

Strategies for integrating gender equity in cocoa smallholder support programs



Women cocoa farmers, Indonesia (Flickr Rainforest Alliance site)

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Introduction

Across Africa, and the developing world in general, women in the cocoa sector face an array of barriers to achieve their full potential, including: discriminatory and highly segmented laws; access to land; low or even absence of access to education; restrictive cultural practices; and lack of access to credit and markets (Oxfam, 2013)¹. Yet, empowering women in cocoa growing communities increases the positive impact on all key human development challenges. Mondelēz concludes from gender work undertaken in its *Cocoa Life* program that the wellbeing and protection of children is directly connected to the wellbeing of women in cocoa growing communities. This is the reason that most of their income goes toward their children (Mondelēz, 2016).²

The economic arguments for improved gender equity are made in several studies. A 2015 World Bank report on agricultural productivity in East Africa estimates that closing the gender gap in the agricultural sector would result in gross gains to Gross Domestic Product of US \$100 million in Malawi, \$105 million in Tanzania and \$67 million in Uganda, along with other positive development outcomes such as reduced poverty, and greater food security.³ The African Development Bank estimates that eliminating gender inequality and empowering women could raise the productive potential of one billion women, delivering a huge boost to the continent's development potential, because women are more active informal economic agents in Africa than anywhere else in the world. They perform most of the agricultural activities and, in some countries, make up some 70% of the labour in farms. Their income-earning activities make them central to the household economy and the welfare of their families, as they play a vital leadership role in their communities and nations.⁴ According to a 2016 article by Anika Rahman, former President of the Ms. Foundation for Women, if women had the same access to production resources as men, they could increase yield on their farms by 20-30%. This could boost agricultural yield in low and middle-income nations by between 2.5 and 4% and reduce the number of undernourished people in the world by 100 to 150 million.⁵

Women are also often excluded from local decision-making about natural resources, although they play an important role in promoting the conservation of natural habitats and improving the quality of life of their communities. Such exclusion is often a reflection of gender inequality in roles and responsibilities as well as women's time constraints. Moreover, the 2013 Intergovernmental Panel on Climate Change report finds that climate change will exacerbate existing gender inequalities, because many tasks carried out by women, such as sourcing fuel and water, will become more difficult.⁶

This report outlines the Rainforest Alliance's approach to mitigate gender imbalances in the cocoa sector. It describes current strategies being adopted in the cocoa supply chain by the Rainforest Alliance and draws on lessons to improve positive impact on women. Examples are given of work in the three IFAD cocoa project sites.

¹ <https://www.behindthebrands.org/>

² <https://www.cocoalife.org/~media/CocoaLife/en/download/article/cocoa-life-womens-empowerment-publication-oct-2016.pdf>

³ <http://blogs.worldbank.org/taxonomy/term/14467>

⁴ https://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/African_Gender_Equality_Index_2015-EN.pdf

⁵ <https://www.alternet.org/food/prevent-global-food-crisis-women-need-have-same-access-resources-men>

⁶ https://www.ipcc.ch/pdf/assessment-report/ar5/wg2/ar5_wgII_spm_en.pdf

The Gender Problem in Cocoa

Women working in cocoa farms suffer substantial discrimination and inequality and are often denied recognition for their large contribution to the cocoa economy. From nurturing the trees to drying the beans for sale, cocoa production is a labour-intensive pursuit. Both men and women work on family farms and are hired as farm labourers. Women working on cocoa farms usually get paid less than men, if they get paid at all for their work.⁷ Research by Oxfam in four Nigerian cocoa-producing communities found that women reported being paid less for their work compared to men and were hired only to do the lower paying jobs. It cites a 37-year-old migrant worker living in Ayetoro-ljesa, Agnes Gabriel, whose work on local cocoa farms consists of carrying water to be mixed with pesticides, removing the beans from their pods during harvest time and carrying them to the site where they will ferment, and then helping with the drying process. For her efforts, she earns 500 Naira a day, or just over \$3. Farmers say women are paid \$2-3 for a typical day's work, while men earn about \$7 per day.⁸

Women farmers across the world participate in all stages of cocoa production to varying degrees. The one role that men farmers play almost exclusively is the transport of cocoa beans to marketing centres and the negotiation of sales, according to producer and industry experts in Ghana and Côte d'Ivoire. This limits women farmers' ability to benefit economically from cocoa growing and prevents them from asserting their rights as cocoa farmers. Ultimately, many women cocoa farmers have very little agency and voice in decision-making related to cocoa production.

Women make up a large portion of cocoa labour and farm managers in West Africa. In Ghana for example, 25 percent of cocoa farmers are women, according to official figures. However, there is significant underreporting of these figures due to a bias towards farmers being defined by land ownership, from which women are often excluded. A significantly large number of women in Ghana provide labour on cocoa farms—particularly farms owned by their husbands and families—but are often not recognized for their roles in cocoa farming because of lack of ownership of land.⁹

Women farmers rarely own the land they farm even if they work the same plot their entire lives. Access to land provides an access to credit and capital and an access to market. Without access to land and capital, women cocoa farmers struggle to get loans or credit, no matter how hard they work. This severely limits women's ability to purchase fertilizers, better performing seeds, or irrigations systems, which could help increase yields and income.¹⁰

In Sulawesi, Indonesia, women have less opportunity to be involved in farm organization or participate in agricultural or financial training as men. Women farmers may not participate actively in training activities or receive the same training. and they may not be equally represented in cocoa farmer groups, mostly because these farmers groups are registered to register only men. Women's lack of representation in turn leads to their having less access to information and knowledge on cocoa production practices and not being able to equally benefit.¹¹

⁷ The role of certification and producer support in promoting gender equality in cocoa production, UTZ CERTIFIED Solidaridad- Certification Support Network in cooperation with Oxfam Novib, February 2009

⁸ Equality for women starts with chocolate Mars, Mondelez and Nestle and the fight for women's rights, Oxfam 2013.

⁹ Women's right in the Cocoa Sector-examples of emerging good practice, OXFAM 2016

¹⁰ International Food Policy Research Institute (2002) Empowering women and fighting poverty: Cocoa and land rights in West Africa.

¹¹ Livelihood and landscape LL Study on MCA Project at Sulawesi (January 2016)

In Brazil's Pará state, research by Mello (2014,) highlights in particular men's predominance in the commercialization of the high value cocoa crop while women contribute significantly to lower value cocoa derivative value chains. The research found that women producers tend to be regarded as men's assistants, instead of as production owners. Women may also benefit less than men from interventions due to the downplayed significance given to women's contributions to commercial agriculture. Interventions tend to focus on cocoa bean production and men's association with the cash crop, therefore support programmes target men over women as beneficiaries. For example, fewer women than men have cocoa product certification.¹²

A global review by IFAD (2008) also notes that men are largely members of cocoa organizations and women minimally, allowing men greater opportunity to participate in decision-making on product commercialization. In Brazil's Trans-Amazonian region, less than 30% of women are members of the cocoa production organization. Those with formal positions within the organization play roles with limited or no power in strategic decision-making. In addition, when they assume leadership positions in the organizations, women suffer greater scrutiny than men to demonstrate good leadership skills¹³. These factors contribute to women's limited integration in decision-making within the cocoa organizations.

Initiatives to close gender gap

Over the past five years, consultation workshops on effective ways to mitigate gender imbalances in the production of cocoa and other tropical crops have been promoted by the Food and Agriculture Organization of the United Nations (FAO), the Royal Tropical Institute (KIT) and Twin Trading, among others. These three organizations are currently preparing a technical guide that will enable targeted efforts and investments in gender empowerment strategies in the cocoa sector.

Gender inequality represents a risk to the cocoa and chocolate industry, both to its reputations and to the security of the supply chains of the companies. The industry body, the World Cocoa Foundation, together with Solidaridad, founded the Women in Cocoa and Chocolate Network in 2016 to inspire and empower women at every level of the cocoa sector to foster growth and integration in their community, by reflecting on effective strategies that the cocoa supply chain could use to build resilience in the cocoa value chain targeting women. The network connects members through events and networking, engages through learning and growing professionally, and inspires women to take leadership. In November 2017, a fourth event was organized with the cooperation of the Hershey Company, bringing together 70 women to explore the topic of building a resilient and sustainable cocoa sector aiming to connect, engage and inspire women to accelerate change and contribute to the sustainability of cocoa production and prosperous cocoa communities.

Such platforms create a competitive incentive to match the effort of other companies in providing solutions to gender inequality in the origins they are sourcing from. They also lead to pre-competitive collaboration on targeted training and technical assistance to achieve gender equity and improve overall land tenure issues, production, quality, climate resilience, business management, food security and decision-making, involving all the relevant players.

Another such platform is the partnership between the United States Agency for International Development (USAID), Hershey's, and Rotary International, in collaboration with the Ghanaian

¹²Mello DMG. 2014. Collective Microenterprises and Rural Women's Economic Empowerment in Brazilian Amazonia. [PhD dissertation]. FL, USA: SNRE-LATAM, University of Florida.

¹³IFAD. 2008. Gender equality and women's empowerment. IFAD VIII

government, private sector and local communities to address nutrition and food security. Those themes are central to gender empowerment. The cocoa industry agrees that added value in productivity is only possible if they invest not only in crops, but in the landscape and the communities, including its women, by promoting nutrition security and livelihoods improvement alternatives. This approach is clearly aligned with Sustainable Development Goals 3, 4 and 5. The industry is targeting initiatives that combine good cocoa production practices with good nutritional practices, as key factors to generate further livelihood improvement in rural communities and combat child labour. Research from CONCERN showed that hunger keeps children out of school; lack of food means children cannot concentrate and drop-out from school programs, making them vulnerable to becoming child laborers ¹⁴.

Under the collaboration, Hershey's provides peanuts snacks in Ghana to school children, in partnership with an NGO, Project Peanut Butter, which was founded in 2004 to combat undernutrition by producing effective, ready-to-use therapeutic foods. A groundnut processing facility in Kumasi, central Ghana, was created through the partnership and "Project Peanut Butter" uses the facility to roast local Ghanaian groundnuts for "ViVi," a groundnut-based nutritional supplement developed by Hershey's, which is now a key part of the Ghanaian government's School Feeding Program. Hershey's is currently providing 52,000 students with "ViVi" per day. It is proven that school attendance greatly increases when food is provided at school, together with the reduction in iron-deficiency anaemia, and some improvements in educational performance.

Another platform for gender equality is Mondelēz' *Cocoa Life*, which has pledged to work with suppliers, community development experts, governments and other partners to empower 200,000 farmers and reach 1 million community members in six key cocoa growing origins by 2022. Gender equality and gender empowerment is incorporated in various activities. In Ghana, the programme has stepped up action to increase women's leadership role in producer groups. Communities form individual cooperative societies which, in turn, form district cooperative unions. These unions are required to open membership to anyone working on a cocoa farm, including spouses and adult children of cocoa farmers, as well as care-takers and other farm workers. To ensure strong representation of women in leadership positions, each cooperative society or union is mandated to ensure that women comprise at least a third of its executive members.¹⁵ *Cocoa Life* gives assistance to women to undergo enterprise training to help them establish and run enterprise-based cooperatives. Training is tailored to meet women's needs, for example by ensuring that farmer training sessions are held at suitable times and locations. The gender action plan includes training to support women to plan time and delegate tasks to enable them to participate in group activities.

In each *Cocoa Life* origin country, Ghana, Cote d'Ivoire and Indonesia, the programme works closely with NGOs, suppliers and government partners to develop program plans and assess progress. By aligning *Cocoa Life* with the company's cocoa sourcing means that progress with improving gender equality will directly benefit a growing proportion of the women and families within their supply chain and will contribute to advancing the entire cocoa sector.

¹⁴https://doj19z5hov92o.cloudfront.net/sites/default/files/media/page/concern_child_labour_resource_0.pdf

¹⁵https://www.cocoalife.org/~media/CocoaLife/News%20Articles%20PDF/Cocoa%20Life%20-%20mainstreaming%20gender%20equality%20in%20cocoa%20-%202015%20update_20150212.pdf

THE RAINFOREST ALLIANCE'S APPROACH AND EXPERIENCE

As a field-based organisation, the Rainforest Alliance sees first-hand how boosting women's access to training and technical assistance leads to increased production, higher family incomes and improved family well-being. Not only are women powerful allies in keeping forests intact, building climate resilience, and protecting biodiversity, they are also critical to the sustainable healthy development of rural communities around the world.

In Ghana, for example, where women are responsible for 25 percent of the country's cocoa production, women comprise two-thirds of the Rainforest Alliance Certified Asuontaa Cocoa Farmers' Cooperative. Madam Paulina Sarfo, one of Asuontaa Cocoa's leading producers said, "Many women in this area think that cocoa farming is a man's job, But I am an example to women young and old. I challenge them to venture into cocoa farming. If it's done in a sustainable way, cocoa farming is lucrative." In addition to increasing their output of cocoa, Sarfo and her peers have established buffer zones, planted trees, and implemented fire-prevention plans. And to help provide a hedge against the many variables that can hinder a farm's yield, she has encouraged women smallholders to cultivate crops, such as plantains and cocoyams, and trained them in activities to generate additional income.

The Rainforest Alliance's field projects address systemic social and environmental issues in a focused way, with investment support in training and technical assistance that is context specific, culturally sensitive and draws on local structures. Something as straightforward as attending an agricultural training session or a financial literacy class can impart to women farmers not only new knowledge, but a new support network and a sense of confidence. "I used to feel intimidated among my fellow farmers," says Ghanaian cocoa farmer Vida Tsatso Boiful, "But after some time in this programme, that inferiority complex has vanished to the extent that I can even speak boldly in the presence of the men." Field projects address systemic social and environmental issues in a focused way, with investment support in training and technical assistance that is context specific, culturally sensitive and draws on local structures. The approach is outlined below:



*Vida Tsatso Boiful, a cocoa farmer in Nkranfum, a community in the Assin North Municipality of Ghana.-
Rainforest Alliance*

Standards and Certification: Equal treatment for women and men has been an integral part of Rainforest Alliance's Sustainable Agriculture Standard since it was first launched in 1992. The 2017 Standard requires adherence to ILO Conventions 100 and 101 regarding no discrimination in terms of employment (Criterion 4.3) and prohibits women who are pregnant, nursing or have recently given birth from undertaking activities that pose risk to the health of a woman, foetus or infant, with no reduction in remuneration in cases of job reassignment.¹⁶

To earn the Rainforest Alliance certification, farms must meet critical social criteria in addition to rigorous environmental requirements that forbid all forms of discrimination against women in pay, hiring, training, task assignment, benefits, and promotion policies. As part of the process of "continuous improvement" that is built into our system, Rainforest Alliance Certified farms must "support equality and empowerment of women, including participation in training and education and equal access to products and services." As of March 2018, 233,591 cocoa farms were Rainforest Alliance certified, which represents about 15% of global cocoa production committed to a system requiring gender equality.

The standard impacts directly on family behaviour, with an increase in educational performance. In Côte d'Ivoire, a 2012 study by the Committee on Sustainability Assessment (COSA) found that significantly more children on Rainforest Alliance Certified farms are studying at the appropriate grade level, compared with children on non-certified farms. This is an indication that children are spending more time in school as opposed to in the fields.¹⁷

Women trainers: The Rainforest Alliance promotes the integration of women as part of the producer group's Internal Management System (IMS). Women are encouraged to be group administrators, lead farmers and field technicians, which has resulted in more women joining farmer cooperatives¹⁸. This proactive approach has proven to build their confidence to participate in Farmer Field School trainings¹⁹.

For example, in Nigeria, Rainforest Alliance trained women in sustainable agricultural practices. Mojisola Enitan Oluyeye, Rainforest Alliance's lead agricultural trainer in Nigeria, asserted that "the number of women participating in our training programs in Ondo, Nigeria has grown significantly". In Moji's area alone, 50 new female farmers from a single community participated. More women also participated in specialized training for agricultural technicians and co-op administrators. In the final seminar of the year, women comprised one-third of the participants. "The more women I can bring into sustainable production, the more I can help take households out of poverty and food insecurity"²⁰.

Productivity: In the cocoa sector, access to land is one of the main reasons why productivity is low. Lack of access to land or formal recognition is a major inhibiting factor in women's equitable participation in cocoa farming²¹. The FAO, in collaboration with the Technical Centre for Agricultural

¹⁶<https://static1.squarespace.com/static/59d44f074c0dbfb29da45615/t/5a16f8a9652dea2e1ae97e21/1511454896>

¹⁷https://www.rainforestalliance.org/sites/default/files/uploads/3/COSA_RA_COTE_Divoire_11June2012_Final.pdf

¹⁸<http://www.rainforest-alliance.org/articles/the-power-of-women-farmers>.

¹⁹<http://www.rainforest-alliance.org/articles/the-power-of-women-farmers>.

²⁰<https://www.rainforest-alliance.org/articles/the-power-of-women-farmers> accessed on the 08/03/18

²¹Barrientos, S., Owusu Bobie, A. 2016. Promoting Gender Equality in the Cocoa-Chocolate Value Chain: Opportunities and Challenges in Ghana. Global Development Institute Working Paper, University of Manchester

and Rural Cooperation (CTA) and IFAD, highlighted in recent research access to land as the second biggest challenge identified by youth in rural economies in developing countries, after access to education and information ²². Women are similarly disadvantaged. Land ownership validates who is recognized as the farmer. It is this person who receives and holds the inventory, sells the cocoa and therefore acquires the cocoa income. The registered farmer also has access to extension services and inputs, participates in training, and receives related support. Land ownership constitutes an asset that provides security for access to banking and credit.

In the Juabeso-Bia landscape in Ghana's western region, the Rainforest Alliance facilitated establishing a landscape management board, with representatives from the community, local government and the cocoa industry, in a project funded by the Global Environment Facility. The Board has defined a land management plan to conserve the natural environment and thereby protect the productivity of cocoa farms against the negative impacts of deforestation and climate change. Paulina Sarfo, a member of this programme, reported that in the 2014-2015 cropping season, the group sold 61,056 kg. of cocoa beans; 63.5 percent of those beans were produced by the group's women farmers. In the 2015-2016 cropping season, the group's overall yields increased to 70,464kg, with women producing 64.2 percent of that total. Mrs Sarfo sold 5,440kg in the 2015-2106 cocoa season, making her the group's leading producer.²³

Another woman farmer from the same program, Vida Boaful, attests that since adopting climate-smart methods on her farm, yields have increased from three sacks of cocoa per acre to about 10 bags per acre.²⁴ Her children are also now in school. "I used to feel intimidated amongst my fellow farmers, but after some time in this programme, that inferiority complex has vanished to the extent that I can even speak boldly in the presence of the men," she said. "I think other women in other cocoa farming communities can do the same, or even better, when trained."



Hardianty (yellow scarf) training the trainers in Indonesia on climate-smart agriculture techniques in cocoa farmers. source: Rainforest Alliance

http://hummedia.manchester.ac.uk/institutes/gdi/publications/workingpapers/GDI/GDI_WP2016006_Barrientos_Bobie.pdf

²² <http://www.fao.org/3/a-i3947e.pdf>

²³ <https://www.rainforest-alliance.org/articles/sweet-taste-success>

²⁴ <https://www.rainforest-alliance.org/impact-studies/toward-sustainable-cocoa-sector>

In Sulawesi, Indonesia, women farm managers applying climate-smart practices promoted by Rainforest Alliance, achieved similar percentage yield improvements to their male counterparts, resulting in similar levels of income per hectare. This achievement was possible because women were included in the training program, with the time table adjusted to fit women 's availability.

Finance: The founder of Grameen Bank in Bangladesh, Muhamed Yunus, observed that “When a destitute mother starts earning an income, her dreams of success invariably centre around her children. A woman's second priority is the household. She wants to buy utensils, build a stronger roof, or find a bed for herself and her family. A man has an entirely different set of priorities. When a destitute father earns extra income, he focuses more attention on himself. Thus, money entering a household through a woman brings more benefits to the family as a whole”²⁵



Madame Agathe - cocoa farmer in Cote d'Ivoire shares stories of her Certified cocoa farm and how her children go to school thanks to it – Rainforest Alliance

Women farmer organizations are able to access finance through impact investors such as Root Capital and OIKOCREDIT. With support from social lender Alterfin and asset manager responsAbility, the Rainforest Alliance is working in collaboration with ECOOKIM, a union of cooperatives, to unlock long-term Renovation and Rehabilitation financing for smallholder cocoa producers in Côte d'Ivoire. The project has already allowed farmers to afford houses and a better livelihood for their wives and children. A women's money collection support group system, called 'tontine', operates in Côte d'Ivoire. It is a traditional cooperative banking system that enables women to undertake individual and collective mutual financial assistance and has supported generations of women to set up their own businesses and get access to larger loans from financial institutions.

Revenue diversification strategies: At present, most cocoa beans are used in the production of cocoa products, such as chocolate, cocoa powder (for drink, colouring and flavouring agent), chocolate syrup

²⁵ Muhammad Yunus, Banker to the Poor: Micro-Lending and the Battle Against World Poverty, Public Affairs 1999

and other product enrobed with chocolate. Cocoa beans represent only 10% of the gross weight of a cocoa pod. This means that 90% of the total pod weight is discarded as waste, although it can be used to produce by-products. These include cocoa juice²⁶. In Brazil, a group of 19 women, with the support of Rainforest Alliance partner, Imaflora, has launched a micro project where cocoa pulp is transformed as juice and commercialized in schools.

In Ghana, the Rainforest Alliance's approach to climate smart agriculture integrates revenue diversification initiatives, involving women cocoa farmers. An apiary micro project provided an additional 20% income in the critical off-season of cocoa. Domesticated bush meat can increase revenue and help prevent poaching and bushfires. In collaboration with Confiseur Läderach AG, a specialty Swiss chocolate manufacturer, women cocoa farmers were trained in soap making at the Cocoa Research Institute of Ghana (CRIG), using conventional traditional cottage industry methods, which include extracting potassium hydroxide (potash) (potassium hydroxide from empty cocoa pods) to make the soap.

One of the women, Esther Adobea, is a 48-year-old teacher and widow, with five school-age children. Esther explained how the proceeds from her farm supplement her income as a teacher to help her raise her children. She was grateful to be part of a program, which for her would provide another means of livelihood for her family. With the knowledge acquired, she hoped to mobilize the women in her community to make the potash in commercial quantities with the hope that, with the right introduction and publicity, they may attract soap making companies to source potash from their little industry²⁷. The women would rather have an alternative vocation that ensures a continuous supply of income, rather than depend solely on income from their cocoa farms, which is seasonal.

Building on its experience from neighbouring Ghana's Juabeso-Bia project, the Rainforest Alliance reproduced the same model in Côte d'Ivoire with funds leveraged from Arcus Foundation in 2013 and subsequently the UK government's Darwin Initiative, facilitating chicken rearing and Bee keeping micro projects for women in the surrounding areas of the Tai National Park, as alternative revenues and also as a source of protein to ensure food security and discourage poaching.

Gender Action Learning system (GALS): In Sierra Leone's Gola Heights, the Rainforest Alliance's partner, Twin, has been implementing since 2017 the GALS²⁸ methodology, a community-led empowerment approach, using specific participatory processes and diagram tools, which aim to give women as well as men more control over their lives as the basis for individual, household, community and organizational development. Twin has conducted a gender-disaggregated baseline study to understand how best to target effective gender training in the cocoa sector in Gola. The study helped to reveal weak women's organizations and profound imbalances in the farmers' group participation, where only 7% of women are registered. The GALS system will address intra-household and community gender dynamics alongside development of the producer organization. Methods to empower women tend to fail if they do not integrate men. Several CGIAR studies suggest that improvements in the enterprises that women and men own and manage jointly can offer women greater benefits than improvements in the enterprises they handle separately.²⁹

²⁶ <http://www.koko.gov.my/lkm/getfile.asp?id=1204>

²⁷ <https://www.2degreesnetwork.com/groups/2degrees-community/resources/empowering-women-clean-and-sustainable-future/>

²⁸ <http://www.galsatscale.net/>

²⁹ <https://cgiargender.exposure.co/genderinagmatters>

The results in Sierra Leone after a year are encouraging, across three farmer associations in which women members now represent 22% and women leadership 29% (a 1% and 2% increase respectively), an important achievement in a challenging context with entrenched gender dynamics. In this respect, many of the elected positions at village levels, such as gender officer and child labour officer, are open to both men and women. This has created space for women to access executive positions and build confidence to take on more responsibility in the future. Because of exposure to the GALS methodology, members are seeing the value of men and women working together. See annex for three case studies.

The Rainforest Alliance has an opportunity to replicate this approach in Indonesia, where its merger partner UTZ has also been applying a very similar methodology with the members of the Kalimajari producer group in Sulawesi.



Gender workshop with Kalimajari in Indonesia

In the next semester, the opportunity will be considered of replicating the approach in the project sites, given that the experience of facilitating it now exists in the Indonesia team. This can be discussed in January 2019, when an Asia team integration workshop will be held in Indonesia as part of the merger process.



The vision journey tool guides participants to mapping out their aspirations and the challenges they may encounter, so that they can develop an action plan

Lessons Learnt

The implementation of gender- centred programmes in the agricultural supply chain have been possible through Producer- Public- Private Partnerships. The participation of local extension agencies and government have helped the Rainforest Alliance to better understand the realities on the ground. Collaboration with local implementing partners and/or local staff based in origin countries enhances communications within the communities, to tackle the challenges and embed a continuous participatory approach to problem solving in the communities themselves. Experience has shown that effective solutions can be found through consultations at community level.

Difficulties remain to find accurate data on country gender strategies to align with government policies. The most common data available are assessments conducted by major donors on gender issues at origin. Even if some key steps have been achieved, measuring gender equity in the cocoa sector will remain very complex.³⁰ It will help to have more specific and contextual country data to be able to tailor specific approaches and tackle gender inequalities. Nevertheless, societal challenges, such as cultural barriers, or land tenure rights that are culturally discriminating for women, can slow down the process of facilitating sharing revenues and household tasks between men and women.

Internal Gender mainstreaming

The Rainforest Alliance established in 2016 a Gender Task force, involving staff across different departments, to identify ways to integrate a gender focus in projects. The Task Force found that whereas the standard and certification system was addressing gender discrimination, project design lacked robustness in gender issues, with no Key Performance Indicators related to gender in many field projects. In general, it was found that the data gathered from projects, though sometimes disaggregated by gender, did not provide any other information for impact analysis. The projects were

³⁰ <https://www.devex.com/news/how-should-we-measure-women-s-economic-empowerment-90978>

tracking how many women vs. men were trained, but most had no specific incentives to attract female farmers. Field related gender initiatives were isolated and remained individual strategies promoted by the staff working in the field without being recorded or communicated as examples to other programmes.

This analysis has stimulated an institutional commitment to integrate gender more fully into projects and incorporate effective monitoring and evaluation to measure results. In 2018 the Rainforest Alliance has appointed a full-time gender officer.



Local Indonesian farmer. This woman was instrumental in building support for sustainable practices among other female farmers in her village. Credit-Noah Jackson, 2010.

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Annex. Case studies from Sierra Leone

SUCCESS STORIES FROM GALS CHAMPIONS TRAINED ON GENDER ACTION LEARNING SYSTEM (GALS) METHODOLOGY IN DIFFERENT COMMUNITIES WITHIN THE PRODUCER ORGANIZATIONS

REPORT BY TWIN, MAY 2018

Case 1

Name: Mustapha Massaquoi

Age: 35

Sex: Male

Marital status: Married

Educational background: Arabic education

Community: Tigbema Tunkia chiefdom

PROGRESS MADE ON MUSTAPHA MASSAQUIO'S INDIVIDUAL VISION' SINCE HE WAS TRAINED ON GALS.

During the GALS training I had my individual vision, which I targeted myself to carry out after I returned from the training. As a young man with two wives, my source of income before the training was only with an old second handed Victor motorbike, which was giving me a hell of problems in running it as a commercial purpose (providing transport services) to up keep me and my family. Because of the age and condition of the bike I had owned, I used to spend more than half of the income I was receiving on maintenance and spare parts, as we are living in an area with very rough and bad roads. During the GALS training, when especially the Social Empowerment Map tool was introduced to us, I used it and related it to my Vision Journey. I combined both these tools to fulfil my dream, by using by the Social Empowerment Map I realized that the motorbike I was having as my opportunity to create income was rather causing me to spend more than what I was earning so I did not realise any profit from the business.

After the GALS training I went home and trained my two wives, I started by explaining the meaning of GALS methodology and went on to the Social Empowerment Map just as I was trained. During the cascading of the Social Empowerment Map they as well agreed with me, that I was recovering the costs and had neither a profit on my source of income as the head of the family. Therefore, with the help we received from the Gender Balance Tree tool, we identified that we are all three of us members of the Village Saving and Loan Association (VSLA) in our Village. We then agreed and planned that at the end of the share out which happens once per year, we will put our shares together and by so doing it hands us a good sum of money and if I top that money from other sources like the income from the cocoa business and selling of the old bike, I will be able to buy a brand new motorbike. This is what I did and I am now riding from my community to Kenema city and back with less constrains and is now realising good returns from the business and we are happily living and doing things together as family.

I am now able to quickly cover for the school expenses for my children which before was a struggle every time and as a result of the training my two wives are now closer to me then before. I am therefore grateful to Gola who came with such good initiative to our community.



Mustapha Massaquoi presenting on Social Empowerment Map during the first set of training, explaining how he had realised that the motorbike which is his opportunity is a challenge to him therefore he is taking it as a target when he returns to his community.



Mustapha Massaquoi with his brand new STAR motorbike he had bought as a result of the training on GALS methodology.

Case 2

Name: Mohamed Koroma

Age: 40

Sex: Male

Marital Status: Married

Education Background: Arabic education and low level in English education

Community: Teyama Malema chiefdom

PROGRESS MADE SO FAR BY MOHAMED KOROMA AT COMMUNITY LEVEL AFTER HE GOT THE TRAINING ON GALS METHODOLOGY:

I was fortunate to have been among the selected GALS champions trained on Gender Action Learning Systems (GALS), and I came to the training to represent my community that is Teyama in Malema chiefdom. In day one (1) session, the facilitator introduced to us to the General Human rights principles (CEDAW PRINCIPLE) and explained to us the meaning of GALS and the reasons why as members of the Farmers Association it's necessary to embrace the GALS concept. In the CEDAW PRINCIPLE, she explained to us all the various rights that should be given to women and man including our children. The area that inspired me the most was right to good health and education, hence we should send our children to school so that they would have a brighter future and they will help bring development to the community in time to come. Considering my status as an Arabic (marable) teacher I had about twenty (20) children under my care and roof as Quranic learners (karande), for this is how it happens in our communities, parents usually just drop their children to us Arabic teachers so they go for their business without coming and checking on their children's welfare, not bothering about whether they can be sent to a real school. Because I knew that if a child only learns Arabic it is not very helpful but if a child is sent to primary school and gets English education and other knowledge that will be very beneficial to them. We want them to have a brighter future so they can bring development to the community. So the training overwhelmed me and I felt guilty. According to a survey Teyama community has about a population of 500, out of this 120-150 are children in school age and the community is only having one small school building but it's not functional, and there is no qualified teacher. However there is a functioning school in our neighbour community located 2.5km from our village. So I targeted myself that upon returning I will have to send some of the children to the neighbouring community school and for those children that are under age I had personally volunteered to be teaching them with the Basic English. Now many parents had decided to send their children to join my classes especially because of the distance to access to next community. The idea had been a burden on me for long, I tried once or twice to convince parents to send their children to school but to no avail because I was not trained on how to reach out to my community members. But after the GALS training I together with another GALS champion have the know how on how to address the community and we have been able to mobilize the community to understand the benefits of education.



Kaamoh Mohamed Koroma with some children under his care, who are learning the Quran and some basic English and he has also managed to convince some parents to send some children to the school in the neighbouring village

Case 3

Name: Hawa Daramy

Age: 35

Sex: Female

Marital Status: Married

Educational Background: Primary Education

Community: Njagbema Gaura chiefdom

PROGRESS MADE ON HAWA DARAMY 'S INDIVIDUAL VISION AFTER SHE RECEIVED TRAINING ON GALS METHODOLOGY FROM GOLA COCOA PROJECT:

I was selected from the producer organisation group in my community called Njagbema in Gaura chiefdom I was selected by the group to go for training on GALS methodology. At first my husband did not agree to let me go for the training, but I managed to convince him in my own way. I have received two sets of trainings with a total of five (5) tools; namely the Vision Journey, Gender Balance Tree, Social Empowerment Map, Poverty Diamond and Challenge Action Tree. My sources of livelihood are; small scale petty trading and cocoa farming. Three years ago I succeeded to take over about ten (10) acres of Cocoa Farm on our family land. Before the Gaura Producer Organisation was in place my only sources to support the management of the cocoa was the income from petty. But now with the intervention of the Cocoa group through self-help amongst the members I have been able to extend this year from 10-15 acres

I used the Vision Journey tool and I planned for about 3-months' time to be able to source and expand on my petty trading. By then I received the first set of training in June and my first target was in my household so I did the exercise on my husband. I started by sharing the Gender Balance Tree where we identified the activities that we were doing as man and woman that are handing us income and we found out that they were not many, then later I cascaded the Vision Journey where we tried together to plan to establish a groundnut garden. It was not easy for me to persuade him because of his ego as a man and he did not believe in the GENDER CONCEPT. He had heard on radio and in some forums of equity and equality and he was perceiving it as women challenging their husband and he thought women should not make decisions. That is the reason why he never favoured the idea of me attending the training. So he was not showing any interest in the initiative initially. But I loved and listen to the trainings and with my relentless effort and through the follow up and monitoring done by the Gola Cocoa staff he then realised the important of the GALS methodology so he joined me in the groundnut production and management and from July- September we planted 5 acres and after harvested we processed and sold it and I used the money to invest on my other business.

Through the Gender training I learnt how to manage a business doing it for profit maximisation, things that are not needed to compromise with and what I really learnt from the Vision Journey again was that before the GALS training the groundnut production we used to do was just for consumption purpose and to be given out as gift to family members and friends, but not in a large scale like we did this year we earned some money. Another thing I learned was diversifying in term of income generation for greater security over the year.

In total I have trained nine (9) new members, three from my household, three from the cocoa group and three non-members and the individuals adopted the concept and they are in return training their household members who are testifying good testimony to and the Gola staff.



Hawa in her shop and in her cocoa nursery. Hawa sold Cocoa to GACFA for 1 176 000 SLL during the season 2016-2017.