GENDER INTEGRATION GUIDANCE NOTE

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Section 1: INTRODUCTION

Women are critical to the sustainability of the entire cocoa industry. Despite the perception of cocoa as a male crop, in all cocoa producing countries women play a pivotal role as cocoa producers, where they perform almost half of the work on cocoa farms, within cocoa households, where they sustain and support household members and also within the cocoa communities which sustain local markets. Nevertheless, the invisibility of women restricts them from reaching their full productive potential. Not only is this fundamentally unjust, but it also represents a huge inefficiency within the sector and to business.

This Guidance Note has been produced by the World Cocoa Foundation with the belief that “entrepreneurial farmers, thriving communities, and a resilient environment are the foundation of a sustainable cocoa sector.” Mainstreaming gender equality across these approaches is fundamental for achieving transformation in the sector. The Guidance Note has been developed through consultation with company members and reflects existing best practice within the sector. Through providing a set of gender guidelines and a corresponding self-assessment tool, the Guidance Note aims to accelerate progress towards individual and collective sustainability goals and to contribute to the development of a comprehensive, industry-wide commitment on gender.

This guidance note:

- Presents an evidence-based business case for better gender integration in the cocoa value chain
- Presents the case for a collective, long-term and holistic approach for transformative impact
- Provides examples of best practice throughout the sector
- Introduces the “WCF Gender Marker” as a tool which can be used to assess the overall effectiveness of integrating gender into interventions, and includes examples of relevant interventions
- Provides explanations of gender concepts and principles
Section 2: THE BUSINESS CASE FOR GENDER INTEGRATION IN THE COCOA VALUE CHAIN

First and foremost, gender equality is a fundamental human right.

It is also bad for business. Women comprise almost half of the cocoa labor force in West Africa and are involved in nearly all stages of cocoa production. In Côte d’Ivoire alone, women account for 68% of the cocoa farming workforce (owners and labourers). Yet despite the central role which women play in cocoa production, their needs as cocoa producers are not being met:

- Less than 5% of agricultural extension services reach women
- Only 15% of extension personnel are female
- Women receive as little as 10% of the loans granted to smallholders
- Women are 30-40% less likely than men to have access to crucial farm inputs

The limited access to training, inputs, credit and land puts female cocoa farmers at a severe disadvantage. As a result, women-owned farms are on average 25-30% less productive than farms owned by men. Closing this gender gap could potentially generate an additional 30,000 MT of cocoa beans.

An FAO study suggests that if women had the same access to productive resources as men, the production of their farms would increase by 20-30%.

There are several women’s empowerment projects which have been run in the cocoa sector, however, gender equality has not yet been mainstreamed across the industry’s sustainability approaches. In large part, this is due to the fact that, in spite of the integral role that women play on cocoa farms:

- Neither men nor women acknowledge women as farmers
- Women’s work is routinely unpaid and undervalued

Many agricultural projects targeted at women focus on the production of food crops rather than cash crops. There is a clear critical need for investment in both the production of food crops and the generation of alternative sources of income, however, if interventions do not explicitly recognise and reward the role that women play in cocoa production, they may unintentionally reinforce gendered norms of women as caregivers and men as breadwinners, thereby sustaining the bias which underpins unsustainable cocoa value chains.

Owing to the prominent role which cocoa traders and manufacturers play in both cocoa production and marketing, these companies are in a unique position to spur interventions for women’s empowerment by:

- Acknowledging women working on cocoa farms as farmers.
- Making the roles of women in the supply chain visible
- Identifying the barriers which prohibit women from accessing essential resources and services
- Adopting sourcing policies that recognise and respond to the needs of women smallholders
- And/or providing training and finance that specifically target women producers.
Compliance and Due Diligence

Multinational cocoa companies must ensure compliance with a range of commitments which Governments and institutions across all regions have made to support gender equality, human rights and women and girls’ empowerment including:

- **Voluntary international commitments and frameworks** such as the Sustainable Development Goals (SDGs), the UN Guiding Principles on Business and Human Rights, the UN’s Women’s Empowerment Principles, the Harkin-Engel Protocol (commitment to eliminate the Worst Forms of Child Labor)
- **International laws** such as the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW), Gender Pay Reporting regulations and the ILO Forced Labour Convention
- **National laws** including the Human Trafficking Act (Ghana), the National Gender Policy (Ghana), the Ghana Labour Act, National Policy on Equal Opportunities, Equity and Gender (Côte d’Ivoire), the Prohibition of Trafficking and the Worst Forms of Child Labor Law (Côte d’Ivoire).

Inclusive business models not only make economic sense, but enable companies to meet both the increasing number of legal requirements related to human rights due diligence, in addition to fulfilling social expectations. There is a growing trend for responsible consumption, which in turn puts pressure on businesses to demonstrate both transparency and sustainability within the supply chain and the company practices.
Section 3: WHAT NEEDS TO CHANGE?

THE TRIPLE BARRIERS FOR WOMEN IN COCOA

1. Discriminatory laws and social norms:
   - expectations that women are responsible for domestic and care work in addition to productive work
   - the exclusion of women from higher value productive roles and from leadership positions
   - acceptance of violence against women and girls
   - laws and policies that exclude, fail to protect, or ignore women’s needs.

2. Lack of decision-making power and representation within the household and community, including over reproduction, mobility, the sharing of domestic, caring and productive work, and ownership and use of assets.

3. Limited access to capabilities, assets, resources and services, including land, finance, inputs, information and extension services, technology and equipment, labour and markets, health, education and knowledge, in addition to low levels of confidence which impede women from claiming rights and entitlements.
Women face three main types of barriers to fully participating in and benefiting from cocoa communities and value chains. Interventions which challenge these structural barriers and social norms and create an enabling environment for women, in addition to enabling income-generating opportunities, are more likely to be successful.

**Barrier 1: Discriminatory social norms and laws**

Social norms and customs determine acceptable roles and behavior for women and men in ways that curtail women and girl’s economic and social opportunities and wellbeing.

For example, girls are expected to help with household chores reducing the time for school, women are subjected to social stigma if they take on leadership positions or go to the market, or a man who does not beat his wife is viewed by others as weak.

Laws, regulations and policies often reflect and reinforce these discriminatory norms, for example, the Civil Code in the Côte d’Ivoire states that husbands and wives may only take employment if such work does not clash with the “interests of the family” (Civil Code, art. 67). While the law applies to both husband and wife, women are disproportionately affected due to gendered social norms which position women as the primary care-givers.

Some laws intentionally discriminate against women and girls – for example laws that prohibit women from inheriting land, being employed in ‘masculine’ job, or requiring a man’s signature for a bank loan.

Some laws and regulations reinforce discrimination by ignoring women and their needs – for example, when there is an absence of laws to protect women from violence or regulations that require proof of land ownership or other assets that women do not have to obtain credit.

**Barrier 2: Exclusion from decision-making and leadership**

Discriminatory social norms and laws mean that women often have little or no say or control over household or community decisions and use of resources. As a result, decisions often do not reflect women’s needs or priorities.

For example, women may not be able to choose the number and spacing of their children, men may not consult their wives when they spend household income, women may take out loans but do not always have a say in what the loan is used for, and/or male leaders may control community decisions, such as presiding over community disputes or what development projects to prioritise.

Societies often view women as natural homemakers and carers and men as natural leaders and entrepreneurs. Women (and men) may be stigmatised or face violence when they do not act in accordance with these social expectations, for example, when they assume traditionally ‘masculine’ roles in cocoa value chains and communities. Women may even be actively prevented or prohibited from taking leadership roles in the community, business or government.
In order to build a truly sustainable cocoa sector, where women are able to fully participate in and profit from cocoa farming, all three types of barriers must be broken down. These barriers are interrelated, context-specific and have been constructed over generations. No single intervention can tackle them. A holistic approach is required through using:

- **Pull** factors – commercial incentives to increase women’s incomes or improve access to productive resources
- **Push** factors – incentives to support both men and women in addressing cultural and social norms which undermine women’s self-worth, limit their sense of agency and restrict their decision-making capability.

Investments in women’s empowerment are often concentrated on enhancing access to resources and skills as a means to overcoming the third type of barrier, for example, providing training or microfinance. They often focus on individual self-improvement. Interventions which recognise and directly service the specific needs of women in the cocoa value chain are an important and necessary first step. Nevertheless, the success of such gender-sensitive interventions, when conducted in isolation, are limited because they tend to focus on the symptoms of gender inequality in the cocoa value chain.

By contrast, gender transformative approaches to women’s empowerment focus on all three of the barriers women face in order to tackle the underlying causes of gender inequality in cocoa communities and value chains. They aim at changing the power dynamics and structures that reinforce gendered inequalities.

Transformative approaches recognize that long-lasting sustainable change requires engaging with existing power holders including male community leaders, local authorities and governments as advocates for structural and social norm change. For example, efforts to increase women’s access to information and assets are accompanied by actions that work with men to shift norms that restrict women autonomy over finance so that they can then decide which crops to invest in and can then purchase the required inputs.

Transformative approaches include policy change at a national level on key issues such as land tenure and actions on gender-based discrimination.
violence, as well as corresponding changes in local customs. Because they are more likely to tackle gender inequality and increase women’s wellbeing and productivity, gender transformative approaches are both an ethical and a smart investment.

Transformative change requires a departure from the norm. Past experience shows that interventions which focus solely on enhancing the agency on women, without considering structural change, are less likely to be sustainable or to bring about large-scale change. For example, programmes which deliver vocational training to women in cocoa communities, without addressing the barriers of unpaid care work or the lack of financial services which are available to women, may find that they are not continued beyond the life-cycle of the project because women do not have the time or the financial means to set microenterprises. Businesses which wish to see a return on investment should consider interventions which help in establishing an enabling environment that continues to support change once the initial investment has ended.
Section 4: BEST PRACTICE

Prosperous Farmers

Cocoa production is the main source of income for cocoa farmer households, providing 61% of household income in Ghana and over 66% in the Côte d’Ivoire. Given that women undertake almost half of the work on cocoa farms, the income secured from cocoa sales is directly impacted by their labor; in particular, by the time that they spend on cocoa farms and the quality of their work.

A recent study found that a further 10% of household income comes from in-kind income from food crops for the household’s own consumption while profit from other cash crops generated an additional 6% of household income. Women are responsible for approximately 80% of food production in West Africa and therefore bear primary responsibility for these additional and vital income sources.

Through farming, women directly generate a substantial proportion of household income. Yet the majority of these women are not acknowledged as farmers and consequently do not have access to the tools, skills and information required to make farming profitable. The integration of women into productivity and training programs is alarmingly low. When farms do not operate at full capacity, farmers have less profit to invest back into production, resulting in a vicious cycle of low productivity and poverty.

On average, cocoa farmers earn only 40% of a living income. Raising profitability and resilience through improving productivity and diversifying income streams from other cash crops, livestock or non-farm activities are crucial actions for moving farmers closer to earning a living income. This can only be achieved if women within cocoa farmer households have the freedom and support to reach their full productive potential.

To increase cocoa household incomes, actors must:

- Identify relevant target groups by using appropriate gender and market analysis – many men, women and companies underestimate the roles which women undertake in rural communities. Without clear data to evidence the work carried out by women, interventions such as extension services and farmer field schools may be disproportionately targeted at men.

- Understand and identify the different needs of women smallholders based on their different contexts - Women who own cocoa farms, women who work on cocoa farms in male-headed households, women who take care of cocoa farm households and women who occupy key roles in cocoa communities.

- Design and deliver agricultural programs that respond to the unique needs of women involved in cocoa farming and women farmers – for example, women have less disposable income to spend on inputs and tools but despite their need for credit, are less eligible for loans due to a lack of collateral.
CASE STUDY 1: Access to Extension Services and Training

The Mondelez Cocoa Life Project is driving change in women’s access to extension services by establishing the Women’s Extension Volunteers model in Ghana. Prior to the program, less than 2% of female headed households and female spouses in male headed households had access to extension agents, compared to 12% of men. The project has trained 2 women Extension Volunteers in each of the 447 communities where the project works. These volunteers promote VSLA participation, community mobilisation, and uptake of productive agricultural practices. They have received additional training from the Ministry of Food and Agriculture and now train women cocoa farmers on improved practices such as pesticide application, harvesting practices, and improved post-harvest management such as drying, bagging and storage.

The role of these extension agents goes beyond providing training on improved agricultural services, especially to women farmers. Women Extension Volunteers also serve as role models to normalise the idea of women as farmers and as leaders within the community. Many of the volunteers are younger women and present themselves as model farmers, especially to youth in the community. Although unpaid, these women are driven by a commitment to the community and several have run for (and 2 have won) seats in District Assemblies. However, even the internal evaluation of the project recommended that, for this model to be sustainable, there must be equal recognition and pay for women extension agents, who are unpaid but perform similar work to male extension workers.

The investment in extension services that reach women has resulted in impressive gains in the productivity of some women farmers. Women who own land saw an increase of up to 400% in yields by applying improved techniques learned through extension agents. Even women tenure farmers saw an increase of between 66-100% pre and post training.

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

Recognizing that investing in women farmers results in increased productivity and profitability, Mondelez’s gender strategy places a deliberate focus on investing in women cocoa farmers. This includes increasing women’s access to inputs, land ownership, and access to finance.

CASE STUDY 2: Promoting Gender Equity Within the Cocoa Sector

The Cocoa Livelihoods Program is a ten-year (2009-2019) program for improving the livelihoods of cocoa farmers in Cameroon, Côte d’Ivoire, Ghana, Nigeria. Recognising that women’s empowerment was key to improving both productivity and farmer resiliency, the program adopted a gender-inclusive approach to improve outreach to women farmers across the four countries. The strategies employed by the program included:

**Inclusive mechanisms:** By engaging women’s groups, cooperatives and community leaders, the programme generated more sustainable results. The program trained over 1,000 women leaders to promote peer-to-peer training.

* A segmentation approach was used to reflect the diverse categories of stakeholders at different levels of the value chain when building the gender capacity of partners.

The program also used innovative mechanisms such as GALS and VSLAs to encourage internal resource mobilization among farmers. These approaches built on self-sufficiency strategies to raise seed capital.

Engaging male farmers as change agents for women’s empowerment was an effective means for enabling long-term transformation.

**Impacts:**

After the program trained 43,122 female farmers in cocoa GAP training, **farmers achieved higher cocoa yields and increased income.** In 2015, farmers in the study reported that the average cocoa yield (kg/ha) increased in 2015 by 15%, 52% and 6% respectively for Ghana, Nigeria and Côte d’Ivoire over that of 2014.

**Women’s decision-making and leadership capability improved,** for example, in Nigeria, 83% of women stated that as a result of training received during the program, they now felt confident in participating in public discussion in their communities.

**New income generating activities** were created after 35,826 farmers in food crop GAP and in additional livelihood services around food processing.

**Lessons learned:**

Farmers take ownership over activities where they are the key drivers. Through using the Gender Action Learning Systems (GALS) approach, farmers were able to map out the steps to achieving their visions, funded through their own resources. As a result, it is expected that the interventions will continue well beyond the project cycle.

Building stakeholder capacity is important for ensuring program sustainability. Building the capacity of government extension staff and commercial partners ensured the mainstreaming of gender concerns into extension and sustainability programs. These members of staff became gender advocates.

To enhance land access for women, collaborative ties must be built with community leaders, who are often the custodians of community lands.

Source: World Cocoa Foundation, *Empowering Women Cocoa Farmers in West Africa*
Empowered Communities

Building empowered and thriving communities is key to eliminating child labor within the cocoa sector.

There are an estimated 2.1 million child labourers in the West African cocoa sector.\textsuperscript{ix}

- Empowering women is critical for tackling child labour and protecting children.
- When women influence household budgets, children benefit directly from increased expenditure on essential items such as food and education. The Pathways programme by CARE International generated a $13 improvement in Food Security for every $1 invested.\textsuperscript{x}
- The nutrition and health benefits resulting from an increase in women's income would require a tenfold increase in male income to achieve a similar result.\textsuperscript{xi}

Achieving prosperous and productive cocoa farming within communities requires a complex set of interventions and cannot focus purely on economic outcomes, such as increased income. Sustainable cocoa farming is dependent on communities which have the necessary infrastructure in place to support farmers' livelihoods. This requires a holistic approach for addressing existing barriers to community development such as poor access to water and sanitation, inadequate schools and poor quality of education, limited healthcare provision, poor roads and limited infrastructure. Through prioritising planning which is community-driven, the sector can increase community resilience and the capacity of cocoa communities to cope and absorb shocks and stresses. Women play a pivotal role to enhancing the resilience of cocoa-growing communities.

- Women provide a crucial supply of labour in cocoa production.
- Women bear primary responsibility for most domestic, child-rearing and care work in communities.
- Women bear primary responsibility for many community management roles e.g. the production of food crops and the provision of healthcare, education and water.

Time poverty restricts women’s capacity to engage in income-generating roles. Changes in community and household relations and practices are needed to enable women to contribute to social and economic development, both through their existing roles, and new productive roles.

To increase women’s participation, leadership and representation in public spaces, actors can:

- Facilitate household dialogues to explore power dynamics and gendered roles.
- Establish community committees with quotas for women’s participation and leadership to enable women to engage in public negotiation and decision-making spaces.
- Work with male leaders and community structures (e.g. farmer groups) to raise awareness of gender-barriers.
- Raise awareness of the time spent on unpaid care work and enable dialogue on redistributing care responsibilities more equitably — Rapid Care Analysis is a toolbox designed by Oxfam to assess how women’s involvement in care work may restrict their participation in other activities.
CASE STUDY 3: Empowering Women to Tackle Child Labour

As the primary care givers in most cocoa-producing households, women play a decisive role in child protection. The Nestlé Action Plan aims to fight child labour by prioritising two critical areas of women’s empowerment:

- Reducing the time women and girls spend on domestic work, and freeing women’s time up for income-generation
- Increasing women’s income

Under the Nestlé Action Plan, labour-saving devices, such as water pumps and cassava grating machines, have been installed in communities in order to enable women to spend more time on other activities, including income generating activities, and to also reduce the burden of housework on young girls, facilitating their attendance at school and reducing their exposure to labour.

The interventions on gender form part of a wider approach to tackle child labor which includes improving access to schooling. Nestlé has now built 42 schools in rural communities and has supported additional educational costs including the cost of transport and school uniforms.

The company was also the first to implement a Child Labor Monitoring Remediation System (CLMRS) which today covers approximately 50,000 farmers and has reduced incidents of child labor by approximately 51%.

Source: Nestlé, Tackling Child Labor, 2017 Report
CASE STUDY 4 Investing In Women’s Leadership

Kuapa Kokoo Farmers Union is a cocoa cooperative in Ghana which represents 83,000 farmers across 1,300 primary societies. The cooperative has had a gender program in place since 1996 to enhance women’s participation in decision-making throughout the organization. In 2013 Kuapa Kokoo partnered with WIEGO (Women in Informal Employment: Globalizing and Organizing) in the Business and Leadership project to deliver training to 2,800 women farmers across 670 of its primary societies.

As a result of the empowerment training, women became more confident in stepping forward as leaders and in claiming their rights as evidenced by the increase in land ownership. The baseline survey at the start of the project showed that 60% of women involved in the cooperative owned land separately from land owned by their husbands. This figure had surged to 89% by the end of the project, primarily as a result of women claiming their inheritance rights and securing land from their parents, while a smaller percentage of women had been able to secure their own piece of land from their husbands. There was also a noticeable increase in the percentage of women who purchased land by themselves, rising from a mere 3% at the start of the project to 17% at the end. The women claimed that the most important factor in their decision to secure land was the empowerment training which they received through the project.

When the project ended in 2015, 97% of the women trained stated that they controlled their own income, enabling them to address certain family and household requirements. Education has been a clear priority: 100% of the women interviewed who had school aged children confirmed that their children were attending school.

The project also resulted in a noticeable increase in the number of women in leadership positions within the cooperative: 83% of the women interviewed for the project evaluation study had become cooperative leaders. They stated that although they had previously been afraid to take on leadership roles as they had not been to school, they gained confidence through the training which equipped them with the knowledge that they needed to fulfil the responsibilities under these roles. A further 99% of the women interviewed said that they would also like to take up positions of responsibility within their communities.

Source: WIEGO, Developing Women’s Leadership and Business Skills, November 2016
CASE STUDY 5: Farming As a Family Business

In many remote communities in Papua New Guinea, coffee is seen as ‘men’s business’ with men controlling the family coffee farm and income. Women provide 60% of the labour required for coffee production yet receive less than a third of the profits and have very little control over how the income generated from coffee sales will be spent. Despite working on critical post-harvest processes, women have little access to farming knowledge and skills development and represent less than 5% of the extension services received.

In order to address gender inequality, which was a barrier to production, CARE International developed Family Business Management Training (FBMT). FBMT takes a business approach to coffee farming for smallholder families enabling them to set household goals and to determine the necessary roles for each family member to achieve these goals. This allows women and men to recognize the critical roles which women undertake at each stage of the coffee value chain. Furthermore, it opens dialogue about the importance of women having decision-making capacity on issues such as farming, selling and the investment of resulting income, not only because this is fair, but because this will most likely generate improvements in coffee quality, yields and the sustainability of their business. This approach is helping to subtly challenge restrictive gender barriers and to give women a voice in managing the family coffee business.

“I do receive criticisms from other men in the community especially when I help my wife carry my new born daughter while she does other things. However, I call those men together and I talk to them about the things I learned in Family Business Management Training….I tell them women are equally important and so, if we want to develop Papua New Guinea, let’s put aside the old ideas and thoughts we have.”
Male participant in FBMT Training

In the Coffee Industry Support Project (CISP) in Papua New Guinea, Smallholder coffee farmers who attend the participatory course receive five half-day trainings on topics which include managing coffee production, household budgeting and exploring the changes that families can make within the household to produce ‘more and better coffee’. An average of 50–60 people attended the three-day sessions although numbers can reach 300. Program staff accompanied PNG extension officers during the initial years, but by 2017, most extension officers could conduct the training by themselves. By December 2016, 5210 people had been trained on FBMT. The provision of gender inclusive and appropriate training by extension officers to their farmer networks has increased the number of women participating in Family Business Management and Financial Literacy training.

As a result of the training, household relationships have improved; couples are starting to make joint decisions on how to manage money and men are starting to take on a share of household labour, enabling women to participate in training. Critically, FBMT provides a gateway into enabling families and communities to engage in dialogue on gender and culture openly and for later incorporating women’s economic activities into the household and community. Farmer couples are working together to increase the quality of beans. Most farmers in the Kainantu Coffee Cooperative groups have built raised beds to dry their parchment. According to New Guinea Highlands Coffee Exports, 2016 was the best year for farmers in terms of production and sale earnings from the certified organic market. In 2016, money earned increased by 100 per cent from 2014 to 2016.

The FBMT model is now being replicated with cocoa communities in Papua New Guinea.

CASE STUDY 6: Increasing Women’s Participation in Households and Communities

In 2013 Mars Chocolate carried out an assessment of how women could potentially benefit from its Vision for Change program during its implementation in the Soubre region of Côte d’Ivoire. The findings from an expert third party assessment gave considerable insight into the challenges facing women living in the cocoa farming households of the region. Mars Chocolate used this assessment as the basis for the design and implementation of a Women empowerment plan, including a number of projects aimed at increasing the empowerment of women within the Vision for Change program. One of these projects is the establishment of Village Savings and Loans Associations (VSLA) in cocoa producing regions of Western Cote d’Ivoire.

Since 2015, DOVE® Chocolate, a Mars brand, has supported the development of small female-driven enterprises in cocoa farming communities using CARE’s VSLA methodology along with couple dialogue sessions. Linking VSLAs to formal Micro-Finance Institutions (MFI) is a natural next step in securing women’s access to finance. In Cote d’Ivoire, Dove Mars and CARE have established VSLAs that reach more than 5500 households (as of December 2018). 80% of VSLA members are women, and a majority of individual members have doubled their savings by 58% since joining a VSLA. Since the inception of the VSLA program in Cote d’Ivoire, loans have been used for small trade and commerce (43%) as well as for cocoa farm improvements (35%). 13% of the loans have been invested in agricultural production and 8% have been used for household needs such as health and education, increasing the impact of this investment on both the farm and family.

The program has a direct impact on the economic empowerment of women by giving them needed financial skills and teaching them how to save and invest, while having an added benefit of providing the family the opportunity to access loans and invest in the primary agricultural activity of the family – which in the project area is most commonly cocoa farming. The involvement of women and men creates an environment where groups discuss and learn about gender biases. The success that women demonstrate in borrowing and income generation increases their empowerment and agency within their families and community.

Source: Mars Chocolate

Image © World Cocoa Foundation
Healthy Planet

Declining cocoa yields have resulted in farmers expanding into new areas and clearing forest areas for cocoa production. Between 1988 and 2007, 2.3 million hectares of rainforest in Côte d’Ivoire and Ghana were cleared for cocoa farming and, since 2000, Côte d’Ivoire and Ghana have lost 14% and 11% of their forest cover respectively. The farms which replace the forests have lower levels of ecological resilience as they are more vulnerable to flooding and erosion which in turn decreases soil fertility, further limiting the ability of smallholders to generate income from cocoa farming.

In response to the threats caused by deforestation, The Cocoa and Forests Initiative (CFI) is a commitment to ending the continued conversion of forest land for cocoa production and to restoring forest areas. At the heart of the framework, is a commitment to accelerating investment in the long-term sustainable production of cocoa, with an emphasis on promoting community-based management models for forest protection and restoration while simultaneously boosting and diversifying household income through promoting mixed agro-forestry systems and food crop diversification.

Embedding climate-smart agriculture techniques within the cocoa sector requires a process of adaptation and continual learning, which involves undertaking vulnerability and capacity assessments, community adaptation planning processes, in addition to risk analyses. Critical to this process is an understanding of the specific impacts of climate-change on women and girls in cocoa communities. In particular, women face:

- Insecure land and tenure rights
- Primary responsibility for the production of food crops, the collection of fuelwood, water, medicinal plants and wild foods
- Significant contribution to income-diversification activities
- Limited participation in formal mechanisms of forest governance

As a result, gender equality and women’s empowerment are essential to the successful integration of commitments to deforestation and climate-smart agriculture programs. Strategies for developing gender-sensitive adaptation programs include:

- Analysing gendered norms and barriers when designing climate adaptation in agriculture programs and policies to prevent deforestation. Adaptation actions must be responsive to the differential vulnerability experienced by women and girls.
- Enhancing women’s full and effective participation and representation by facilitating equal access to agriculture and climate information for all small-scale farmers, creating opportunities for women to contribute (and not just to receive information) and supporting women in holding leadership positions.
- Providing information and services which address women and girls’ tasks and priorities which are often socially defined, for example, enabling women to access alternative energy sources to fuelwood or providing energy-efficient technologies.
- Ensuring respect for women’s rights in forest conservation and management, for example, supporting women in securing their land rights and ensuring that increases in women’s workloads are voluntary and fully compensated.
- Advocating for stronger gender provisions in international and national policy.
CASE STUDY 7: Land Tenure and Climate Change

In Ghana, cocoa production is the leading cause of deforestation, accounting for 138,000 hectares of forest lost each year, primarily due to the conversion of forest to agricultural land. Consequently, younger farmers and youth are forced to migrate to new areas or abandon cocoa farming entirely, which leaves already vulnerable women in charge of small farms but with few resources to grow or maintain these farms. Customary land and tree tenure regimes have incentivized the removal of shade trees and the encroachment of cocoa farms into natural forests. This further limits the ability of smallholders, particularly women, to generate income from cocoa farming. Land tenure alone will not address the productivity of farms without the replanting of old farms, increases in biodiversity and carbon sequestration.

In response The Hershey Company is committing to work to secure land rights and improve the rights of cocoa farmers. In 2016, Hershey’s and AgroEcom Ghana Ltd began a pilot program funded by USAID to address the challenge of deforestation in smallholder cocoa farming. The pilot was conducted in Nyame Nnae, a cocoa farming community in the Western Region of Ghana. The pilot had 4 objectives:

1. Increase tenure security of smallholder cocoa farmers by clarifying and documenting the rights of landholders and tenants to discourage removing old cocoa trees under stranger tenancy contracts.
2. Promote increases in carbon stocks in cocoa farms over the long term by explaining the mutually beneficial interests in shade trees.
3. Replant old, unproductive cocoa farms to increase productivity over the next five to 10 years. This requires developing a financing model to replant old cocoa farms and provide extension services to farmers.
4. Develop lessons and recommendations that will allow the pilot to be replicated and scaled up over time.

The pilot first captured and documented land and tree rights as practiced; it did not try to convert these customary rights into statutory rights. The project engaged legal consultants to draft three customary land rights templates based on these prevailing customary norms. A local organization, Landmapp, was subcontracted to complete mapping of community boundaries and individual cocoa farms and store electronic records. Extension agents were trained in tenure principles and provided with training materials to help them resolve land disputes, monitor and assess tenure in their field work, and augment their suite of future trainings. In total, the boundaries of Nyame Nnae community were mapped and 190 farms were surveyed and tenure rights documented, with 37% held by women. The pilot then clarified landowner and tenant relationships through a training to community elders on customary contracts, an important aspect of dispute resolution. At the end of the project, 92 percent of those who received the training thought it was worthwhile. Finally, the pilot team carried out farm level rehabilitation on a total of 50 ha spread over 71 self-selected farms (12 of which were owned by women). In this model a farmer provides three acres of old cocoa trees to be cleared leaving the remaining trees to continue producing cocoa. Two of the three acres are replanted with cocoa, shade trees (if needed), maize, and plantains, and the third acre is planted with maize and plantains only. Plantain and maize is then planted with two crops of maize and one of plantain harvested per year. Rehabilitation and management costs are repaid over three years, and a profit share or royalty payment paid to the farmer provides enough cash for the farmers to continue activities once the project no longer provides support.

Source: USAID.GOV – Tree Tenure and Benefit Sharing Policy Reform in Cocoa Growing Areas in Ghana
Section 5: HAS GENDER INTEGRATION BEEN EFFECTIVE?

WCF SELF-ASSESSMENT TOOL

There is no single blueprint or design for women’s empowerment and gender equality in cocoa value chains. The extent to which gender is integrated in interventions will be dependent on the business and its objectives, its resources and relationships, and the community and context. What global experience does provide is a guide in what to consider at each stage of the intervention design and implementation in order to assess the overall effectiveness of integrating gender into interventions.

The WCF Self-Assessment Tool for Gender in Cocoa Value Chains* can be used by businesses to assess how well gender is being integrated into four components of interventions:

- Analysis
- Activities
- Women’s participation
- Monitoring and evaluation

The tool enables users to score interventions against rankings in a 3-point gender integration continuum:

- gender-blind
- gender-sensitive
- gender-transformative

The self-assessment tool is accompanied by a reference tool – the WCF Gender in Cocoa Value Chains Continuum. This tool provides examples of the types of activities which can be implemented across different levels in the continuum. The reference tool is divided into the four main intervention areas:

- prosperous farmers
- empowered communities
- healthy planet
- monitoring and evaluation

The self-assessment produces a numerical score for the intervention, which is useful for comparison and mapping trends. However, experience with the use of gender self-assessment tools shows that they can easily become a tick-box exercise rather than a tool for learning and improvement. To avoid this, the WCF self-assessment and reference tools are designed to be used by project teams to reflect together on how well they are integrating gender in their intervention at different points during the intervention or project cycle – including, during project inception and design, annual reviews, and completion.

Conducting the self-assessment during the design phase of an intervention is especially important because this is when there is most opportunity to think through what could be changed to improve scores and the gender intervention – for example, adding activities or adjusting the monitoring and evaluation systems so that a gender-blind intervention becomes gender-sensitive, or a gender-sensitive intervention become gender-transformative.
Engaging men and boys for gender equality: Activities to support men and boys (alone or alongside women and girls) to reflect on gender norms, roles and relations, and how they affect their families and communities. These activities usually involve dialogue to unpack ideas about masculinity and femininity in the particular context and how these create social expectations that limit choices and behaviors that can be harmful for people of all genders, such as violence against women and girls, unequal division of unpaid labour, homophobia or higher rates of suicide amongst men than women. Engaging men and boys is essential to change structural barriers to women’s empowerment, such as discriminatory laws and social norms.

Gender: the set of ideas and expectations in a given society about what it means to be a man or women, boy or girl, including specific roles, status and expectations within households, communities and culture. Gender is not the biological difference between men and women, boys and girls (see sex).

Gender analysis: the systematic attempt to identify key issues contributing to gender inequalities, and how those interact with how individuals access, interact with, experience and influence a specific value chain, market system, organisation, project, program or intervention.

Gender-based violence: a harmful act or threat based on a person’s sex or gender identity. It includes physical, sexual and psychological abuse, coercion, denial of liberty and economic deprivation whether occurring in public or private spheres. Gender-based violence is rooted in unjust and unequal power relations and structures and rigid social and cultural norms.

Gender blind interventions: a policy, study or project that does not take into account how the roles and responsibilities assigned to men/boys and women/girls in a specific context affects their needs. Gender blind interventions are harmful because they do not anticipate negative consequences that disadvantage women or other marginalised groups. Gender blind interventions can introduce new behaviors or outcomes that harm women and girls (e.g. increases in violence towards women) or can reinforce a status quo that discriminates against women and other groups because of their gender (e.g. using gender stereotypes in training materials).

Gender capacity: the combination of technical, cultural, organisational and material resources needed to respond effectively to the different needs of women, men, girls and boys.

Gender discrimination or sexism: prejudice or discrimination based on a person’s sex or gender. Sexism disproportionately affects women, but can affect any sex that is marginalised or oppressed in a society. Gender discrimination is linked to gender stereotypes and roles and includes the belief that men are intrinsically superior to other sexes and genders.

Gender equality: the equal enjoyment by people of all genders of rights, opportunities, resources and rewards. A critical aspect of promoting gender equality is the empowerment of women, with a focus on identifying and redressing power imbalances. Equality does not mean that women and men are the same but that their enjoyment of rights, opportunities and life chances are not governed or limited by whether they were born female or male.¹

Gender equity is the process of being fair to people of all genders, according to their respective needs and conditions. This may include equal treatment, but women and men may need different treatment

¹ Explanatory Note on CARE’s Gender Focus, 2012
in order to receive the same benefits and to experience their rights. To ensure fairness, strategies and measures must often be available to compensate groups and individuals who have faced historical and social disadvantages because of their gender. Equity leads to equality.

**Gender identity**: Gender identity refers to a person’s innate, deeply felt internal and individual experience of gender, which may or may not correspond to the person’s physiology or designated sex at birth.

**Gender mainstreaming or integration**: a strategy for making women and other marginalised groups, as well as men’s concerns and experiences, an integral dimension of the design, implementation, monitoring and evaluation of organisations, policies and programs so that women and men benefit equally and inequality is not perpetuated. Organisational gender mainstreaming involves applying a gender analysis to all policies, functions and activities, including central support teams, advocacy, communications, research and development. Programmatic gender mainstreaming involves applying a gender analysis to all parts of the program cycle, including design, implementation, monitoring and evaluation, and learning.

**Gender relations**: the relative power between different sexes and genders arising from gender norms and roles, whether within households, communities, market systems, etc.

**Gender sensitivity**: An awareness of men and women’s different needs, based on their social roles, responsibilities and constraints, and the adaptation of activities to respond to those needs.

**Gender sensitisation**: The process of making people and groups aware of how a person’s gender affects their life chances and experiences, including their ability to benefit from policy, programs, market systems, etc.

**Gender sensitive interventions**: policies and programs that are aware of how gender norms and laws affect the relative power of men and women and shape their roles and opportunities, including their participation and benefits from market systems. Gender sensitive interventions made adaptations to respond to the different roles and practical needs of women and men, girls and boys, but do not challenge or seek to transform the gender division of resources and responsibilities and the underlying causes of gender inequality.

**Gender transformative interventions**: policies and programs to change unequal distributions of rights, power and resources between different groups of men and women based on their sex, gender, sexual orientation and any other characteristic that is the basis for oppression or discrimination (e.g. age, caste, disability, ethnicity, religion). Gender transformative interventions focus on the structural causes as well as the symptoms of gender inequality. The objective is lasting changes in the power and choices women have over their own lives, rather than just a temporary increase in opportunities. Gender transformative organisations and systems not only have the ambition to transform gender, but also dedicate has the resources, willingness and capacity to institutionalise transformative programming.

**Gender-inclusive sourcing**: sourcing strategies that deliberately target women within the supply-chain and aim to improve the opportunities open to them, based on a gender-analysis which has identified the key barriers to women participating more fully in the supply chain.

**Violence against women and girls**: Any act of gender-based violence – i.e. harm or threat based on person’s sex or gender identity – that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women or girls, including threats of such acts, coercion or arbitrary deprivation
of liberty, whether occurring in public or in private life. Violence against women includes, physical, sexual and psychological violence occurring in the family and within the gender community, as well as violence perpetrated or condoned by the state. Intimate partner violence is one of the most common forms of violence against women and includes physical, sexual, and emotional abuse and controlling behaviors by an intimate partner. The term ‘domestic violence’ is used in many countries to refer to partner violence but the term can also encompass child or elder abuse, or abuse by any member of a household. ²

Masculinity(ies) refers to how men are socialised and the expectations about how a man will behave in a given social context.

Sex disaggregated data: collection and tabulation of separate data by categories of female and male. They allow for the measurement of differences between women and men on various social and economic dimensions, and of how interventions affect sex groups differently, and are one of the requirements in obtaining gender statistics. It is a basic first step in terms of integrating gender issues into monitoring, evaluation, accountability and learning.

Sex and age disaggregation: collection and tabulation of separate data by categories of female and male in different age groups/bands. They allow for measurement of difference between women and men in different age groups, and how interventions affect sex and age groups differently. Disaggregation by age as well as sex is important to understand the barriers and discrimination at different stages in the life cycle of a woman.

Sex: the biological and reproductive differences based on genitalia, chromosomes and hormones. A person can be born biologically male, female or intersex.

Social norm: Social norms are behavioral rules constructed and shared by a group and are different from individually held beliefs or attitudes. A social norm is made up by one’s beliefs about what others do, and by one’s beliefs about what others think one should do. ³

Structure: The ideas, rules and norms that are (re)created through social interaction between groups of people over time. These social structures and institutions can be formal, such as laws, regulations and services, or informal such as social norms, customs and habits. Social structures shape people’s expectations and behavior and create patterns of advantage and disadvantage. For different groups, the same social structures can therefore be enabling and create opportunities, or discriminatory and limiting depending on their characteristics/identities (e.g. sex, gender, caste, age, religion, sexuality, disability) and the meanings attached to them in a particular historical and social context.

Women’s empowerment: the combined effect of changes in a women’s own consciousness, knowledge, skills and abilities (agency) and in the power relations and structures (norms, customs, institutions, policies, laws, etc. that shape her access to rights and resources, choices and opportunities, and ultimately wellbeing.

Women’s voice: the capacity to speak up, be heard and to shape and share in discussions, discourse, and decisions whether in the home, community, business or government.

Women-led groups/organisations: groups or organisations with women in positions of leadership and decision-making, whose employers, members or constituents are primarily women, and whose

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mission is to serve women and/or advance their interests. Some women-led groups/organisations focus on women’s practical needs and interests; others identify as a feminist or women’s rights organisations that aim to transform structural causes of gender inequality; and others combine both objectives. Women-led organisations can be informal or formal, and operate from grassroots/community to international levels.

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7. World Cocoa Foundation, *Cocoa and the Global Goals: Accelerating Women’s Empowerment (SDG5)*, 2018
13. The WCF Self-Assessment Tool for Gender in Cocoa Value Chains has been developed by CARE International and is adapted from CARE International’s Gender Marker