
- Was this anticipated sufficiently well?
- Were analyses, contingency plans and actual responses to security risks adequate?

## 5. Questions for beneficiaries [we need interpreters beyond this point and to be finalized with the program teams]

1. Tell us a little bit about yourself?
  - Name?
  - Village/community? [Can we ask ethnic/tribal group?]
  - Civil status if you like
  - Children?
  - What is the farthest distance you can travel on your own?
  - When are you supposed to come back home each day? [Can you get back late because of a community meeting?]
  - Who is your Mondelēz Partner?
2. What is your role in cocoa farming?
  - When did you start it?
  - Where are you on the value chain of cocoa bean production?
3. If you are a farmer tell us about, your cocoa stand? Harvesting seasons? Yield in last season? What were the prices? Did you get better prices? If not what were the challenges?
  - Can you set prices, or get better prices? Or what are the strategies you need to adopt to get better prices?
  - What happened to the earnings from cocoa?
4. What other work you do at home and with the community?
5. Do you get any subsidy from state?
6. Have you heard of Cocoa Life [xxx intervention where relevant] program ?
  - a. Are you a member of VSLA?
  - b. How did that help you?
7. Did you get any training? What type of training?
8. What are your perceptions of Cocoa Life program ?
9. Do you know what the program 's objectives are? [at their level]
10. Did local people have a chance to help set the objectives of the program or plan activities?
11. What role did women play in setting those objectives?
12. How was their participation ensured?
13. Do you think the program has been fair and impartial? Why/why not?
14. Did the program have any impact on your life/the lives of local women?
15. Were local women asked to help adapt on the program's objectives?
16. Were local women happy with the program's objectives?
17. (explain program objectives) Do you think the program has met its objectives?
18. Have you had a chance to give feedback on the program during its implementation? Especially on how women should be involved and ensured their leadership?
19. Was the program fair to all groups who live here? [Men, women and youth?]
20. Please explain any examples you have of the program helping women to get on better or worse with each other?
21. Did the program clearly explain:
  - a. Its objectives and strategy on women's empowerment and agency?
  - b. What local people/women should expect from the program?
  - c. Current staff and their skills to solve issues?

- d. Why certain beneficiaries were selected and not others? [affirmative action]
  - e. Why certain program sites were selected and not others? [affirmative action]
  - f. Any changes to the approach and reasons for these? [affirmative action]
22. What should the program do differently? Do you think there were any changes in the situation here that should change/have changed the program approach?
23. How do you get state services? Is there special service for women with problems?
24. What are the problems you refer to in above question?
25. What are your proposals to overcome challenges you mentioned above?

## **6. Questions for other target groups [partners/cooperatives/local government etc.]**

1. What are your perceptions of the Cocoa Life program?
  2. How did you assess community level issues? Before the program?
  3. Did your assessment include a gender analysis?
  4. How have the program impacted on its intended beneficiaries [farmers/women/youth]-and 5 domains?
  5. What do you think are/will be the impacts of this program [will this bring sustainable changes for women?]??
  6. How well do you think the program has communicated to beneficiaries
    - a. The objectives of its work including strategies
    - b. What should be their expectations from the program
    - c. The criteria for selecting beneficiaries [women and youth]
    - d. The criteria for selecting program sites, training venues and topics?
    - e. Changes to the approach and reasons for these [especially affirmative action]
  7. Do you think the program has affected the relationships between different stakeholders [women and men?] In Program locations? Power relations? Women's status?
  8. Do you think the program has improved or worsened relationships between different stakeholders – especially women and men – in any way? Please explain how
  9. Do you think the public/beneficiaries [here we talk about women] were sufficiently involved in developing the program, implementing the program and (if the program has finished) monitoring and evaluating the program ?
  10. How do you connect with state/civil society to share your learning?
- Do you have any questions for us?

## **7. Seasonal calendar [if possible]**

1. When did you get the last harvest of Cocoa?
2. When are you going to get the next harvest?
3. What are the months that you lack money to meet your needs? How do you earn extra income?
4. What other livelihood activities do you do over the year? farming of other crops, harvesting other crops, off farm activities and so on..
5. When are you overwhelmed with work?
6. When do/did you get your training?
7. What are the time periods particularly important for women? if there are such periods what are they?

**Prepared by CARE Sri Lanka**  
**11 February 2016**

## Annex 9 Field visits timeline

<b>Hashitha Abeywardana (HA)</b>				
14th February		25th February		5th March
<b>Ghana</b>			<b>Côte d'Ivoire</b>	
	Mil Niepold (MN)			
	18th February	25th February	2nd March	

## Annex 10 – List of field discussions

Ghana		
Date	Location	Focus Group Discussion Participants
14-02-2016	Arrival of HA at Ghana	
15-02-2016	Accra	Preparatory meeting with MDLZ, CARE and World Vision Travel to Kumasi
16-02-2016	Goaso:	Meeting with CARE Staff of Goaso Mpamse Community – 1. FGD with Women – HA Field Visit to Jerusalem Community- 2. FGD with Women – HA
17-02-2016	Goaso  And Travel to Kofordua	KII with Chairperson and Manager of Goaso Cooperative Union – HA KII with Vice President of Goaso Cooperative Union – HA Meeting of CHRAJ – Commission on Human Rights and Administrative Justice – and National Commission on Civic Education – HA KII with CARE staff Helena – HA KII with CARE staff Abraham – HA Debriefing with CARE – HA
18-02-2016	Coaltar District – VSO	KII with District assembly -director Planning – HA FGD Director Social Development and staff – HA Ntowkrom Community – 4. Women FGD and 5. Men FGD – HA Gettinku Community – 6. FGD with a mixed Group -HA
	Arrival MN in Accra	
19-02-2016	Accra	KII – Director National Board of Small Scale Industries KII – Non Formal Education Division – Ministry of Education KII – Department of Cooperatives KII – Meeting with MDLZ – Country Lead KII – Meeting with WV Programme Manager
20-02-2016	Accra	Meeting with CARE Programme Manager
21-02-2016	Travel to Wassa East	
22-02-2016	Wassa East – World Vision	Meeting – Akrofi Community 7. FGD Women – MN 8. FGD Men – HA Meeting – Kwabaa Community 9. FGD Women – MN 10. FGD Men – HA FGD – Daboase/Wassa East District staff at DA level [MOFA, Social Development, Non Formal Education]
23-02-2016	Accra	KII – M&E officer for MDLZ KII – ABANTU for development Head
24-02-2016	KII	National Launch of Gender Dialogue Platform by ABANTU for women’s development and MDLZ Skype Call – VSO Programme Manager
25-02-2016	Travel to Abidjan – Côte D’Ivoire	

Côte d'Ivoire		
Date	Location	Focus Group Discussion Participants
25-02-2016	Abidjan	Initial Meeting with CARE staff
26-02-2016	Abidjan	FGD-MDLZ and Partners ECOM, Cargill, Barry Callbaut, Solidaridad, CARE, MDLZ,
27-02-2016	Saturday – no meetings held	
28-02-2016	Travel to Daloa	
29-02-2016	Daloa	Meeting – Sikaboutou Community 11. FGD Women – MN 12. FGD Men – HA
01-03-2016	Daloa Travel Back to Abidjan	Meeting- Kaudiokro Community 14. FGD Women – MN 15. FGD Men – HA
02-03-2016	Abidjan	Debriefing with CARE staff Meeting with MDLZ Country Lead Initial meeting with Solidaridad
	MN returned	
03-03-2016	N'denou (Taabo) – solidaridad	N'Denou Community 16. FGD – Mixed Group – HA Koussikro Community 17. FGD – Mixed Group – HA
04-03-2016	Datta (Divo) – solidaridad	Datta Community 18. FGD – Mixed Group – HA Hermankono Community 19. FGD – Mixed Group – HA
05-03-2016	HA travelled back to Colombo	

## Annex 11 – Gender Index

The Gender Gap Index introduced by the World Economic Forum in 2006 is a framework for capturing the magnitude and scope of gender-based disparities and tracking their progress. The index benchmarks national gender gaps on economic, political, education and health criteria. It provides country rankings that allow for effective comparisons across regions and income groups and over time. The following table is a compilation of data from both countries to illustrate the general status of women and protection of women’s rights. It includes information from Gender Index, Demographic Health Surveys and other international reporting commitments, and local policies and laws. It can safely be assumed that these indicators mirror the general conditions of women engaged in the cocoa industry.



Standard	Status	
	Ghana	Côte d’Ivoire
<b>Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW)</b>	Ratified 1986	Ratified 1995
<b>Optional Protocol of CEDAW</b>	Ratified 2011	Ratified 2012
<b>Last National CEDAW report</b>	2013	2011
<b>United Nations Security Council resolution (UNSCR) 1325 launch</b>	2010	2008-2012
<b>Women in parliament</b>	8.3% [18/200][no legislated quotas at national or sub-national level]	10.4% [voluntary party quota system]
<b>Women’s representation</b>	Women and men have the same right to vote and to stand for public office in Ghana. Ghana has taken steps to increase the number of women serving in government as elected representatives as well as in the civil service, including adopting a (non-binding) Affirmative Action policy in an attempt to increase the representation of women in key public service and policy-making institutions to 40%, although according to its latest report to the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) Committee, only three of 28 governing bodies met those requirements in 2012.	Côte d’Ivoire has no quotas at a national level to promote women’s political participation but has voluntary party quotas. Since 2001, the Ivorian Public Front has a 30% quota for women at all levels, including electoral candidate lists. The quota has not, however, always been achieved in practice. In fact, the total percentage of women representatives fell from 21% in 2010 to 14% in 2011. On the other hand, for the 2011 legislative elections there were 105 female candidates, around 11%, compared to the 3% they represented for the 2001 elections. Generally, women are under-represented in politics. In 2013, women held 10.4% of seats in the national parliaments.
<b>Marriage</b>	Civil [Polygamy not restricted]	Civil [Polygamy prohibited]
<b>Domestic violence</b>	Accepted in custom. Domestic Violence Act in place since May 2007. Marital rape criminalized.	No specific legislation pertaining to domestic violence; courts and police believe that domestic violence should be resolved within the family. Marital rape not criminalized.



Standard	Status	
	Ghana	Côte d'Ivoire
<b>Sexual harassment</b>	There is no law dealing explicitly with sexual harassment.	Sexual harassment is prohibited by Act No.98-756 of 1998.
<b>FGM</b>	Small but present, banned in 1994, criminalized under the constitution.	Largely present but illegal : Act 98/757 introduced in 1998
<b>Abortion</b>	Legal	Illegal [except on the condition of saving mother's life]
<b>Contraceptives prevalence</b>	34%> -2011-12	15%> -2011-12
<b>Land rights [% - female landowners/total landowners]</b>	N/A but is 10% or less in neighbouring countries	10.1%
<b>Land</b>	The land tenure system is currently governed by customary law. Women's access to land and to agricultural inputs is relatively poor, although women in matrilineal communities can inherit land from either their female ancestors or fathers.	Under the Rural Land Act, Ivorian women and men have equal land ownership rights. In practice, however, women rarely become landowners due to both discriminatory practices and women's lack of awareness of their rights and the law.
<b>Non-land property</b>	Women and men in Ghana have equal legal rights in relation to access to and management of non-land assets, and women have the same rights as men to conclude contracts. However, according to a 2012 report by the Ministry of Women, there are differences in women's access to assets and land based on location in rural or urban settings.	According to the Civil Code, there is no gender discrimination regarding access to non-land assets.
<b>Financial services and autonomy (decision-making)</b>	A 2012 report by the Ministry of Women noted (in relation to agricultural productivity) that rural women in Ghana "face constraints in access to credit". However, women made up the vast majority – 75.15% – of borrowers from microfinance institutions.	Access to financial services, including bank loans, is difficult for women, not because of legal discrimination but because they are unable to meet the lending criteria established by banks, such as a title to a house or production of a profitable cash crop. Some banks also require married women to secure their husband's approval for loans.  However, according to a 2012 report by the Ministry of Women and Children Affairs, 65% of women who received loans consulted their husbands on the use of the monies from the loan.

Standard	Status	
	Ghana	Côte d'Ivoire
<b>Mobility</b>	<p>The findings show that half of ever-married women reported that their husband insists on knowing where they are at all times; more than one-third (39%) said that their husband is jealous or angry if they talk to other men; and 17% said that their husband frequently accuses them of being unfaithful. About one in seven women reported that their husband does not allow them to meet with their female friends, and one in 10 said that their husband does not trust them with money. Relatively uncommon is the husband's attempt to limit the wife's contact with her family (reported by only 6% of ever-married women). 20% of women said that their husband exhibits three or more of the controlling behaviours, and 35% said that their husband exhibits none of the controlling behaviours.</p>	<p>According to the 2011-2012 Demographic and Health Survey, 51.1% of women report that it is primarily their husbands who decide whether they can visit their family and parents. Certain customary practices also constrain women's movements. In the Ouémé Valley, for example, during the period of ORO worship in August, women must remain inside for 17 days. Amendment of the Civil Code in 2012 (article 60) has meant, however, that both spouses are now allowed to choose the family domicile. In addition, married women no longer need to show their marriage certificates in order to obtain a passport.</p>
<b>Equal wage</b>	<p>According to the 2010 population and housing census, 86% of all jobs in the country are within the private informal sector, with women (91%) more likely to work within the informal sector than men (81%). Women constitute a greater proportion of contributing family workers (81%) than men (64%). They are less likely to engage in waged employment than men, and when they do, they are more likely to hold part-time, seasonal and/or low-paying elementary jobs in the informal economy.</p>	<p>While the Labour Code mandates non-discrimination based on gender in hiring, there is no mandate on equal remuneration for men and women for work of equal value. It should be noted, however, that in the private sector, women account for only 11.5% of all employees.</p>

Annex 12 - Application form for Women Extension Volunteers – Ghana

  **Volunteers  
overcoming  
poverty**

**Woman Extension Volunteer Application Form**

If you need some help with writing, it is okay to ask for help from someone as long as the information is in your own words.

Application Date 23/2/2014  
Name Amg Obowah  
District Wassa East  
Community Edukwa  
Mobile phone number/House number 0509215161 or 0200316058

**EDUCATION**  
Highest Level of Education \_\_\_\_\_

**SKILLS & EXPERIENCE**

Please tell us about any previous volunteer experience:  
I made my self to look how people at my village, dance and exercise to make good sanitation

Why do you want to become a Woman Extension Volunteer in your community?  
To make people of my villiage to develop

Why do you think you will be a good WEV? Looking at the skills and personal qualities we are seeking, please tell us how you think you match these.  
To patiently wait for group to take seriously in learning

Page 1 of 2

What do you want to gain from this volunteer experience?

To get an experience to help my Community and my children

#### REFERENCES

Please list two people (one person should be a relevant community leader) who know you well and can verify your suitability for this volunteer role in your community. They should not be family members.

Name/Position in community	Relationship to you	Duration of relationship	Phone number
Chief Elder Samuel Aguir	Citizen	12 years	0502065057
Kwasi Otabil Chief elder	Citizen of the Community	12 Years	0273111019

Please read the following carefully before signing this application:

I understand that this is an application for and not a promise of a volunteer opportunity. I agree that the information I have provided is very true and I am happy for MOFA to contact my referees.

I agree that I am able to meet the time commitment for this role (see placement description).

I understand that this is a voluntary role *not* paid employment.

Signature

Date

23/2/2014

## Annex 13 – UN Secretary General’s High-Level Panel on Women’s Economic Empowerment

The findings of this report were also compared against the recommendations in the first report of the UN Secretary General’s High-Level Panel on Women’s Economic Empowerment, *Leave No One Behind: A call to action for gender equality and women’s economic empowerment* published in September 2016. The findings of this analysis showed that Cocoa Life is tackling to some degree, albeit sometimes minimally, 5 out of 7 drivers for improving women’s economic empowerment.

Analysis of this assessment for the first driver, tackling adverse norms and promoting positive role models, revealed some nascent encouraging activities in Cocoa Life to promote female role models for gender equality. However, more specific action plans related to engaging men as champions for change, and more direct interventions to address social norms, could be incorporated.

For the second driver, ensuring legal protection and reforming discriminatory laws and regulations, Cocoa Life is starting to address government policies through district and national level Gender Dialogue Platforms. However, this assessment also calls for Cocoa Life to pay additional attention to fulfilling pledges made by government institutions and ensuring that results are achieved.

For the third driver, recognizing, reducing and redistributing unpaid work and care, there is evidence of some nascent efforts that have potential to tackle issues around unpaid work and care through couples communication about household level decisions. However, more can be done to ensure that this level of effort is replicated across Implementing Partners, to ensure that more equitably distributed unpaid domestic work is achieved and that government policies to overcome gender gaps in unpaid work are achieved (as in point two, above).

Cocoa Life is working to expand livelihood and income generation options for poor women in the cocoa production sector and to improve financial savings and access to micro-credit via savings and loans, which falls under the fourth driver outlined in the High Level Panel’s report, Building assets (digital, financial and property). However, to date Cocoa Life has not prioritized access for women to digital media such as cell phones.

There are some findings in this assessment that support Cocoa Life’s contributions at the field level to the fifth driver, changing business culture and practice, as Cocoa Life is working with cocoa traders in Côte d’Ivoire to improve the gender focus of extension services and training for smallholder producers. While it is beyond the scope of this assessment to ascertain beyond the field level, Mondelēz International is also influencing the World Cocoa Foundation / Cocoa Action around sustainability of cocoa production and this is an opportunity to bring gender analysis into that arena.

There are no discrete findings or recommendations about improving public sector practices in employment (the sixth driver cited in the report) as it is beyond the scope of the assessment. However, this report does recommend that public sector services should be made available for women engaged in cocoa production, such as child care, improved services for survivors of domestic violence, access to financial credit, etc.

Cocoa Life’s contributions to the last driver, strengthening visibility, collective voice and representation, can be found in some of the quota systems in Ghana’s cocoa collectives and Community Action Committees. However, there is no discrete Cocoa Life strategy to promote women’s collective voice such as promoting women-only collectives or practices of prioritizing purchasing from women-run businesses. Cocoa Life Action Plans could be strengthened by prioritizing results beyond women’s leadership, and striving for united voices and outcomes via collective action by women’s groups.

**Summary of Cocoa Life’s contributions to the UN High Level Political Forum Report on Women’s Economic Empowerment’s Call to Action for Businesses:**

Action	Current Assessment
Urgently address discrimination, implicit bias, abuse and health and safety issues in their workforce and ensure that suppliers do the same.	The scope of Cocoa Life is not currently focused on Mondelez International’s own workforce, however it is working to address some of the bias for women workers in the cocoa workforce with a focus on alternative income sources for women unpaid workers. Further analysis is required to address the root causes of lack of land entitlements, pay gap and health and safety issues.
Create enabling environments for female employees to succeed in businesses through flexible work options, family-friendly policies, equal pay for work of equal value, as well as training, mentoring and sponsorship.	Cocoa Life is targeting poor rural farmers who mainly don’t have access to education, formal workplace policies or professional career advancement. This report cites a need for further analysis related to workplace safety and sexual harassment and gender-based violence as well as options for child care. Further analysis is required for an understanding of how women farmers are being paid for the same work compared to men. This report cites one example of Women Extension Volunteers who are currently unpaid, while their male extension professional counterparts are being paid a salary, and calls for analysis of fair compensation.
Invest in initiatives to reduce and redistribute unpaid care and work.	This report cites some very nascent and early work in Côte d’Ivoire through introduction of a couples curriculum (Family Business Management training or Journeys of Transformation); this needs to be scaled up with a greater focus on acknowledging and redistributing unpaid domestic work between women and men (and boys and girls). Another gap to be addressed is incorporating advocacy on government support for maternity protection, paid parental leave, publicly supported quality childcare services, early childhood education and other social care services.
Promote positive role-modeling of economically empowered women and leaders.	Cocoa Life has incipient good practices in promoting positive gender role models through female gender champions. The report calls for a more strategic leverage of existing role models like the Women Extension Volunteers and to promote more male champions.
Integrate and support women, women-owned enterprises and women’s collective enterprises in supply chains.	The Village Savings and Loan Associations have substantially supported women to increase their household income through savings, income-generating activities both individual and group, and farming of food crops (yam, cocoyam, cassava and plantains). In general, women’s engagement in many livelihood activities is visible in both countries. Additional research would be needed to assess the differences for sources and levels of income for women and men. Cocoa Life should consider exploring some women-only collectives.

Action	Current Assessment
Create products and services to meet the needs of women, particularly under-served groups.	Cocoa Life is working with stakeholders to support female relatives of migrant workers (Ghana) and assisting unpaid female family members to grow and process food crops as commercial ventures for improving the diet of their families and increasing their income (Ghana and Côte d'Ivoire). The report notes gaps in services for survivors of gender-based violence. Further analysis should be conducted related to relative vulnerability among cocoa producers.
Work in partnerships with governments and civil society to achieve financial and digital inclusion for women.	Cocoa Life focuses on supporting poor women with a first step on the ladder towards access to financial institutions through VSLAs and thus diminishing the financial divide through the VSLAs, but further analysis is required around the digital divide.
Challenge stereotypes through advertising and media communications.	Improved communication (via mass media channels or otherwise) on positive messaging about equitable gender norms should be improved under the 'community' focus area.
Map and monitor performance on gender equality in business operations, including throughout supply chains, and share success stories to inspire others in a race to the top.	Cocoa Life has identified 10 Key Performance Indicators for monitoring progress. Mondelez International has adopted specific Key Performance Indicators across its focus areas, disaggregated by sex (and one by age). These KPIs are periodically independently evaluated and the results are shared. The set of women's empowerment related KPIs should be improved to reflect an additional focus on decision-making and time burden at household level, access /control over productive resources (especially land), and incidence of gender-based violence. Targets should be defined for Côte d'Ivoire.
Adopt the Women's Empowerment Principles: Civil society: Women and their organizations	Mondelez International should explicitly adopt the Women's Empowerment Principles and improve the company's performance against them. A specific analysis has been made in this report.
Work with women, particularly the most marginalized, to amplify their voices and support representative organizations to negotiate with local and national government and other bodies.	This is being addressed through quotas in the collectives and representation in Community Action Committees. However, much more needs to be done to work with the women in these committees to be able to amplify their opinions and to be able to negotiate with family, marketplace institutions and government representatives. This initiative could be powered up through leveraging the Community Action Plans processes in Ghana and Community Development Committees in Côte d'Ivoire including higher level advocacy elements with the national governments through existing spaces like the Conseil du Café Cacao in Côte d'Ivoire in order to include access to land for women into the national political agenda.
Encourage women's participation and leadership in trades unions, organizations of informal workers, and employers' and business membership organizations.	See above.
Bring together women for networking and mentoring.	See above.



Action	Current Assessment
Take forward advocacy and strategic litigation to protect the rights of informal, or otherwise vulnerable, workers.	Further research would be needed, but early findings from this report show that more could be done by Cocoa Life, particularly for the women who are working in cocoa production who don't have access to land ownership (ie those who are share-cropping, or care-taking of the young plants, or working as hired labour).

**Mondelēz International**

[www.mondelezinternational.com](http://www.mondelezinternational.com)

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