

WCF Cocoa Livelihoods Program Annual Report 2014

Executive Summary

Phase II of the WCF Cocoa Livelihoods Program (CLP) was launched on February 1, 2014. The program leverages private sector engagement through nine matching grants to WCF company members. The matching grant model fosters innovations and long-term investment in the value chain. Over the five year program (2014-2019), the matching grant partners will provide training and resources to approximately 200,000 farmers in Côte d'Ivoire, Ghana, Nigeria and Cameroon to increase both cocoa and food crop productivity. WCF is in the start-up phase, supporting matching grant partners to strategize, develop and carry out CLP activities. WCF is also implementing an innovative outcome incentive management tool to incentivize matching grant partners to reach program targets. The baseline to establish the targets will be implemented in Q1, 2015.

The objectives of CLP II are the following:

1. Increase cocoa productivity to 1,000 kg/ha
2. Improve service delivery efficiency
3. Improve farmer resiliency, with a focus on food crops

Improve service delivery efficiency

Across all activities, the matching grant partners are developing innovative models to improve service delivery efficiency, particularly for improving farmers' access to planting material and fertilizer.

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), access to fertilizers and improved planting material. To date, the matching grant partners have been very successful in training farmers in GAP, however, farm management training in Côte d'Ivoire is delayed.

Access to planting material in each country remains a significant challenge. WCF is working with matching grant partners and national governments to align the needs of CLP with the priorities of the national programs.

CLP Steering Committee members agreed to terminate the CLP Growth Fund due to lack of alignment with their company and national programs. WCF will carry out an assessment of input finance strategies to inform CLP moving forward.

Food Crop Productivity

In 2014, WCF focused on providing support to the matching grant partners to develop their strategies to train farmers and provide resources to increase food crop productivity. Most

matching grant partners are promoting cassava and/or plantain with their farmers. Company 10 is promoting tomato and cabbage gardens.

In each country, WCF is building partnerships with programs and organizations to assist matching grants with training, planting material and marketing of food crops. WCF is also collaborating with technical experts to develop food crop curriculums which will be used in training activities. Finally, moving forward, WCF will hire a food crop marketing specialist to assist the matching grant partners in the marketing of food crops produced through the program. Most matching grant partners have started training farmers in food crop productivity and have provided them with some planting material. However, the majority of activities will be scaled up in 2015.

Gender

With support from the Walmart Foundation, WCF is supporting the matching grant partners to improve 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 moving forward. To date, women's participation, particularly in Côte d'Ivoire, is limited due to numerous factors such as land ownership, conflicting schedules and responsibilities, and cultural conflicts.

Monitoring and Evaluation (M&E)

In addition to the baseline being implemented in Q1 2015, WCF is working with the Bill and Melinda Gates Foundation (BMGF) Monitoring, Learning and Evaluation (MLE) team to identify opportunities to improve M&E over the course of CLP. As a result, the BMGF has awarded WCF additional grant funding to carry out these activities.

Alignment with CocoaAction

WCF is leading an industry-wide strategy called CocoaAction to address key constraints in the cocoa sector, particularly around cocoa productivity and community development. With agreement from the CLP Steering Committee, WCF is working to directly align CLP with CocoaAction moving forward, and further leveraging private sector resources into the program.

Background

The WCF Cocoa Livelihoods Program (WCF/CLP) is a ten-year program working to increase farm level productivity of cocoa and food crops of 200,000 smallholder, cocoa-growing households in West Africa. CLP Phase I (2009-2014) was supported by BMGF, sixteen WCF company members, four national governments and the Dutch Sustainable Trade Initiative (IDH). The program focused on improving cocoa marketing, productivity, and farm-level diversification and was implemented primarily through sub-grants to NGO partners (ACDI VOCA, GIZ, TechnoServe, IITA STCP, and Socodevi). Midway through the program, many of the training responsibilities, particularly cocoa productivity and farm management, were transitioned to national partners' extension agencies. Towards the end of the program, WCF

implemented a matching grant pilot program to increase the direct engagement of the private sector partners in farmer outreach.

Particular achievements of CLP Phase I included:

- Developing new models of farmer outreach, such as farmer field schools (FFS) and farmer business skills (FBS) training, and bringing them to scale;
- Piloting input finance mechanisms (Growth Fund) to assist farmers to purchase fertilizers and agro-chemicals (pesticides, herbicides, fungicides);
- Building the capacities of national partners in farmer outreach;
- Improving the collaboration between the private sector partners and the NGOs.

More significantly, WCF established a collaborative steering committee platform, which brought together public and private sector partners to oversee and direct program's main strategies. In addition, WCF piloted the matching grant model with eleven CLP members through seven matching grants. This forms the foundation of CLP Phase II.

CLP Phase II (2014-2019) officially launched on February 1, 2014 and is supported by the BMGF, IDH, the Walmart Foundation, and fifteen company members. CLP II builds upon the lessons learned and models developed over the first five years. WCF is also incorporating a significant food crop component, ensuring that cocoa farming communities receive the training and resources necessary to increase the productivity of selected food crops in addition to cocoa. The objectives of CLP Phase II are:

1. Increase cocoa productivity to 1,000 kg/ha
2. Improve service delivery efficiency
3. Improve farmer resiliency, with a focus on food crops

By Q3 2014, WCF hired and completed the CLP in-county staff. This includes the CLP Director, Monitoring and Evaluation (M&E) Specialist, two Country Coordinators, a Gender Specialist and a Technology Assistant in West Africa. The Deputy Director is based in Washington, D.C. and the Input Specialist in Europe. With the new team in place, WCF is in the start-up phase, supporting matching grant partners to strategize, develop and carry out CLP activities.

Matching Grant model

CLP Phase II is scaling up the matching grant model developed in Phase I, which fosters private-sector innovations and long-term investment in the value chain. Nine matching grants were awarded and each company is required to contribute a minimum 1:1 match in addition to their annual support to the CLP 'core' activities. The companies are responsible for reaching targets under each of the three objectives. The grant size also determines the number of farmers reached.

Company	Country	Grant size	Number of farmers

Company 1	Côte d'Ivoire	\$1,000,000	30,000
Company 2/Company 3)*	Côte d'Ivoire	\$1,000,000	30,000
Company 4	Côte d'Ivoire & Cameroon	\$1,000,000	30,000 (2,500 CMR)
Company 5	Ghana	\$750,000	23,000
Company 6	Ghana	\$750,000	22,500
Company 7	Ghana	\$500,000	20,000
Company 8	Nigeria	\$750,000	22,500
Company 9	Côte d'Ivoire	\$500,000	15,000
Company 10	Côte d'Ivoire	\$500,000	15,000

* Company 2 is partnering with Company 3 to carry out activities in the matching grant.

Five additional companies are contributing members of CLP without participating in the matching grant program. Each member has a seat at the steering committee and plays a role in the strategic development of the program. One company has activities in Côte d'Ivoire and has been an active participant in CLP country team meetings and has received services from WCF including support to improve gender outreach activities.

Outcome incentive model

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. The outcome incentive model puts the emphasis on results instead of processes and requires project goals to be explicit, measurable and achievable. It holds industry partners to achieving those targets in order to receive incentives (payments) based on reaching their targets and therefore functions as an accountability mechanism. This performance based payment model also permits implementers to be flexible in the way they reach the targets and encourages mid-way corrections. During the steering committee meetings, WCF and partners identified the three indicators to be tracked under the outcome incentive:

- Number of farmers rehabilitating 3% of their cocoa farms per year;
- Number of farmers adopting food crop GAPs;
- Number of farmers adopting improved varieties of food crops.

In order to set the outcome incentive targets, WCF is implementing a baseline in Q1 in 2015 and the follow-up surveys will be carried out in Q1 2018 and Q1 2019 (See Monitoring and Evaluation). The outcome incentives will be integrated in the matching grant projects in Côte d'Ivoire, Ghana and Nigeria. They will not be implemented in Cameroon due to the small size of the program.

CocoaAction

WCF has an overarching objective to support cocoa farmers in reaching sustainable cocoa production through innovative public-private partnerships. Its mission is to promote a sustainable cocoa economy through economic and social development and environment stewardship in cocoa-growing communities. In 2014, WCF developed and launched its new strategy called CocoaAction which focuses on bringing two important packages of services—the productivity package and the community development package—to the same cocoa farmers and their communities. CocoaAction can provide the avenue for CLP to outline its key components in line with a global strategy that galvanizes efforts of private companies towards a common goal of achieving cocoa sustainability. Thus, it provides a good foundation based upon which the key components of CLP are defined, implemented and measured.

Most of the matching grant companies are also directly engaged in CocoaAction. During the CocoaAction strategic meeting in October 2014, company members agreed that CLP presented a practical vehicle by which CocoaAction member companies can partially reach their CocoaAction commitments as they relate to the productivity package. Through CLP, the matching grant partners will help CocoaAction achieve up to 60% of its 300,000 cocoa farmer target in Ghana and Côte d'Ivoire. This message was further discussed and developed during the CLP Steering Committee meeting in November. CLP partners, including the BMGF, agreed to align CLP to CocoaAction priorities to the greatest extent possible, further leveraging private sector resources into the program.

Program Updates

Improve input service delivery

The second objective of CLP is to develop and scale up efficient service and input delivery systems (i.e. training, planting material, fertilizer, input finance, etc.) to improve both cocoa and food crop productivity activities. WCF is leveraging the matching grant partners to develop and test these models and share their experiences within CLP. For example, the majority of the company members work through pre-existing cooperatives and farmer associations to provide training and resources to farmers. In some cases, new farmer groups, i.e. women's groups, are created for project purposes.

Although working through cooperatives can be effective, it limits the scope and reach of project activities. To counter this, Company 1 is developing a unique model to improve service and resource delivery. Under its program, district-level Cocoa Development Centers (CDC) are established to support surrounding community level Cocoa Village Centers (CVC). The CVCs are run by trained CVC operators who run the CVCs as a business and provide training (i.e. GAP and farm management), technical services (i.e. grafting), and inputs (i.e. agrochemicals and fertilizer) to surrounding farmers at a cost. Each CVC operator is linked with ANADER Rural Development Agents (ADR) in their area of operation to collaborate and coordinate outreach efforts to surrounding farmers. Apart from farmers accessing extension and inputs towards increased cocoa productivity, the CDC/CVC concept is also promoting professionalization of farming and creating business opportunities for people in farming communities. Company 1 is

expanding the CDC/CVC model through its individual matching grant and also in collaboration with Company 10 and Company 4.

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, and access to agrochemicals (pesticides, fungicides, and herbicides), fertilizers and improved planting material. CocoaAction has adopted a similar productivity package, focusing on access to planting material and fertilizer—two areas that are critical to reaching the productivity targets of CLP. As mentioned above, WCF is working to align CLP with CocoaAction and the matching grant partners are leveraging their own CLP activities to help reach their CocoaAction targets.

Training

Matching grant partners have been successful in providing farmers with training in cocoa GAP in 2014. While the majority of them use training tools, such as the farmer field school (FFS) curriculums and training methodologies developed in CLP I, there are differences in training approaches. For example, in Ghana, the Ghana Cocoa Board (COCOBOD) extension agents use a GAP tool box in which key trainings are selected from its cocoa manual based upon the needs of the community/group. Some partners, such as Company 4, have their own curriculums which incorporate different components of the CLP I training curriculum. WCF is therefore focused on ensuring that the GAP training provided through the matching grant is of high quality, in particular making sure that curriculums and training approaches are harmonized. In CDI, for example, WCF is assisting in developing a harmonized training manual which will standardize the messaging throughout training. The country coordinators also make frequent visits to project sites to assess the quality of training activities.

In order to make training more efficient and effective (objective 2), matching grant partners are establishing demonstration plots at the CVC, community and cooperative level to show the benefits of adopting GAP for both cocoa and food crops. For example, Company 9 established twenty-two demonstration farms with twelve cooperatives. These showcase farms consist of six sub-parcels: control plot; GAP plot; GAP + agrochemicals; GAP + agrochemicals + fertilizer; replanting; grafting (only in authorized regions). These plots are instrumental to demonstrate the benefits of these inputs and rehabilitation techniques to the farmers and encourage them to implement these innovations in their own farms as they become available.

Outreach to women farmers has been a challenge, particularly in Côte d’Ivoire, due to numerous factors such as land ownership, conflicting schedules and responsibilities, and cultural conflicts. With additional grant funding from the Walmart Foundation, WCF is providing direct support to the matching grant partners to increase their overall gender outreach activities (see Gender).

Côte d’Ivoire

Company	Facilitator	GAP training (# farmers trained)	FBS (# farmers trained)
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Company 9	ANADER	4,196	Activities started at end of 2014
Company 10	ANADER, CVC operators	15,000+	75
Company 4	Company 4 Agronomists	17,161 (4% women)	To begin in April 2015
Company 1	CVC operators/ ANADER ADR	1915 (3% women)	To begin in 2015
Company 2	ANADER	2650 (6% women)	120 farmers from 8 coops (target 50% youth/25% female)

In Côte d'Ivoire, matching grant partners have trained over 40,000 farmers in cocoa GAP. Company 2/Company 3, Company 9 and Company 10 developed public-private partnerships with ANADER to carry out training. Company 4, on the other hand, uses its own internal agronomists for training and Company 1 provides training through the CVC operators. Most matching grant partners have not started or just started training farmers in farm management training. WCF is working with the partners to develop their 2015 workplans and determine if and why farm management training activities have been delayed.

In order to improve the quality of training and address illiteracy among farmers, Company 10 has developed illustrated, pictorial based training cards. This was done in collaboration with Le Conseil du Café Cacao and ANADER. The innovative tool will be duplicated in 400 sets to be used to train 252 farmers in a pilot phase in Q1 2015.

Ghana

Company	Facilitator	GAP training (# farmers trained)	FBS (# farmers trained)
Company 5	SourceTrust	3,458 (33% women)	Training to begin 2015
Company 6	COCOBOD	7260 (27% women)	7260 (27% women)
Company 7	COCOBOD	8612 (37% women)	2440 (22% women)

In Ghana, more than 19,000 farmers have been trained in cocoa GAP and almost 10,000 farmers in farm management. Company 5 will start farm management training in 2015. Company 6 and Company 7 have trained COCOBOD Community Extension Agents (CEAs) in GAP. The CEAs are from the Cocoa Health and Extension Division (CHED) of Ghana COCOBOD under a public-private partnership arrangement. The CEAs usually train lead farmers (called community Level Facilitators or Local Cocoa Facilitators) at the community or society level. The lead farmers train farmers in the various communities. Company 5, through SourceTrust, uses a three-tier training system in which training experts provide training to Commercial Officers who then train the lead farmers and so-on.

Nigeria

Company	Facilitator	GAP training (# farmers trained)	FBS (# farmers trained)
Company 8	SourceTrust	6,588 (17% women)	1046

SourceTrust, an independent nonprofit organization, also implements training for Company 8's Nigeria project. As a result, a similar three-level cascading system of training is used for both Company 8 and Company 5. Trained field agronomists provide specialized training to lead farmers in cocoa GAPs and the lead farmers also train farmers at the community level.

Planting Material

Côte d'Ivoire

Matching grant partners in Côte d'Ivoire experienced similar challenges to Ghana with regards to access to planting material. In general, they received only a fraction of the material they requested from the CCC. Company 4, for example, was only able to source 6% of its requested planting material. To address the challenge, WCF is similarly centralizing the requests for planting material for 2015.

In order to improve input delivery (objective 2) of planting material, Company 10 has launched its own pilot project to use new approaches such as shade tents and irrigation systems, which can increase the survival rates of seedlings and cost efficiency of the production of the seedlings. They are developing seedlings in collaboration with CCC, Cocoa National Research Center (CNRA) and ANADER. The seedlings are being sold to farmers at reduced prices. They started the pilot project in October 2014 and the seedlings will be available to farmers in March 2015. Some farmers have also received planting material directly from CCC as part of the national Quantité, Qualité, Croissance (2QC) program. In addition, in partnership with Company 1, 15 Company 10 CVC operators were trained in grafting and will begin offering their services to farmers in 2015.

To make planting material easily available to farmers, Company 1 established 15 large demonstration plots for grafting purposes and put in place budwood gardens for five CVC operators. Twenty additional gardens will be installed in 2015. In 2014, four CVCs supplied 31,200 seedlings to farmers and twenty-five new nurseries will be prepared in 2015. Company 2/Company 3 established tree nurseries totaling 390,000 seeds in nine of their cooperatives.

Ghana

Matching grant partners experienced a challenge accessing planting material from the COCOBOD seed production units (SPUs) for farmers. COCOBOD is prioritizing its national strategy to establish 86 (60 new) community nurseries with the goal to produce 50 million seedlings annually. COCOBOD is also prioritizing pod and seedling distribution to cocoa farms to combat the spread of black pod disease and swollen shoot virus. Since the matching grant

partners requested seeds primarily to rehabilitate old (not diseased) farms, they had a difficult time getting their orders filled.

Through community nurseries, Company 7 was able to provide 2,210 farmers with approximately 465,000 seedlings. Company 6 only received approximately 50% of its requested pods from COCOBOD in 2014. Company 5 had the goal to assist 12 communities to raise 15,000 seedlings annually. However, they were only able to access a small quantity of pods for this nursery period.

In order to improve access to planting material, WCF conferred with COCOBOD and matching grantees and will incorporate numerous strategies in 2015. First, WCF will assist the matching grant partners to centralize requests for planting material to COCOBOD. The requests will be made in June for delivery in September. Second, WCF has agreed with SPU and COCOBOD to provide seedlings to matching grants instead of pods in ensuing cocoa seasons. COCOBOD would prefer to provide seedlings because this will help achieve its goal of 50 million seedlings to be distributed. This is potentially problematic for the matching grantees because while the seedlings will be free from SPU, the high cost for transporting the seedlings has to be covered by the company partners. In addition, transporting seedlings long distances can result in mortality rates which disincentives the matching grants from investing in the transport. WCF will continue to work with COCOBOD to try to procure a higher quantity of pods for community gardens. Finally, WCF is encouraging matching grantees to form closer partnership with the district offices of SPU and COCOBOD so that farmers participating in their programs are considered primary recipients of the national inputs distribution scheme of COCOBOD.

Nigeria

Company 8 also had challenges accessing enough planting material from the Cocoa Research Institute of Nigeria (CRIN). They were able to provide 2,450 pods to farmers to establish cocoa nurseries. WCF will work with Company 8 to determine what steps can be taken to increase its access to material.

Leveraging CocoaAction and WCF African Cocoa Initiative (ACI)

Through CocoaAction, WCF is developing an industry-wide strategy to increase supply and distribution of cocoa planting material in Ghana and Côte d'Ivoire. In Côte d'Ivoire, WCF is working with Company 2 and Company 1 to align their grafting and somatic embryogenesis/orthotropic shoot technologies with the Ivorian 2QC national program. Currently, WCF is pursuing a MoU with CCC with an aim to be signed in April 2015. The MoU will provide the framework to pilot and scale up these technologies, and once approved, the matching grant partners will be able access these technologies in their projects. Company partners and CCC are working to align on adopting the new technologies which has delayed the MoU process. As a result, planting activities under CocoaAction may not benefit CLP for a few years.

In Ghana, Company 6 is leading an effort to test a centralized nursery model which will improve cocoa seedling quality and distribution (objective 2). The pilot was initiated in Q4 2014 and is being developed in collaboration with COCOBOD. WCF is also working with COCOBOD to better align the matching grant projects with the rehabilitation aims of the national program.

The WCF African Cocoa Initiative (ACI) is working with national partners to increase the supply of planting material for farmers. In Côte d'Ivoire and CDI, ACI established fifty hectares of seed gardens to provide 7.5 million seedlings in each country by 2020. Some material will be available to farmers as early as 2016. In Nigeria and Cameroon, ACI is establishing 15 hectares of gardens. In addition, ACI is working with the CLP (and CocoaAction) teams to carry out assessments of planting material capacities in each of the countries. These assessments will help inform consultations with the national partners to put in place strategies to provide planting material to the matching grants.

Inputs

In addition to applying GAP, most farmers need to apply fertilizer and agrochemicals in order to increase cocoa productivity. While agrochemicals are relatively inexpensive, the high price of fertilizer has greatly limited farmers' access to the inputs. In CLP I, with funding from the IDH and company partners, WCF implemented a input finance model in Ghana and Côte d'Ivoire, in partnership with TechnoServe, to assist Ghanaian and Ivorian farmers to purchase inputs. Through the pilot, WCF built key partnerships with microfinance institutes, input suppliers, and private sector partners to reach farmers in Ghana and Côte d'Ivoire. In Côte d'Ivoire, the Growth Fund risk sharing model was developed so each partner shared in the risk to provide input finance to farmers, through cooperatives. In CLP II, as part of objective 2, WCF intended to scale up the Growth Fund in each country through the matching grant programs to improve access to fertilizer for beneficiary farmers.

In addition, beginning in 2014, WCF members identified fertilizer access as a key priority for the CocoaAction initiative. The fertilizer component, also supported by IDH, focuses on two key strategies: 1) cash and carry; and 2) beans for fertilizer.

While the Growth Fund was a successful pilot in CLP I, the matching grant partners were not interested in registering their farmers in the program as part of CLP II. During the CLP Steering Committee meeting in November, 2014, the members decided to end the Growth Fund component of CLP citing the following reasons:

1. The Growth Fund input finance model does not align with the priority strategy under CocoaAction;
2. The Growth Fund was too expensive and limited in geographic scope;
3. The input finance environment in both Côte d'Ivoire and Ghana has changed significantly since the Growth Fund was first initiated in 2010;
4. Company partners decided to implement their own strategies for fertilizer access.

Prior to ending the contract, TechnoServe will complete a full evaluation of the Growth Fund and organize a lessons learned workshop per country. WCF is now tasked with developing new recommendations per country to improve farmers' access to fertilizer. WCF is currently carrying out the assessment and will have recommendations in Q1 2015.

Côte d'Ivoire

Despite not participating in the Growth Fund, the majority of the matching grant partners are providing farmers with some access to fertilizer through their programs.

Company	Strategy
Company 9	<ul style="list-style-type: none"> • Input finance pilot project with microfinance (Advans), fertilizer supplier (Yara) and 12 cooperatives
Company 10	<ul style="list-style-type: none"> • Developed risk sharing mechanism with fertilizer provider. Fertilizer is provided through cooperatives
Company 4	<ul style="list-style-type: none"> • Built upon farmer's savings and direct payment by cooperatives
Company 1	<ul style="list-style-type: none"> • Fertilizer distributed through CVCs with a guarantee provided by Company 1 to the fertilizer provider
Company 2	<ul style="list-style-type: none"> • No fertilizer distributed in 2014

The fertilizer activities in Côte d'Ivoire are coordinated through the national public-private partner platform which includes CLP and CocoaAction. WCF is playing a direct role in developing the national fertilizer strategy and through CocoaAction, WCF is developing a fertilizer training manual to be used by WCF partners, including matching grants, to incorporate fertilizer strategies and training into their programs. In addition, as part of CocoaAction, WCF is carrying out soil analysis which will better inform the need and compositions of fertilizer to be used in cocoa regions.

Ghana

Company	Strategy
Company 5	<ul style="list-style-type: none"> • Input scheme through program
Company 6	<ul style="list-style-type: none"> • Link farmers to National free fertilizer program
Company 7	<ul style="list-style-type: none"> • Partner with Opportunity International and CalliGhana • Link farmers to National free fertilizer program • Operating two inputs distribution shops (including fertilizer) at prices lower than open market price

In order to make inputs more accessible to farmers (objective 2), Company 7 and Company 6 are establishing Resource Centers where farmers can access approved agro-inputs on cash-and-carry basis. With the support of the Department of Cooperatives (DoC), the Resource Centers

will run savings and loans schemes to help interested farmers access funds for the purchase of agro inputs. The resource centers will offer the farmers options regarding agro-input access.

WCF is working to align CLP with the national fertilizer strategy in Ghana. This includes providing more clarity and improving communication on the structure of the national strategy. In 2014/2015, the government of Ghana implemented a free fertilizer campaign to “model farmers” without clearly communicating on the concept of “model farmers.” In the confusion COCOBOD randomly distributed fertilizer to farmers creating greater confusion among the farmers. This affected all fertilizer procurement initiatives as the farmer organizations and individual farmers were reluctant to finance or purchase fertilizers by cash. WCF did reach out to COCOBOD to better understand the government strategy and communicated this back to the partners.

Nigeria

Company 8 has trained and equipped sixty farmers in Emure I to provide spraying services to the members of their respective groups. For a fee, the trained spray service providers (SPP) will spray farmers’ cocoa farmers to protect against pests and diseases. This is a more efficient and safer model than training and equipping individual farmers to treat their own farms (Objective 2). The matching grant partners are similarly establishing SPP programs in Ghana and Côte d’Ivoire in collaboration with the ACI.

In Nigeria, Company 8 has not yet identified any partners willing to engage in a risk sharing agreement to lend to farmers. However, they have made arrangements to make farming inputs available to our farmers on cash-and-carry basis.

WCF is working to establish collaboration with the national fertilizer program. Funded by the Federal Ministry of Agriculture and Rural Development (FMARD), the Nigeria fertilizer voucher program enables farmers to obtain quality agro-inputs in a timely manner using vouchers in lieu of cash. At the same time, the project focuses on building the professionalism of rural agro-dealers and strengthening Nigeria’s private sector fertilizer supply and distribution channels. In 2012, the program was implemented in Taraba State in collaboration with fertilizer suppliers Springfield Agro and Notore Chemical Industries and FMARD. Each of nearly 40,000 farmers was able to access two 50-kilogram (kg) bags of discounted fertilizer from the private sector. Telephone numbers and other information for more than 30,000 farmers were collected, enabling them to participate in the 2013 program using their mobile telephones.

Food Crop Productivity

Company	Country	Food Crop
Company 8	Nigeria	Cassava
Company 9	Côte d’Ivoire	Cassava, Plantain
Company 10	Côte d’Ivoire	Cabbage and Tomato

Company 4	Côte d’Ivoire & Cameroon	Cassava, Plantain
Company 1	Côte d’Ivoire	Plantain
Company 6	Ghana	Plantain
Company 2 (Company 3)	Côte d’Ivoire	Cassava
Company 7	Ghana	Plantain
Company 5	Ghana	Plantain

In the first half of 2014, WCF worked each of the matching grant partners to identify the crop(s) they wanted to target as part of their projects and to be tracked through the outcome incentive. WCF pulled together information collected in CLP and other projects to share with the partners and some partners, such as Company 8, Company 9, Company 1 and Company 10, carried out their own internal farm surveys. The key criteria for choosing the food crops included: 1) farmer need; 2) appropriateness for the region; 3) farmer familiarity with the food crop; 4) market potential; and 5) availability of partners, resources and inputs (i.e. training curriculums and improved varieties).

With the food crops identified per country, WCF assessed the needs of the matching grant partners for food crop technical and institutional capacities. Based upon the assessment and follow-up country team meetings, WCF identified the areas to support the matching grants to carry out program activities;

1. Development of key partnerships

In Côte d’Ivoire, WCF is helping to coordinate a partnership between the matching grant partners and ANADER. ANADER agents specialize in food crop production and rural development in addition to cocoa production. Through the collaboration, ANADER agents can provide training of trainers and direct farmer training. ANADER is also a resource for improved cocoa and cassava planting material.

WCF is also developing a MoU with the Association of Intensive food Crops (ADCI) in Côte d’Ivoire. Under the MoU the matching grant partners will establish sub-agreements with ADCI to provide technical support for food crop implementation. ADCI can provide a full package to improve food crop production including assistance and training in land preparation and irrigation systems, training on GAP, and access to planting material for plantain and cassava. They can also provide support for food crop processing and marketing.

In Ghana, WCF established a MoU with the Ministry of Food and Agriculture (MoFA) to collaborate on the food crop component of CLP. With the umbrella MoU, each matching grant partner will be able to establish sub-agreements with MoFA on specific outreach activities. MoFA has appointed a four-member committee to provide technical support to WCF and matching grantees. In addition, WCF has made arrangements with the national Roots and

Tuber Improvement and Marketing Program (RTIMP) to supply cassava planting materials to matching grantees.

One of the key concerns about food crops is marketing. This is because, as a result of access to technology, knowledge and skills, farmers may have improved capacity to produce far in excess of what is needed for household food security. To overcome this challenge, WCF is developing another important partnership with Food Research Institute (FRI) of Ghana. The FRI has already been supported by the BMGF to develop processing products from cassava to reduce post-harvest losses and linkages to sustainable market. This partnership will therefore help farmers to access information about the various cassava products and their corresponding markets to facilitate farmers' access to market. A MoU has been developed and will be finalized with FRI in March, 2015.

Another partnership has been formed with the Women in Agricultural Development (WIAD) of the Ministry of Food and Agriculture in Ghana. Under this relationship, WIAD will support MGs to expose farmers to processing opportunities in cassava and plantain by acquiring simple technological skills to process and sell products from the two food crops.

Company 7 started the implementation of food crops earlier (in the last year of CLP I) and therefore has farmers who are already harvesting cassava. However, farmers are concerned that they lack market access to sell the crops, which could be counter-productive to the objective of promoting farmer resiliency. Guinness Ghana Breweries Limited (GGBL) has been approached to procure cassava from the Company 7 farmers. The only challenge GGBL has expressed is the location of farmers. PMU is in discussion with GGBL to identify local aggregators to assemble the cassava for the cassava processing factory partners of GGBL, Ayensu Starch Company. In the first quarter of 2015, it is hoped that the discussion will be finalized.

In Nigeria, WCF is developing a partnership with FMARD specifically for its support in cassava production. WCF is reviewing the policy on cassava under the national Agriculture Transformation Agenda. In Q1, 2015 WCF will meet with the Cassava Value Chain team to know its activities and how to collaborate. WCF is also supporting Company 8 to identify sources of cassava planting material and make necessary timely requests

2. Identification of food crop GAP and development of training curriculum

In Ghana, in Q3 of 2014, WCF convened experts from MoFA, Crop Research Institute, Food Research Institute, RTIMP, and COCOBOD in a workshop to develop and initial list of GAP for cassava and plantain. Another meeting of experts was convened to validate the list. WCF developed/adapted the food crop curriculums based on curriculums currently being used by extension agents at MoFA. The curriculums have been approved by MoFA and are being finalized to be used in training beginning in 2015.

For Nigeria, WCF shared the cassava GAP list and curriculum with experts at the Nigerian Federal Ministry of Agriculture and Rural Development for feedback. This material has been approved and will be used in the Company 8 matching grant projects.

In Côte d'Ivoire, WCF worked with technical experts from ANADER to identify the GAP and develop the curriculum for plantain and cassava, cabbage and tomato. The material is being finalized to be used in training in 2015.

3. Additional support in food crop marketing

The matching grant partners have expressed concern regarding their ability to market the increase in food crops being produced through their projects. As before mentioned, Company 7 is experiencing a problem marketing matured plantain and cassava planted through its matching grant in CLP Phase I. WCF is assisting matching grant partners to establish partnerships with buyers in their countries, such as Guinness Brewery. Additionally, during the CLP steering committee meeting in November 2014, members approved the hiring of a full time food crop marketing specialist to provide direct support to the matching grant partners. WCF will also be hiring a short-term consulting team to carry out a market analysis of cassava, plantain and vegetables. The results will be ready in Q2 2015.

WCF has developed a MoU with the Food and Research Institute in order to assist the marketing of food crops in Ghana. This partnership should enable matching grants to access the distribution channels and initiatives developed by the government of Ghana for the marketing of plantain and cassava mainly.

While WCF was building partnerships, developing curriculums and providing support to the company partners, some of the matching grant partners started training activities with their farmers. Similar to cocoa, matching grant partners are establishing demonstration farms to illustrate the practical application and benefits of food crop GAP. Most demonstration farms will be established in 2015.

Ghana

In Ghana, while cocoa training is carried out primarily by COCOBOD extension agents, matching grant partners are working with RTIMP and MoFA extension agents for food crop training. Company 7 is building off its CLP I matching grant project. They trained community level facilitators (CLF) and women leaders to be lead farmers to assist with GAP training for cassava and plantain. So far they have trained 2100 farmers (28% women) in GAP and established two demonstration farms – one for plantain and one for cassava. Two additional farms will be established in 2015.

Company 6 is organizing farmers in Plantain Enterprise Groups in Amansie West and Asunafo North regions of Ghana to train them in the production of food crops to raise additional income. They also established four plantain enterprise demonstration farms for practical learning on improved plantain production technology. To date, 2,234 farmers were trained in GAP and plantain sucker multiplication techniques.

After WCF facilitated the signing of an MOU with Ministry of Food and Agriculture, Company 5 developed a GAP framework for the two priority crops (cassava and plantain). CRIG has also trained Company 5 project staff on the new techniques of plantain sucker multiplication. As a result, plantain crop houses are to be set up in the communities so that farmers can be trained on the new techniques, as well as have access to the plantain suckers more easily.

Côte d'Ivoire

In Côte d'Ivoire, Company 9 is currently developing a MoU with ANADER to carry out training for cassava and plantain. It is planning to start training in 2015. Company 4 will use its own extension agents to carry out the food crop training, targeting women farmers from cocoa growing households, organizing them into small groups for training. Company 9 has identified 25 women's groups to be trained in cassava GAP in 2015. It has also training in plantain GAP as part of cocoa FFS; in particular, using plantain as temporary shade for cocoa regeneration.

Company 1 is working through its CVC model to train farmers in plantain GAP and propagation. So far, 26 operators have been trained in vegetative propagation. Four demonstration farms were established and over 10,000 plantain plants were distributed to 14 women groups. Company 1 is also focusing on soybean production. The CVC operators have provided training in production, processing and utilization of soybean to the women's groups. To date, they have established 10 soybean demonstration farms.

Company 2 is focused on promoting new varieties of vitamin A-enriched, higher yielding cassava. To date, 10,000 cassava cuttings from its nurseries have been distributed to two communities.

Unlike the other matching grant projects, Company 10 is not promoting cassava or plantain in its matching grant. Instead, Company 10 conducted a farm survey and market study and decided to focus on promoting cabbage and tomato with its farmers. It is particularly concerned with addressing the nutritional demands of the communities they are working with. It is partnering directly with Syngenta to carry out these activities and gain access to improved seeds. The market study was completed in November and training will begin in early 2015. Company 10's decision to focus on food crops has required additional support from WCF to determine which vegetable crops to promote, identify the GAP to be adopted, and strategize how to incorporate the gardening activities into its larger program.

Nigeria

In Nigeria, Company 8 has not fully implemented its food crop component yet. As a result of Company 4's purchase of Company 8 in 2014, program activities were put on hold (see Challenges). Company 8 is planning to partner with agriculture development partner (ADP) agents in Ondo and Ekiti states to facilitate the training of trainers for selected lead farmers on cassava GAP. There have also been discussions with some buyers, such as Matna Food, for possible purchases of harvested cassava.

Gender

The emphasis on women's empowerment and broader gender focus has become an overarching priority for WCF in all its programs. The main impetus for this has been the decision to include women's empowerment within the CocoaAction strategy, under the community development objectives. As a result, the CLP emphasis on gender and its specific achievements under the Walmart Program have dovetailed nicely with our new strategy in many of the same ways that the productivity package under CLP has influenced and supported the objectives for productivity under CocoaAction. This relationship will result in additional attention, energy and company resources being dedicated to the gender strategies of each member company.

Matching grant partners have shown increasing commitment to achieving gender equality across all three CLP II objectives. Focusing on achieving women's empowerment, WCF has developed implementation guidelines and successful models for gender sensitive operations, known as the "Gender Toolbox", designed to improve gender mainstreaming in CLP. The Toolbox has tools on gender capacity self-assessment, gender situational analysis, gender sensitive data collection, women in cooperatives leadership assessment, school garden set-up and producer group formation around food crops. To prepare the rollout of these tools among partners, two half-day workshops were organized in December 2014 in Ghana and Côte d'Ivoire, to introduce partners to the use of the tools.

WCF has also been backstopping partners in the process of implementing activities that fit around the four major gender outcomes of the CLP II project which are: 1) strengthening women leaders in cooperatives and communities; 2) creating support structures for women farmers; 3) creating awareness and support in communities on gender equality; and 4) building women's capacities to promote empowerment. With the guidance provided by WCF in rolling out activities identified in the gender action plans, partners in Ghana (Company 6, Company 7) for instance, have trained more than 220 female volunteer community leaders to support outreach to female farmers in extension delivery. These volunteers provide small scale income generation coaching to women's groups and also support gender advocacy efforts within the community. Partners are supporting more than 70 women's groups in Ghana and Côte d'Ivoire with capacity building activities in order to address gaps around food crop cultivation, GAPs, nutrition, small scale income generation and distribution of farm inputs. The creation of support structures, such as women's groups as an outreach mechanism for community development, helps to address social issues that affect women within an enabling environment where women can freely express their opinions on these issues without fear.

Monitoring and Evaluation

Under CLP, WCF implements a multi-staged monitoring and evaluation (M&E) system to track both progress and impact of project activities. WCF has a dedicated M&E specialist tracking progress against the CLP results framework. The M&E concept feeds directly back into the WCF learning platform, where it informs programmatic adjustments and shapes future learning agendas. The CLP M&E framework is also aligned with the key performance indicators developed under CocoaAction. As a result, CLP is a primary source of data to be fed into the CocoaAction platform.

In order to establish targets for each of the matching grants, for CLP as a whole, and to finalize the outcome incentive model, WCF is implementing a baseline survey across Côte d'Ivoire, Ghana and Nigeria. Through its contractor IPSOS, WCF will capture key data on farmer demographics, access to inputs, farm production practices for cocoa and food crops. The BMGF MLE provided support to WCF and IPSOS to review contractor proposals, and design the survey and sampling framework, and tool methodology, particularly for farm-level validation.

The baseline will survey approximately 270 farmers per matching grant for a total of approximately 2,400 farmers currently registered in the program. The baseline also incorporates a significant farm-level validation component in which the contractors will visit 35-40% of the farmers' cocoa and food crop fields to validate data. In particular, they will be collecting data on adoption of GAP and improved planting material for both cocoa and the selected food crops (cassava, plantain, or vegetables). The baseline will be implemented in March and analysis completed by May. The baseline was planned for August 2014. However, the development of the survey design and sampling framework proved to be more complex and time intensive than originally planned (see challenges). Once complete, individual reports will be generated for each of the matching grant partners in order to consult and set targets. An overall report will be generated for setting targets for CLP as a whole.

Over the course of the past year, WCF worked closely with the BMGF MLE team to identify opportunities to improve M&E for CLP over the course of the program. First, WCF will incorporate an additional sample cohort per matching grant beginning in 2016. This will help adjust for changes in the farming sample due to geography, attrition, weather, etc. Second, in an effort to make data collection more efficient, in 2016 WCF will test the use of Lot Quality Assurance Sampling to collect field data. In order to cover the additional costs of the cohort and LQAS pilot, in 2014 the BMGF granted WCF an addition \$679,000. WCF also received a sentinel grant (\$50,000) from the MLE team to purchase tablets and training for in-field data collection purchase. Some tablets have been purchased and training on the use and application of Open Data Kit (ODK) will be in Q1 2015.

WCF's M&E approach also integrates qualitative aspects through field visits to program sites, organized with beneficiaries and member companies. Throughout 2014, the CLP Country Coordinators carried out numerous field visits which provided opportunities to observe the progress of activities and get first hand feedback on program impact from the beneficiaries and community stakeholders themselves.

Challenges:

Throughout 2014, WCF experienced challenges which delayed the implementation of program activities.

1. The majority of the matching grant partners have little or no experience in food crops. As a result, they have been particularly risk averse and reluctant to commit themselves to specific crops and targets, especially given that their performance is now tied to incentive payments based on results. This has delayed the start of the food crops activities the first half of the year. In order to address this, WCF placed particular emphasis on the development of a food

crop strategy common to all matching grantees in order to kick start activities. This included identifying the key areas where WCF can provide direct support to the matching grant partners.

2. In 2014, matching grant partner Company 4 acquired Company 8. As this process was carried out, both companies reorganized their country-level staff and strategized the scope of their company-led programs in Côte d'Ivoire, Ghana and Nigeria. They took additional time to finalize their plans in Nigeria and Cameroon in particular, which impacted the implementation of the matching grants. In the end, the scope of these matching grants has not changed, but the merger and negotiations delayed implementation in 2014.
3. In order to be successful in program implementation, WCF needed to provide direct, in-county support to the matching grant partners to develop and carry out program activities. However, it took time to identify and hire high quality CLP staff. Therefore, the majority of the CLP staff – Director, two Country Coordinators, Input and Gender Specialists – was not hired until the second half of 2014. As a result, WCF was not able to provide in-country coordination and direct support to the matching grant partners until halfway into the first year of the program.
4. Some of the matching grantees have gone through major staffing changes in the past six months. For example, both Company 4 and Company 9 experienced a turnover of country managers who were actively involved in leading CLP and the Walmart Foundation programs. This has delayed the implementation of program activities as new staff has come on board.
5. The CLP II baseline proved to be more difficult than anticipated. WCF signed a contract with IPSOS in July 2014 and immediately started working on the baseline framework and sampling design. However, developing the sampling design was particularly complex because it involved both household and farm-level validation. WCF and IPSOS also consulted with the BMGF MLE team throughout the process, but this added on additional time to the baseline development.

There was a large variation in the matching grant partners' ability to collect information on their registered farmers to share with IPSOS for sampling purposes. Companies such as Company 8 maintain rich databases of information making it easy to share information. Other partners, for example Company 10 and Company 9, work entirely through cooperatives. They have to request the farmer lists from the cooperative leaders, which delayed the process significantly. Company 1, on the other hand, is implementing its program entirely through the CVC operators. The CVCs are entrepreneurial establishments established in 2014 and it takes time for the CVC operators to develop their client base of farmers.

In addition, the CLP Steering Committee members agreed that data collected through CLP needs to be directly aligned with CocoaAction. However, CocoaAction developed the methodology for the farm-level visits at a slower pace than was needed by CLP. As a result,

WCF worked with the CocoaAction team to prioritize the indicators (and subsequent data collection tools) to be used in the baseline. The CocoaAction tools are developed to be used by extension agents to collect data over a long period of time. It took considerable time and effort to adjust and prioritize the tools to be relevant for the CLP baseline.

Lessons Learned:

Alignment with other programs is critical

WCF engages in ongoing dialogues with other ongoing programs in Côte d'Ivoire, Ghana, Nigeria and Cameroon implemented by government or other funders such as USAID, Dutch government and WCF. This is an important component of CLP in order to make sure our programs are aligning, or at the very least, not duplicating 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 Nigeria 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. Both COCOBOD and CCC have a deep interest in farm level diversification and the work of CLP aligns perfectly with 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 matching grants, the development of a MoU for marketing with Food Research Institute in Ghana, and strengthening matching grants' collaboration with CCC and ANADER on food crops. This upcoming April, CCC invited WCF to present its food crop strategy and leveraging of public sector funds in order to assist in the deployment of its diversification strategy.

Despite all the benefits previously mentioned, alignment with the national partners also has some challenges. The lack of clear visions from our government partners can sometimes be counterproductive to the efforts deployed on the ground by the WCF or the matching grants, which can affect service delivery. For example, the lack of clarity of the Ghana National Strategy for fertilizers distribution in some cases delayed or destroyed matching grant and subcontractors efforts to procure fertilizers to the farmers.

Adapting program to meeting needs of partners to reach targets

WCF's experience with the Growth Fund emphasizes the need to build the program based on the needs and input of the partners. The success and sustainability of the Growth Fund required the buy-in and participation of the partners. WCF should have ensured that the model to be implemented fits in with the national and individual companies' strategies. This includes not only geographical coverage but also assessing the value of the investment for all of the donors.

The lack of the matching grant partners' interest in the Growth Fund became apparent by Q3 of 2014. WCF then proceeded to discuss the program, obstacles and steps with the partners, TechnoServe and the financial institution. This assessment was shared during the November Steering Committee meeting in which the members decided to change course for input finance. WCF is currently conducting an assessment in order to improve the CLP input finance model to better meet the needs of the matching grant partners (see Inputs section)

Alignment of M&E

In the development of the CLP II baseline overall M&E strategy, it became apparent that the company partners have very different internal M&E systems and great variation in their own M&E capacities. As discussed prior, some partners collect very detailed information on all of the farmers they serve. Other partners collect very minimal data. WCF consulted with each of the partners individually to assess their current M&E structures and capacities. This was a key step for WCF to develop an M&E structure for CLP that aligned as much as possible with the matching grant partners in order to ensure quality data is captured while minimizing the additional burden on the partners. In some cases, WCF further consulted with the matching grant partners to determine how WCF can support them to collect additional data not currently part of their systems.

Alignment with CocoaAction

CLP members agree that there needs to be directly aligned with CocoaAction. As mentioned above, CocoaAction can provide the avenue for CLP to outline its key components in line with a global strategy that galvanizes efforts of private companies towards common goal of achieving cocoa sustainability. Thus, it provides a good foundation based upon which the key components of CLP are defined, implemented and measured. CocoaAction will also increase CLP's exposure to a wider audience which may lead to greater public and private sector support moving forward. Likewise, CLP will directly contribute to the companies' commitments set within CocoaAction. Moving forward, WCF and its partners will work towards directly aligning programs.