

WCF Cocoa Livelihoods Program 2015 Annual Report

Executive Summary

Phase II of the World Cocoa Foundation (WCF) Cocoa Livelihoods Program (CLP) began on February 1, 2014. The program leverages private sector engagement support to cocoa and food crop productivity and marketing through nine matching grants to WCF company members – “matching grant partner (MGP)”. The matching grant model fosters innovations and long-term investment in the value chain through an innovative pay-by-performance strategy. Over the five year program (2014-2019), the matching grant partners will provide technical assistance and other resources to approximately 200,000 farmers in Cameroon, Côte d’Ivoire, Ghana, Nigeria, and to increase both cocoa and food crop productivity.

As a management tool for the matching grant projects, WCF is incorporating a reporting and funding mechanism to incentivize matching grant recipients to reach and exceed pre-established program targets. One of the key accomplishments in 2015 was the setting of outcome incentive targets and associated payment schedules for each of the nine matching grant projects. In order to establish targets WCF implemented a baseline survey across Côte d’Ivoire, Ghana, and Nigeria in 2015. Following the baseline, WCF negotiated and signed outcome incentive agreements with eight of the nine MGP with specific targets determined for each matching grantee for each the following indicators:

Cocoa	Farmers adopting sanitary pruning of cocoa trees
Food Crops (Plantain/Cassava)	Farmers adopting food crop GAP
	Farmers adopting improved varieties of food crops

Cocoa Productivity

In order to increase cocoa productivity, matching grant partners are providing farmers with a full productivity package which includes training in cocoa good agricultural practices (GAP) and farm management; agrochemicals (pesticides, fungicides, and herbicides); and access to fertilizers and improved planting material. The MGPs trained 100,450 farmers in 2015. However, there is a wide variety of training methodologies being utilized by the MGPs which has led to inconsistency in the quality of the training. The CLP program management unit (PMU) is working with the MGPs to improve training structures and monitoring to improve the quality of overall training. Incorporation of the farm management training into the schedule of trainings has been delayed because of cost and timing issues experienced by the MGPs. With support from the PMU, farm management training is expected to begin in 2016.

Despite concerted efforts by both the CLP program and WCF’s CocoaAction platform, access to planting material in each country remains a challenge. In 2015, the PMU centralized the request for planting material to the national seed production unit (SPU), however, the SPUs were only able to meet between 50 and 70% of CLP company needs. While this represents an improvement

over previous years, levels are still below those needed for a transformation in the cocoa sector. The MGPs are using a wide range of strategies to assist farmers with the last mile delivery of cocoa inputs (fertilizers and agrochemicals). The agreement with TechnoServe to manage the Growth Fund was terminated in Q1 of 2015 following an agreement at the steering committee level to let ADVANS, the microfinance institution implementing the methodology in Côte d'Ivoire, to continue developing the product line.

Food Crop Productivity

Similar to cocoa productivity, MGPs are training farmers in GAP and improving their access to improved planting material in order to improve farm level productivity of cassava and plantain. In each country, WCF is assisting MGPs to build partnerships with programs and organizations for improving training, accessing planting material and marketing of food crops. The MGP training activities started in 2015, but the expectation is for a large scale up in 2016. Identifying access points for improved planting material remains a challenge, particularly for improved plantain. The PMU will also follow-up with the BMGF Roots and Tubers division for additional support.

Gender

With support from the Walmart Foundation, WCF supports matching grant partners in improving their outreach strategies to directly benefit women farmers. This includes carrying out capacity assessments with each partner, developing gender outreach tools and guidelines (Gender Toolbox), facilitating country workshops, and working with each partner to develop and integrate gender strategies within their operations moving forward. The MGPs have adopted many of the skills and tools to improve their gender work, particularly around the food crop component.

Alignment with CocoaAction

WCF leads an industry-wide strategy called CocoaAction to address key constraints to cocoa sustainability in Côte d'Ivoire and Ghana, particularly around cocoa productivity and community development. With agreement from the CLP Steering Committee, WCF is aligning CLP activities to support commitments made under CocoaAction, particularly those pertaining to planting material and fertilizer access, GAP training, women's empowerment, and key production indicators. Similarly, efforts under CocoaAction, for example the TreeGlobal cocoa nursery described below, are directly supporting CLP activities.

Updates

In 2015, the PMU successfully finalized the outcome incentive mechanism by working with the BMGF and MGPs. Following the baseline survey technical meeting in Paris in May 2015, WCF consulted with each MGP to finalize outcome incentive targets and payment schedules specific to their programs relative to their baseline levels for the three key indicators. Eight of the nine agreement MGP amendments were signed by December 2015. However, due to merger and acquisition activities in the cocoa industry, WCF experienced delays in finalizing one matching grant. Company 11 acquired Company 7, and their CLP matching grant in Ghana, in June 2015. During the transition period, they experienced challenges in the implementation of the

matching grant that have delayed signing of the agreement amendment. WCF intends to finalize the agreement in Q1 2016 with Company 11.

I. Cocoa Productivity

In order to improve cocoa productivity to the 1,000 kg/ha target from its current level of 350 to 450 kg/ha, MGPs provide farmers with the ‘full package’ of interventions, including training in good agricultural practices (GAP) and access to improved cocoa planting material and cocoa inputs (fertilizer, pesticides/fungicides). In 2015, MGPs trained 100,450 cocoa farmers in GAP and supplied over three million cocoa seedlings to farmers through the establishment of 552 Cooperative and Community nurseries. This was accompanied by the provision of fertilizer to 15,817 cocoa farmers in all four countries. MGPs established over 800 cocoa demonstration farms across the four countries to teach farmers GAP through Farmer Field Schools (FFS) and provide opportunities for farmers to learn by doing. The respective Matching Grantee data for each country is depicted in the table below:

A. Cocoa GAP training

Matching Grant	Output
GHANA	
Company 6	21,744 (33% female)
Company 5	6,739 (34% female)
Company 11 (Formerly Company 7)	8,500 (28% female)
Total GHANA	33,543 (30% female)
NIGERIA	
Company 4	8,391 (23% female)
CÔTE D’IVOIRE	
Company 9	7,470 (7% female)
Company 10	5,128 (13% female)
Company 2/Company 3	6,118 (7% female)
COMPANY 4	14,600 (3% female)
Company 1	1,200 (10% female)
Total CÔTE D’IVOIRE	34,516 (6% female)
CAMEROON	
Company 10	21,000
COMPANY 4	2,083 (11% female)
Total CAMEROON	22,083

Key findings from baseline

Pest management, weeding, and pruning – In most cases, at least 50% of farmers reported good or excellent adoption, but field visits indicated non-existent or minimal adoption.

- Côte d'Ivoire: The baseline study indicated that 54% of farmers performed relatively well in sanitary pruning, but only 33% adopted excellent or good practices in weed, pest, or disease control.
- Ghana: Low cocoa GAP adoption. Approximately 27% of farmers did well with sanitary pruning (at least 70% of trees were well pruned on their farms). Much lower percentages were recorded for weed, pest, and disease control, at 24% and 14%, respectively.
- Nigeria: According to baseline findings, 28% and 38% of farmers adopted excellent and good practices for pest and weed control. However, farmers performed poorly on sanitary pruning, with 80% recording no adoption and only 12% adopting well.

Ghana

The MGPs in Ghana generally conducted GAP training based on the Ghana Cocoa Board (COCOBOD) Cocoa Training Manual. All MGPs conducted refresher trainings for Commercial/Field Officers on the Certification Capacity Enhancement (CCE) curriculum modules covering GAP, good environmental practices, and social practices. The benefits of the refresher trainings cascaded to a network of lead farmers (community level facilitators) and subsequently to farmers in the various program communities. Furthermore, the MGPs followed the module-based work plan from the Cocoa Health and Extension Division (CHED) of COCOBOD. However, MGPs adopted different approaches and methodologies in the use of the COCOBOD training manual.

SourceTrust, a non-profit branch of Company 4, implements the Company 5 matching grant. Company 5 upgraded its GAP training curriculum to include topics on gender, Spray Service Providers (SSPs), food crops, and rapid plantain multiplication techniques. Company 5 formed a network of lead farmers to transfer knowledge to their peers through trainings and other activities. To assess training quality and total GAP content delivery, Company 5 incentivized lead farmers with cash stipends and recognition certificates based on post-training assessments. Company 5 established six plots to demo a combination of mineral fertilizer, organic inputs, improved planting materials, and local adaptation as treatment options to improve the fertility of the soil.

Company 11 and Company 6 are part of the Cocoa Extension Public Private Partnership through which COCOBOD community extension agents (CEAs) are assigned to their project communities to provide technical assistance to farmers. Company 11 recruited five CEAs as permanent staff to provide extension support to farmers.

Throughout 2015, the PMU worked with the MGPs to monitor and provide recommendations to improve the effectiveness of field training. Based upon this monitoring work, there is a concern about the quality of the training focused on CCE certification because the training is more basic than the typical FFS methodology. WCF is therefore prioritizing a review of existing cocoa training manuals, and WCF's African Cocoa Initiative (ACI) is preparing to sign a MoU with CHED to review and publish a revised training manual.

Nigeria

In Nigeria, Company 4 uses a participatory system of learning to deliver trainings carried out at group level in their communities. Company 4 has struggled with low attendance at training sessions and is testing a more flexible scheduling approach to accommodate farmers' schedules, including those of women. Company 4 used cocoa demo farms to provide training, and assisted farmer groups to establish twenty-four cocoa demonstration plots to showcase GAP.

Côte d'Ivoire

In Côte d'Ivoire, MGPs use a diversity of methodologies to provide GAP training to farmers, which range from a traditional top down training approach to more participatory, hands-on FFS. In order to effectively monitor the quality of the training implementation, the PMU adapted monitoring tools for each of the individual MGPs.

Company 2/Company 3 collaborates with ANADER to provide training through FFS. Company 3 staff posted at the cooperative level and who are typically in charge of sustainability and certification efforts oversee trainings. Farmer training is conducted by cooperative farmer trainers, twice a month over four months. Both Company 10 and Company 1 are subcontracting ANADER to train farmers using FFS methodology. Company 1 aggregates and trains farmers through the cocoa village centers (CVC) that incorporate an in-depth 20-session training curriculum. Company 10, on the other hand, is providing a more basic, 10-session certification training that may suffer in quality due to brevity.

In order to improve women's participation in the training activities, both Company 10 and Company 1 set up pilot female-only FFS trainings targeting female producers and wives of cocoa producers. The MGPs intend to make training more readily available to women farmers and women who work with their husbands on family plantations. In many cases, FFS sessions take place in mixed gender environments that are culturally unacceptable in some Ivorian communities. Having women-only FFS helps to address the social taboos of mixed-gender FFS.

Company 9 GAP training methodology focuses on a sample of cocoa GAP, including pruning, soil fertility, and pest & disease management. Using its own training center (Pacobo), Company 9 trained farmer trainers from twenty coops on GAP training incorporating FFS methodology and establishing demo plots. Company 9 is partnering with different cocoa input companies (YARA, CALLIVOIRE, SYNGENTA and BASF) to establish demonstration plots at each of the cooperatives.

Company 4 incorporates its 'hybrid cocoa GAP training model'. The training is delivered through three different channels including classical FFS, demonstration plots and direct coaching of individual farmers. The FFS sessions are managed by lead farmers with training sessions designed specifically by Company 4 agronomists based in each cooperative. Lead farmers visit neighboring farmers' farms on a quarterly basis and complete a GAP evaluation form which is provided to the Company 4 agronomist trainer to adapt and refine training as needed. The benefit is that farmers receive training that is more adapted to their individual needs. However, Company 4 has experienced challenges to monitor the quality of the training across the variety of training curriculums.

B. Cocoa Planting Material Distribution

In 2015, CLP made improvements in planting material distribution by collaborating with CocoaAction and the WCF African Cocoa Initiative (ACI) program, despite ongoing challenges accessing adequate supply of planting material,. Improving supply and access of planting material is a key priority for CocoaAction and WCF is in the process of executing MoUs with national partners to collaborate on planting material production and distribution to rehabilitate cocoa farms. In order to inform the CocoaAction strategy, in 2015 ACI completed an assessment of planting material capacity in Ghana and started the assessment for Côte d'Ivoire. Through the assessment, it was determined that the government can produce adequate quantities of planting material but numerous bottlenecks in distribution still exist. Therefore, it was determined that a key strategy to access sufficient planting material was for the PMU to work with the MGPs to centralize their individual requests for planting material from the national seed production units (SPU). In so doing, MGPs were able to access a greater amount of planting material than in previous years.

Matching Grant	Output
GHANA	
Company 6	19,400 pods (475,000 seedlings)
Company 5	3,823 pods (95,583 seedlings)
Company 11	15,440+3 pods (386,000 seedlings)
Total GHANA	38,663 pods (956,583 seedlings)
NIGERIA	
Company 4	10,065 pods (251,625 seedlings)
CÔTE D'IVOIRE	
Company 9	120,000 seedlings (4,800 pods)
Company 10	600,000 (24,000 pods)
Company 2/Company 3	1,256,000 (50,240 pods)
Company 4	562,800 (22,512 pods)
Company 1	188,280 seedlings (6,720 pods)
Total CÔTE D'IVOIRE	2, 727,020 seedlings (108,272 pods)
CAMEROON	
Company 10	
Company 4	57,600 seedlings (2,304 pods)
Total CAMEROON	57,600 seedlings (2,304 pods)

Key findings from baseline on Planting Material and Rehabilitation

- *Côte d'Ivoire: 35% farmers were assessed to have rehabilitated at least 3% of farm, with 55% indicating that they had hybrid cocoa on their farms but only 54% had planted new cocoa trees on their farm over a 12 months period preceding the study.*

- **Ghana:** *About 47% Ghanaian farmers were assessed to have adopted at least 3% rehabilitation. 90% of farmers grew hybrid cocoa on their farms and 66% had planted new cocoa trees on their farms over 12 months.*
- **Nigeria:** *Only 27% of Nigerian cocoa farmers were assessed to have adopted at least 3% rehabilitation confirming that more than 30% of the cocoa farms were over 30 years old. 93% of farmers had planted hybrid cocoa on their farms.*

Ghana

The primary source of planting material in Ghana is COCOBOD's Seed Production Division (SPD). The SPD, through government directives, distributes pods or seedlings to farmers from the district nurseries. Farmers transport the pods and seedlings to their communities for nursery establishment or direct planting. Many of the seedlings do not survive during transportation.

WCF facilitated a delivery mechanism through which MGPs would themselves take delivery of improved cocoa pods to distribute to farmers to raise community nurseries for planting, thereby increasing survival rate. This was done by aggregating the demands of the MGPs in a more coordinated distribution mechanism. As a result, the SPD approved and supplied 70% of the request made by Company 5 and Company 11. Company 6 had already entered into a separate arrangement with the SPD outside of CLP but was not able to get all of the planting material requested. Additionally, in 2015, as part of their CocoaLife program to reach commitments under CocoaAction, Company 6 established a pilot initiative with TreeGlobal, a commercial nursery operator, in an effort to improve the quality and distribution of cocoa planting material. Through the pilot, TreeGlobal received pods from the SPD to establish in their own growing medium and controlled nursery. Company 6 was able to raise and distribute an additional 100,000 high quality seedlings. Working with WCF, Company 6 is evaluating the economic viability of the pilot and comparing the quality of the seedlings to the SPD nurseries. TreeGlobal is planning to scale up the nurseries in 2016.

Nigeria

In Nigeria, Company 4 has faced challenges accessing inputs from the national Growth Enhancement Program. Many farmers have reported that they are not captured in the national database of the program. As a result, farmers are left to purchase planting material on the open market which is mostly non-existent. To fill the gap, Company 4 established 277 community-based nurseries across the project locations and trained farmers on the preparation of compost manure. The national SPU only provided 50% of Company 4's request for pods which were used in community nurseries to raise seedlings.

Côte d'Ivoire

In Côte d'Ivoire, MGPs request planting material on behalf of their cooperatives. The cooperatives establish medium and large nurseries to facilitate distribution. Most cooperative farmers receive some planting material, even a small quantity, to keep them all engaged and benefiting from cooperative resources. Company 3 uses a different model for distribution. They have set a multi-year distribution mechanism in which farmers are pre-identified to receive a

defined quantity of planting material over a three year basis. The planting material comes from community nurseries run by women.

Early in 2015 and under the framework of the Ivorian government's Programme Quantité-Qualité (2QC), WCF, acting through CocoaAction, signed an agreement with Le Conseil du Café-Cacao (CCC) to collaborate on planting material production and distribution and combatting cocoa swollen shoot virus. This agreement set the foundation for centralizing the MGPs request for planting material from the CCC. The government requires that benefiting farmers have been trained, sign a document committing themselves to only use plants on existing cocoa fields, and to apply GAP. The SPU approved 100% of the MGP request for planting material and have so far provided 60%. The request is expected to be fulfilled by end Q1 2016.

Cameroon

Challenges associated with Company 4's acquisition of Armajaro delayed MGP activities in Cameroon. As a result, the project was not able to acquire planting material in 2015.

C. Fertilizer and Agrochemical Distribution

In total, CLP assisted over 12,000 farmers in accessing fertilizer. An additional 15,000 farmers were able to access agrochemicals. The MGPs are incorporating different strategies to reach the last mile of input delivery.

Matching Grant	Fertilizer Access
GHANA	
Company 6	8,000 farmers
Company 5	250 farmers
Company 11	3,403 farmers
Total GHANA	11,653 farmers
NIGERIA	
Company 4	0
CÔTE D'IVOIRE	
Company 9	656 farmers
Company 10	173 farmers
Company 2/Company 3	1,066 farmers
COMPANY 4	1,790 farmers
Company 1	479 farmers
Total CÔTE D'IVOIRE	4,164 farmers

o Key findings from baseline on fertilizer distribution and use

1. Côte d'Ivoire: About 6% of cocoa farmers interviewed used both organic and inorganic fertilizer, and 31% responded as using only inorganic fertilizer.
2. Ghana: About 41% of farmers indicated they used inorganic fertilizer, but only 3% used both organic and inorganic fertilizer.

- 3. Nigeria: Only 1% of farmers used both organic and inorganic fertilizer, while 20% used only inorganic fertilizer.*

Ghana

The Ghanaian government implements a free fertilizer program, but there is a significant access gap for farmers. The free fertilizer program makes private and project-led schemes quite challenging to implement, as most farmers prefer to access fertilizer through the free channel. Yet, many are unable to do so due to distribution bottlenecks and miscommunication from COCOBOD on eligibility standards. WCF has explored ways to identify better models and schemes to overcome this challenge. For example, WCF organized a multi-stakeholder workshop for COCOBOD, donor organizations, non-profit organizations, input suppliers, and financial institutions to recommend a workable strategy. WCF will pursue further engagement with COCOBOD in the first quarter of 2016 on piloting a more efficient fertilizer model/scheme that will ensure that fertilizer and other input targets are reached. WCF is also engaging with the International Fertilizer Development Center (IFDC), Cocoa Research Institute of Ghana (CRIG), and Solidaridad to coordinate the various efforts on fertilizer and soil fertility in Ghana for the benefit of farmers.

Company 6 assisted farmers in linking to the government free fertilizer program. In doing this, the CEAs led in the sensitization and subsequent registration of interested and qualified farmers to receive the free fertilizers. About 8,000 farmers benefited from this process.

Company 5, working through Company 4, launched an inputs scheme in March 2015 targeting an initial 600 cocoa farmers in all of the Company 5 districts. The package consists of agrochemicals and fertilizer for a two acre farm, but farmers have the option to choose either agrochemicals only or the full package with fertilizers. Company 5 supplies inputs in the ensuing period after farmers deposit 40% of the total loan amount. A total of 250 farmers received inputs (including fertilizers) on credit. Recovery of the outstanding balance is 64%, however, and Company 5 is encouraging farmers to repay their loans before the main crop season is over.

Company 11 implemented two inputs models in addition to assisting farmers to access the free fertilizer program. One was an inputs credit scheme in collaboration with input supplier Calli Ghana and Opportunity International Savings and Loan. This model saw low participation from farmers due to competition with the government's free fertilizer program and only distributed 765 bags of fertilizer. Another model created input shops, of which Company 11 operated two during the year under review. The inputs shops were set up with the Kookoo Pa Association's savings created from the sale of their certified cocoa beans at a premium price. Members of the association bought agrochemicals, fertilizers, pruners, and protective equipment at a discounted price. About 2,000 farmers purchased agrochemicals from the two inputs shops in 2015, including 5,603 bags of fertilizer. Non-Kookoo Pa members bought inputs at market price.

Nigeria

Company 4 trained farmers in manure composting as an alternative to chemical fertilizer, which is not readily available in country. Company 4 also helped to make approved agrochemicals

(insecticides and fungicides) available to some farmers through a cash and carry model from the Company 4 cocoa depots.

Côte d’Ivoire

In CLP Phase I, TechnoServe developed and managed the Growth Fund mechanism, ensuring the capacity of the cooperatives and building the collaboration between the cooperatives, exporters, input dealers and the microfinance institute, ADVANS. During the CLP Steering Committee meeting in November, 2014, the members decided that CLP could scale up the program by facilitating the direct link between cooperatives and ADVANS, and end TechnoServe’s role in the Growth Fund. CLP also developed a guarantee fund of \$200,000 to support the initiative. The table below illustrates some success of the direct intervention of ADVANS.

	2014	2015
Number of participating cooperatives	37	81
Loans disbursed in USD	\$748,865	\$3,053,489
Repayment ratio	100%	88,60% (to date but expect further repayment in 2016)

In 2015, ADVANS directly reached twice as many cooperatives, including MGP projects and non-CLP, compared to the previous year. Loans disbursed have more than quadrupled and repayment is continuing into Q1 2016. In addition to the work of ADVANS, most of the MGPs are implementing their own input initiatives.

In the Company 1 project, farmers can purchase inputs directly from the CVC. Forty-seven CVC operators distributed fertilizer and agrochemicals to surrounding farmers. In some cases, a CVC established relationships with cooperatives to provide inputs to member farmers on a more aggregated level. In total, they distributed 510 tons of fertilizer to farmers.

Company 2/Company 3 trained farmers at the demonstration farms on the use of fertilizer and pesticide. They facilitate a loan scheme for a select number of farmers to purchase fertilizer and pesticide and have seen 100% repayment so far. Company 10 implements a “premium conversion into vouchers” scheme to assist farmers with access to inputs. Working with the cooperatives, Company 10 carries out a farmer diagnostic with individual participating farmers to develop farmer investment plans. The farmers then volunteer a portion of their premiums to go to vouchers to purchase pre-financed inputs.

Company 9 implements two different models. In the first model, Company 9 established a partnership between six cooperatives and the microfinance institution ADVANS. Farmers registered initially for the savings scheme and saved money during the main crop. Afterwards, farmers could apply for credit for an input package from Yara, an agrochemical company, and a crop protection product supplier (most often Callivoire). In the second model, Company 9 established a partnership with African Fertilizer and Agribusiness Partnership (AFAP) and Yara

to establish a guarantee fund. Through this, six additional cooperatives accessed inputs supplied by Yara, Syngenta, and BASF. In total, farmers applied fertilizer to 362 hectares of farms.

Company 4's inputs supply scheme is based on two models. The first model creates a credit and saving scheme with a specialized microfinance institution, the other creates a guarantee fund and risk sharing partnerships. Company 4 put in place a strategy based on segmentation principles in order to minimize risk to the farmer and themselves. Using field data collected at the cooperative level over many years, they designed a "farmer loyalty index". Based on this Index, they set a threshold of an annual minimum of 250kg/ha supplied to the cooperative to market over the past three years for a farmer to be eligible for the fertilizer loan scheme through the company. This inputs loan scheme helped reduce the overloaded risk originally supported by the cooperative. Company 4 is establishing warehouses close to the cooperatives permitting farmers to purchase inputs on cash and carry systems. In this system, lead farmers and Company 4's agronomists are centralizing the farmer's requests in order to purchase the inputs at a discount.

Cameroon

Company 4 uses a pre-financing model to help improve access to cocoa inputs by its cooperatives. For now, the focus is on agrochemicals and, as a result, special spraying teams conducted phytosanitary treatments on plantations.

D. Farm Management training

Matching Grant	Output
GHANA	
Company 6	6,441 farmers
Company 5	0
Company 11	3,105 farmers
Total GHANA	9,546 farmers
NIGERIA	
Company 4	0
CÔTE D'IVOIRE	
Company 9	82 (farmer trainers)
Company 10	200 farmers
Company 2/Company 3	749 farmers
COMPANY 4	3,957 farmers
Company 1	100 (100% female) farmers
Total CÔTE D'IVOIRE	5,088 farmers

Based on learnings from CLP Phase I, farm management training, often in the form of farmer business schools (FBS) by GIZ, is a key program to provide farmers with the skills to improve farm productivity. In general, MGPs have been slow to incorporate farm management training in the programs, inhibited by the additional costs and timing issues associated with training curriculum. The PMU is working with MGPs individually to determine how it can best be incorporated. In addition, some MGPs are developing alternative farm management training

curriculum to FBS. The PMU works with them to ensure the curriculum incorporates key components such as the ‘money-in, money out’ business concept.

Ghana

Company 6 and Company 11 use COCOBOD CEAs, who were trained by GIZ in farm management in CLP Phase I, along with their own trainers, to train farmers in farm management. Company 6 fully sponsors 39 CEAs and Company 11 has five CEAs to train farmers in farm management and business skills. Company 5 signed a MoU with GIZ for a training of trainers of Company 4 extension agents on FBS to be held in March 2016.

Nigeria

In Nigeria, Company 4 will commence farm management training activities in 2016.

Côte d’Ivoire

Company 4 designed a three year partnership with GIZ to train 20% of farmers on FBS. The Company 2/Company 3 team is partnering with GIZ-trained ANADER staff to provide FBS training at a village level with groups of 30 farmers (50% youth). Company 10 trains women’s groups and Village, Savings and Loans Associations (VSLAs) in 10 communities with a different entrepreneurship training. Company 9 facilitated a training of trainers for 82 farmer trainers (six women) from 19 cooperatives. They have yet to start directly training farmers. Company 1 specifically targets only women farmers with entrepreneurship training.

II. Food Crop Productivity

All MGPs incorporate food crop productivity, in addition to cocoa productivity, in their programs. All MGPs chose cassava and/or plantain to promote and train farmers in relevant GAP, and facilitated access to improved varieties of the crops. In most cases, training has been slow to start in 2015, but we expect a significant scale up in 2016.

A. Food Crop GAP Training

Matching Grant	Food Crop	Output
GHANA		
Company 6	Cassava & plantain	5,850 farmers (49% female)
Company 5	Cassava	223 lead farmers (21% female)
Company 11	Cassava & plantain	2,885 farmers (32% female)
Total		8,957 (42% female)
NIGERIA		
Company 4	Cassava	0
CÔTE D’IVOIRE		
Company 9	Plantain	20
Company 10	Cassava & plantain	270

Company 2/Company 3	Cassava	143
COMPANY 4	Cassava & plantain	2,282
Company 1	Plantain	43
Total CÔTE D'IVOIRE		2,758 (30% female)

Key findings from baseline on food crop GAP

The food crop GAP assessed in the baseline include planting distance, pest and disease control, weeding, post-harvest practices, de-suckering (plantain), propping (plantain), soil fertility management and harvesting (cassava).

- *The baseline shows a higher evidence of excellent or good adoption of plantain GAP in Ghana (67%) than in Côte d'Ivoire (31%) during the farm visit.*
- *For cassava there was higher evidence of excellent or good adoption of GAP in Nigeria (84%) followed by 62% for Côte d'Ivoire and 61% for Ghana.*

Ghana

In 2015, WCF collaborated with the Ministry of Food and Agriculture (MoFA) and MGPs to finalize training curriculums for both cassava and plantain. WCF also established a MoU with MoFA through which MoFA dedicated a four member team of experts to provide regular technical assistance to MGPs. As a result, experts conducted trainings for the MGPs on cassava and plantain agronomy. The MoFA team also supported PMU to develop content for the production of Digital Green videos.

The MGPs in Ghana are using different models for food crop GAP training. Company 6 implements food crops training through non-profit organization partners and by MoFA Extension Agents (AEAs). AEAs also helped to establish 16 food crop demonstration plots (six cassava and ten plantain).

Having received training from MoFA experts, Company 4 Field Officer and Commercial Officer Agronomists trained lead farmers in preparation for 2016 scale up of farm training as part of the Company 5 project. The Field Officers trained lead farmers in food crop GAP, while Commercial Officer provided technical expertise on rapid plantain sucker multiplication techniques, trained lead farmers, and supervised bud manipulation and planting exercises in humid chambers.

Company 11's community level facilitators (CLFs) trained farmers in food crops GAP (cassava and plantain). To identify a more efficient method for utilizing planting material, a team visited the University of Ghana Agricultural Research Station at Kade to learn about a new technique of soilless plantain sucker multiplication. This technique surpasses the old split com/bud manipulation technique in growth, survival, and prevention of nematode infection. Training of farmers in the old plantain sucker multiplication technique was suspended, and officers will train in the new technique next year.

Nigeria

In Nigeria, Company 4 established cassava demo plots but training has yet to commence. The PMU invited Company 4 agronomists and other technical team members to be trained in Ghana by MoFA on cassava GAP. The PMU developed a training curriculum and manual for Company 4 to use. The PMU also engaged the services of experts from College of Agriculture of Osun State University, Cassava Unit of the Federal Ministry of Agriculture and Rural Development (FMARD), and the National Root Crops Research Institute (NRCRI). The experts provided support in conducting the CLP baseline in Nigeria and assisted the PMU and Company 4 to identify improved cassava varieties. WCF is in discussion with NRCRI to provide further technical assistance to Company 4 in cassava production, processing, and marketing. This will also facilitate Company 4's access to planting materials, training materials, research reports, marketing, etc. A MoU has been drafted and is expected to be signed in the first quarter of 2016.

Côte d'Ivoire

In 2015, WCF established a partnership with ANADER to provide a trainings of trainers on food crop GAP and rapid multiplication of plantain suckers for 100 trainers from four MGPs (Company 2 is focusing only on cassava). The PMU also worked closely with MGPs to help design approaches and strategies for achieving their targets.

Twenty Company 1-ICRAF CVC operators and five ICRAF staff members provided training to farmers on plantain GAP. The PMU also assisted Company 1 in training women on soybean production in the Soubré region. This intervention addressed the malnutrition which has been an issue in the community for years. Company 9 signed an agreement with ANADER for a follow-up training and established two demonstration plots to serve as field training units on plantain GAP.

Company 2/Company 3 internal agronomists provided training on cassava productivity and collaborated with cooperative and village authorities to provide land for women to apply cultivation GAP. Company 2/Company 3 also used available land to set up a demonstration plot to guide training in food crop GAP.

Company 4 incorporated food crop training into the cocoa FFS curriculum and established demonstration plots in each cooperative, divided into cocoa and food crop sections. An advisory committee at the cooperative level provides advice to women on agronomic matters, organizing groups, and accessing food crop planting material.

In mid-2015, due to low interest from farmers and cooperatives, Company 10 decided to promote cassava and plantain instead of vegetables (tomatoes, cabbage, and eggplant). They are partnering with CARE to provide GAP training for food crops in ten selected communities. Twenty community trainers also benefited from the GAP training of trainers workshop the PMU organized with ANADER.

Cameroon

The food crop component is not part of MGP activities in Cameroon.

B. Food Crop Planting Material Distribution

MGPs spent the majority of 2015 identifying sources of improved planting material and developing strategies to get material to farmers. Through national research activities and programs, and other institutions, such as IITA, improved cassava varieties are available in CLP countries for farmers to adopt. Moving forward, the MGPs will collaborate with these different partners and programs to scale up activities in 2016. The PMU will also collaborate with the BMGF Roots and Tubers program to help better define improved varieties and identify additional sources of planting material.

Matching Grant	Output
GHANA	
Company 6	0
Company 5	88 farmers
Company 11	1,700 farmers
Total GHANA	1,788 farmers
NIGERIA	
Company 4	1,280 farmers
CÔTE D'IVOIRE	
Company 9	192 farmers
Company 10	0
Company 2/Company 3	231 farmers
Company 4	0
Company 1	60 farmers
Total CÔTE D'IVOIRE	567 farmers

Key findings from the baseline study of food crop planting material utilization

The baseline study assessed the percentage of farmers who cultivated improved varieties of plantain and cassava across the three countries. In the absence of DNA finger-printing technology, the study employed crop identification using morphological features and expert identification of photographs. Prior to the field trip, experts provided practical training to enumerators in the identification of varieties.

1. In Ghana, only 3% of farmers grew one improved plantain variety known locally as “Apemhemaa” (i.e. FHIA 21 cultivar), though during the household interview 6% of farmers indicated they were growing this variety. Other local varieties include Apem, Apantu, and Essamienu.
2. In Côte d'Ivoire, none of the plantain varieties grown were considered to be improved. Some local varieties include Afoto and Agninin.
3. In Nigeria, almost 40% of farmers grew improved cassava varieties, followed by Ghana with 37% and Côte d'Ivoire with only 9%, based on farm visits.

In Ghana, WCF worked with experts from MoFA to identify approved cassava and plantain varieties that are edible, profitable, and marketable. The primary objective of varietal

identification was to ensure farmers produce varieties suitable to the specific soils of various production areas. For cassava, the PMU visited the MoFA Agricultural stations in Ashanti, Brong Ahafo, and Central Regions where MGPs are implementing CLP projects. In all, the PMU received technical advice from experts at the stations with a list of recommended cassava varieties for each production zone. Experts also committed to providing improved cassava varieties for MGPs. The PMU is still determining additional resources to access sufficient improved plantain varieties for MGPs.

Company 6 collaborated with MoFA district offices to determine availability of food crop planting materials. To date, no material has yet to be disseminated.

Company 5 set up twenty plantain sucker humid chambers in selected communities in the project areas. The plantain suckers are mainly coming from existing farms. Moving forward, farmers will be linked to supply stations to access improved varieties. Where stocks are low, the PMU will work with the stations to explore ways to produce higher quantities for the farmers. Company 5's farmers are using plantains on the newly established cocoa farms as temporary shade, and matured plantain leaves for covering cocoa beans during the fermentation process. Company 5 considers the use of innovative techniques for plantain sucker production as an opportunity to enhance its gender strategy. Unlike traditional planting methods, these techniques produce faster results, helping to free up women's time. In addition, because they have potential to provide higher and more disease resistant yields, women who use these techniques will not only contribute to ensuring the food security needs of their families, but can also start income generation activities from their farm operations. The PMU provides coaching to other partners across all countries to adopt similar rapid plantain sucker multiplication techniques.

Company 11 distributed improved cassava sticks to farmers and established a demonstration plot of cassava in Mankranso to train farmers in food crops GAP. Farmers also obtained quantities of cassava planting material from peer farmers who had used cassava sticks from the Root and Tuber Improvement and Marketing Program of the previous year.

Nigeria

In Nigeria, Company 4 distributed 2,584 bundles of cassava stems to trained farmers for reproduction. They also worked with farmers to establish eight demonstration sites for four groups.

Côte d'Ivoire

The PMU collaborated with the national Agronomic Research Center (CNRA) and ANADER to identify improved planting material being distributed in the country. CLP activities in Côte d'Ivoire build upon previous initiatives that focused on improving local capacity in planting material multiplication for plantain and cassava, such as West Africa Agricultural Productivity Program (WAAPP).

Company 9 and Company 2/Company 3 targeted female farmers in cooperatives to establish 5,000 plant nurseries. On average, each woman received approximately 450 cuttings to plant on their own farms. Company 9 distributed certified plantain varieties provided by ANADER operators and also received improved planting material to establish a one hectare multiplication farm. Company 2/Company 3 sourced cassava cuttings from their own nurseries.

Company 1's CVC produce plantain suckers for sale to farmers. In addition to the 11,000 plantain trees produced at the CVC, CVC operators purchased and sold an additional 37,000 suckers from local markets. The CVC are also promoting soybean seeds to four women's groups (60 women).

In 2015, Company 4 did not distribute plantain suckers to farmers, although it did establish 56 demonstration plots for rapid multiplication of plantain suckers for twenty-eight cooperatives. Similarly, Company 10's distribution efforts will begin in 2016.

III. GENDER

The PMU is coordinating gender focused-activities through the Walmart Foundation grant in order to enhance the companies' (MGPs and non-matching grant recipients) capacity to reach female farmers in their projects. Given their role as drivers of food security in cocoa growing communities, women constitute a major target for livelihood improvement activities, particularly around food crops.

The PMU reinforces these efforts by providing resources for improving outreach to women farmers through community initiatives. This is partially achieved through the development of gender sensitive programming toolkits. The PMU developed a toolbox of six toolkits in collaboration with the Royal Tropical Institute in the Netherland (KIT). These toolkits provide field tested approaches for integrating gender in community initiatives. Toolkits contain information on gender capacity assessment, situational analysis, women and cooperative integration, gender sensitive data collection, school gardens, food crops, and collective action. It is available at www.genderandcocoalivelihoods.org and is also linked on the WCF website at www.worldcocoafoundation.org/wcf-cocoa-livelihoods-program.

In combination with toolkit development, the PMU provides direct assistance to company partners. In 2014, the PMU carried out gender capacity assessments of each company and followed up with tailored gender awareness trainings for companies' in-country staff. Additionally, the PMU facilitated workshops for cooperative leaders and women leaders of cocoa communities. These workshops focused on raising awareness about gender issues while reviewing the role of cooperative leaders in promoting gender equity within cocoa cooperative and communities. One of the expected outcomes of these workshops was the development of company and cooperative specific gender action plans. Today, several Company 2/Company 3 sourcing cooperatives have gender action plans that they are now implementing.

IV. INNOVATIONS – Digital Green Update on Digital Green

WCF partners with India-based non-profit organization Digital Green to incorporate their technology into program activities to improve gender-focused outreach. Digital Green’s participatory video extension training creates opportunities to reach women through flexible training times and locations that suit women’s busy schedules and provides content specifically adapted to women’s needs and interests. The technology uses low-cost, locally produced, participatory video production and dissemination for farmer training. Videos are produced by local production teams with the assistance of qualified technicians and are shown to small groups of farmers by local community facilitators. Trainings are followed-up by group discussions, field demonstrations and farm visits.

In Ghana, training of MGPs is scheduled for January 2016. WCF and Digital Green are also collaborating with the Ghana Ministry of Agriculture to develop a series of videos to improve food crop productivity which will directly target women. The roll out and use of digital green videos will begin in Côte d’Ivoire in February 2016.

V. Monitoring and Evaluation Update

a. *Outcome Incentive & Baseline*

As a management tool for the matching grant projects, WCF incorporated a reporting and funding mechanism to incentivize matching grant recipients to reach and exceed pre-established program targets. One of the key accomplishments in 2015 was the setting of outcome incentive targets and payment schedules for each of the nine matching grant projects. In order to establish targets, WCF implemented a baseline survey across Côte d’Ivoire, Ghana and Nigeria in 2015. Cameroon was excluded due to the small size of the project. The BMGF Monitoring, Learning and Evaluation (MLE) team provided support to WCF and its baseline contractor—IPSO—to review proposals, design the survey and sampling framework, and tool methodology, particularly for farm-level validation. Through IPSOS, WCF captured key data on farmer demographics, access to inputs, and farm production practices for cocoa and food crops which provided matching-grantee, country, and program level information.

During the steering committee meetings and MGP planning meeting in Paris (May, 2015), WCF and partners identified the three indicators that would form the basis for the outcome incentive payments:

Cocoa	Farmers adopting sanitary pruning of cocoa trees
Food Crops (Plantain/Cassava)	Farmers adopting food crop GAP
	Farmers adopting improved varieties of food crops

CLP partners expressed a strong desire to align the CLP baseline with the CocoaAction key performance indicators (KPI) platform. The KPI platform is a set of indicators that WCF members will use to track progress being made in cocoa sustainability through their projects. WCF developed the baseline methodology and field survey tools to align as much as possible with CocoaAction.

As part of the baseline, approximately 270 farmers were surveyed per matching grant for a total of 2,333 farmers currently registered in the program (Cohort 1). The baseline also incorporated a significant farm-level validation component in which the contractors carried out farm surveys for 35-40% of the farmers surveyed. The baseline was carried out in March, after the main harvest. WCF completed an analysis in June, and developed an ‘All Country’ report (Appendix A) and nine individual matching grant reports. WCF facilitated a MG planning meeting in Paris (May 2015) to review the baseline findings and to agree on overall targets and related payment structure for the outcome incentives. During the meeting, MGPs also replaced “Farmers rehabilitating 3% of their farms annually” with “Farmers adopting sanitary pruning of cocoa trees”. The reasons for removing rehabilitation are: 1) access to planting material is largely outside of their control and depends heavily on the ability of government to supply materials; and 2) measuring 3% adoption across numerous farmers’ fields and multiple cocoa plots proved to be very difficult and inefficient. MGPs chose sanitary pruning because it is a more difficult and critical GAP practice for farmers to adopt and if done, shows a strong level of professionalism of the farmer. Partners felt that if farmers practice sanitary pruning, then they likely have adopted other GAP. Additionally, to help adjust for changes in the farming sample due to geography, attrition, weather, and other factors, WCF will incorporate an additional sample (Cohort 2) per matching grant beginning in 2017.

Timeline of outcome incentive structure and payments:

	2015		2016	2017		2018	2019	
	Q1	Q2		Q1	Q2		Q1	Q2
Cohort 1	Baseline	Target Setting	X	2-Year survey	Incentive payment	X	4-year survey	Incentive payment
Cohort 2	X	X	X	Baseline	Validate targets	X	2-year survey	

b. Project Monitoring

During the reporting period, the PMU implemented several performance monitoring activities to track progress towards achieving program objectives and results. This was done for four reasons: 1) to track progress of interventions; 2) to better understand the population and cocoa farmer who are supported; 3) to spot check and verify reported achievements; and 4) to understand challenges and troubleshoot problems with MGPs. A visit to Nigeria in September, for instance, resulted in current plans to engage National Roots Crops Program to support cassava production and also helped us identify cassava varieties for the baseline analysis. Other visits have resulted in securing training support for MGPs in Ghana on plantain sucker multiplication; briefing of field staff on expected outcome incentive targets, recommendations on demonstration farms; and understanding food crop marketing challenges faced by farmers.

The PMU facilitated two annual Country Team Meetings in Cameroon, Côte d’Ivoire and Ghana. Since Company 4 is the only project in Nigeria, the PMU relied on monitoring visits instead of the meetings. The meetings provide a platform and opportunity for MGPs, the PMU and other stakeholders, including government agricultural agencies, to assess performance, find synergies, align, and learn from each other in finding solutions to common challenges.

c. Lot Quality Assurance Sampling (LQAS) Pilot

The PMU met with subject matter experts (BMGF and Tango) in September 2015 on performing LQAS in agricultural supply chain settings to discuss the applicability of LQAS through CLP. During this meeting, they determined that a first step to engaging with LQAS is the preparation of a case demonstration using the CLP II baseline data to simulate an LQAS procedure. This approach has the advantage of identifying opportunities and challenges of applying LQAS in the CLP setting without additional data collection. Additionally, the LQAS demonstration illustrates the typical output of an LQAS procedure and highlights its value to improved decision making. The LQAS demonstration can be used as the basis of a cost/ benefit comparison of applying LQAS in CLP. The PMU decided to prepare the LQAS demonstration internally and review it with external subject matter experts for validation. First results of this activity—the finalized LQAS demonstration, pending review—are expected by the end of February 2016.

VI. CHALLENGES

a. Improving training quality and adoption of GAP

There is a lack of consistency in the structure of GAP training and, therefore, the quality of the training delivered, adversely impacting farmer adoption. There are numerous possible explanations for this, including the quality and frequency of trainings of trainers, capacities of field staff, limited numbers of trained and overburdened extension agents, and a strong focus on certification training versus more in-depth cocoa GAP training. Variability in training methodologies also posed a significant challenge to PMU monitoring efforts.

In order to address these challenges, the PMU works with MGPs individually to assess, improve, and better monitor their training activities. Some MGPs, like COMPANY 4, are incorporating strategies to provide trainings that are specifically adapted to farmers' needs. Also, some MGPs are recruiting full-time CEAs dedicated solely to their project. The PMU is collaborating with the WCF ACI program to review and harmonize existing training manuals in each of the four countries. This exercise has already been completed in Côte d'Ivoire and Nigeria. The PMU plans that it will be completed in Ghana and Cameroon by the end of Q1 2016. The next step is to organize refresher trainings of extension agents on improved facilitation and training skills for MGP trainers and cocoa GAP knowledge.

b. Low participation and recovery of agro-inputs loans

In Ghana, MGPs implementing input-schemes had to compete with smuggled and/or sub-standard agrochemicals. Because some of the farmers had easy access to cheaper smuggled agrochemicals, they were not interested in purchasing high quality agrochemicals being supplied to them through the inputs schemes. In much the same way, the government's free fertilizer distribution scheme had a dampening effect on the input schemes. Although the program only targets a few select farmers whose farms are to be used as model farms, farmers perceived that it was meant to be available for every cocoa farmer. In order to address the problem, the PMU will facilitate discussions with the COCOBOD and MGPs to intensify awareness creation efforts of the poor quality agrochemicals and make farmers more aware of eligibility for the free fertilizer program.

c. Acquisition of company partners

During the reporting period, Company 11 did not sign the agreement amendment for their matching grant project in Ghana. Company 11 acquired Company 7 in mid-2015, which included their commitments under the CLP, as well as the ‘Company 7’ matching grant. Since acquiring the matching grant, they have experienced numerous problems with the project on the ground, delaying their ability to finalize the incentive targets. The PMU is working with Company 11 to address these challenges and develop an agreement on targets in Q1 2016.

d. Inadequate supply of cocoa planting materials

COCOBOD’s planting materials distribution policy prohibits the sale of planting materials to farmers. This serves as a disincentive to MGPs that want to train farmers to engage in commercial nurseries to raise planting materials as a business venture. Meanwhile, the SPUs still struggle to produce and distribute adequate planting materials that farmers require. In Ghana for instance, even though there was a marked improvement compared to the previous year, COCOBOD could only meet an estimated 70% of the demands from MGPs. The PMU continues to engage with ANADER and COCOBOD to make planting material more available to MGPs over the life of CLP. For instance, during the last Steering Committee meeting in December 2015, COCOBOD and ANADER representatives worked with MGPs and the PMU to develop strategies to request planting material for the upcoming 2016 season.

e. Women’s participation

Developing strategies to increase women’s participation in training activities remains a considerable challenge. Women undertake household as well as agricultural responsibilities and cannot always find time to participate in training activities. WCF continues to work with MGPs to make training schedules more gender sensitive, choosing locations and times that encourage women’s participation. In addition, WCF is training women leaders and trainers, and developing curriculums that will encourage more women to participate. Since many women do not own land, they can neither become cooperative members nor benefit from cooperative services, such as training. Even when women are cooperative members, they face barriers in taking on leadership roles. The PMU and MGPs are incorporating different strategies to address these problems, such as gender awareness training for the cooperatives, and organized open forums in several communities to sensitize on the rights of women to inherit and own land. These awareness meetings usually have the participation of village leaders and key community decision makers who can influence changes regarding land tenure systems in the community.

f. Availability of improved food crops

In 2015, WCF worked with MGPs to identify some sources of improved varieties of cassava and plantain, but this remains a significant challenge in the program. For plantain, farmers resorted to using local varieties on their farms for multiplication. For cassava, supplies received from agricultural stations were not sufficient. Through regular field visits, discussions with experts and outcomes of the baseline study, the PMU identified specific varieties per district and according to soil type suitability. The PMU will continue to work with MGPs to access varieties based on suitability, marketability, profitability, technology efficiency and edibility. In Nigeria,

CLP will collaborate with NCRCRI, and in Ghana with the district-level MoFA agricultural stations. In Côte d'Ivoire, CLP will work with ANADER to access improved plantain varieties. The PMU will also follow-up with the BMGF Roots and Tubers program for additional support to identify improved varieties and resources to supply them.

VII. Lessons Learned

a. Alignment with other programs is critical

WCF engages in ongoing dialogues with other ongoing programs in Cameroon, Côte d'Ivoire, Ghana, and Nigeria implemented by government or other funders such as USAID, and IDH the Sustainable Trade Initiative. This is an important component of CLP that ensures our programs align, or at the very least, do not duplicate efforts. CLP has also been able to leverage technologies and innovations developed under ACI, such as the harmonized manual in Côte d'Ivoire, to improve quality of training through the matching grants.

CLP is also an active member of National Public-Private Partner Platforms (PPPP) in Côte d'Ivoire, Ghana, and Cameroon (the Nigerian PPPP is not yet established). Aligning with government makes CLP interventions relevant to national efforts. For example both Ghana and Côte d'Ivoire have rehabilitation targets and the collaboration in getting planting materials to support these efforts is paramount. However, we found in 2015 that significant effort is required to ensure that program remains on the government's radar in order to ensure that the program is prioritized in the dissemination of planting material.

COCOBOD, MoFA and CCC have a deep interest in farm level diversification, and the work of CLP aligns perfectly with their national strategies. As a result, WCF has been able to leverage assistance from government officials in the development of a food crop curriculum, procurement of food crop planting material for the MGPs, training and capacity building of the MGPs, and collaboration on farmer training.

Despite all the benefits previously mentioned, alignment with national partners has some drawbacks. The lack of clear visions from our government partners can sometimes be counterproductive to the service delivery efforts deployed by WCF or its matching grants partners. For example, the lack of clarity on the Ghana National Strategy for fertilizer distribution delayed or superseded matching grant and subcontractor efforts to procure fertilizers for farmers. Additionally, COCOBOD has been inconsistent in setting dates and procedures for requesting planting material from the SPUs.

b. Alignment of Monitoring & Evaluation (M&E)

In the development of the CLP II baseline overall M&E strategy, it became apparent that company partners have very different internal M&E systems and vary greatly in their M&E capacities. Some partners collect very detailed information on all of the farmers they serve, while others collect very minimal data. WCF consulted with each partner individually to assess current M&E structures and capacities. This allowed WCF to develop an M&E structure for CLP that aligned as much as possible with the matching grant partners' M&E processes, ensuring

quality data capture with minimal additional burden. In some cases, WCF consulted with matching grant partners to determine how WCF could support collection of additional data not currently part of their systems.

c. Alignment with CocoaAction

WCF leads an industry-wide strategy called CocoaAction to address key constraints to cocoa sustainability in Côte d'Ivoire and Ghana in the cocoa sector, particularly around cocoa productivity and community development. WCF members are dedicated to moving CocoaAction forward. Companies have individually signed commitments to reach a target number of farmers and communities with both productivity and community development training and support. Given the importance placed on CocoaAction, CLP members agree on the need for alignment with CocoaAction. As mentioned above, CocoaAction is an avenue through which CLP can align its key components with a global strategy that galvanizes efforts of private companies towards common goal of achieving cocoa sustainability. CocoaAction will also increase CLP's exposure to a wider audience, possibly leading to greater public and private sector support moving forward. Likewise, CLP will directly contribute to the companies' commitments within CocoaAction. Moving forward, WCF and its partners will work toward directly aligning both programs.

d. Explore multiple channels to access sufficient improved food crop planting materials

WCF will explore other avenues to acquire the necessary amount of improved cassava and plantain planting material. Public agencies are simply unable to meet the demands of MGPs in a timely fashion. Without additional resources, the MGPs will have a difficult time achieving targets.