



OXFAM

Oxfam analysis and recommendations to Mars, Mondelez, and Nestle on gender equality in the cocoa sector

October 31, 2014

In the spring of 2013, Oxfam's Behind the Brands initiative launched a campaign to urge food and beverage companies to do more to ensure equal rights and treatment of women in their supply chains. The campaign focused on Mars, Mondelez and Nestle, who together source nearly 30 percent of the world's cocoa, and urged them to step up efforts to address endemic inequality and discrimination in their cocoa supply chains. More than 100,000 people, as well as concerned investors and other groups, joined Oxfam to call on these companies to understand how women in their cocoa supply chains are faring and create aggressive action plans to increase gender equality in the production of their ingredients. By April 2013 all three companies stepped up and made commitments to conduct impact assessments within their supply chains and to publish clear action plans to address the issues raised by these impact assessments. Oxfam commended these commitments as an important step toward tackling gender inequality.

Now, over a year later, Oxfam commissioned an [independent evaluation](#) of the progress companies have made in fulfilling their commitments. The evaluation provides an analysis of [four gender impact assessments](#) and action plans published by the world's "Big Three" chocolate companies in Côte d'Ivoire (all three) and Ghana (just Mondelez). Oxfam funded this objective review of company progress to ensure an effective monitoring process of the commitments and mutual accountability for the companies involved. This evaluation is a tool to help assess whether companies are meeting their public commitments.

The independent evaluation was conducted by Man-Kwun Chan¹, a respected expert on gender issues in agricultural supply chains. Before publishing the evaluation, all three companies and Oxfam were given the opportunity to comment on a draft of the report and offer feedback on the findings.

Oxfam finds the general conclusions and recommendations in the consultant's evaluation to be sobering but encouraging. We recognize that each company has specific strengths in addressing gender equality in the cocoa supply chain and we applaud Mars, Mondelez and Nestle for taking these necessary initial steps. We recognize that all three are making significant progress with respect to:

- Serving as pioneers in the cocoa sector to address gender inequality in the supply chain.
- Delivering their impact assessments and action plans within the committed timeline.
- Demonstrating their commitment to women farmers and workers by designing and implementing activities and trainings in local cocoa communities where women and men can equally strengthen their capacity and agency.

¹ Man-Kwun Chan is a social development and corporate social responsibility (CSR) professional with over 20 years' experience in a wide range of sectors and roles, with substantial overseas experience in 13 countries. For the last 6 years, Man-Kwun has worked as an independent consultant specialising in improving the gender, labour and social impacts of global business operations in developing countries. Her LinkedIn profile can be found at: <http://uk.linkedin.com/in/mankwunchan>.

- Being transparent about their process to tackle these issues and being open to our feedback.
- Leadership within [CocoaAction](#), which promises to be a collective effort by business to make industry-wide impact, with a particular focus on female cocoa producers.

However, we want to draw attention to some of the consultant's conclusions that all three companies, to varying degrees, have more work to do in order to deliver in full on the commitments made in 2013.

While each company brought strengths to this process and made positive steps towards gender equality in their cocoa supply chains, Mondelez's action plan at this point holds the most promise. Nestle's impact assessment was the most thorough but the company failed to take on board a majority of the recommendations in their action plan. Mars' impact assessment and action plan were the weakest of the three. We strongly believe Man-Kwun's report provides a thorough evaluation framework that can be used as guidance for improvements. Below is an outline of what Oxfam recommends that the companies address as a priority.

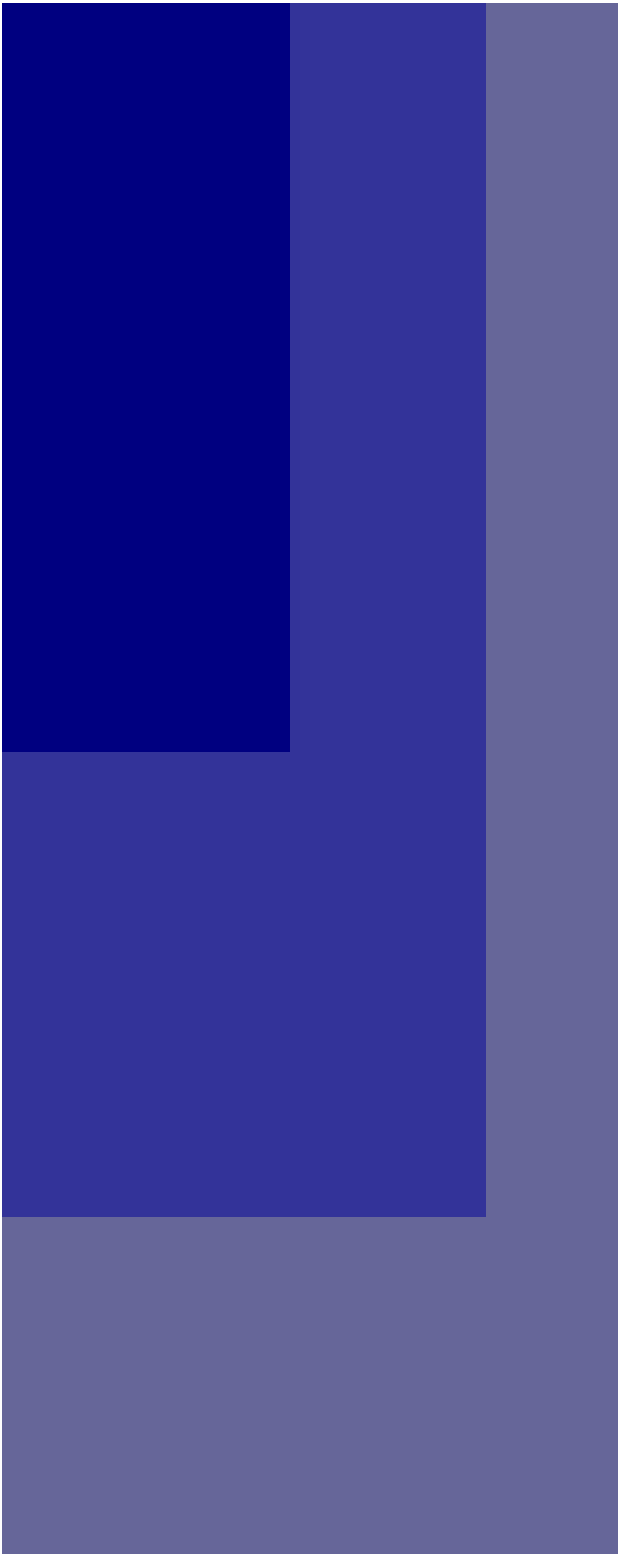
1. **All three companies** should:
 - Commission supplementary research on impacts faced by female waged workers and unpaid female family workers in Côte d'Ivoire (all three) and Ghana (just Mondelez).
 - Provide specific and actionable solutions to the constraints that prevent women from becoming direct cocoa suppliers in their supply chain.
 - Publicly clarify how and when they will publish and implement impact assessments and action plans in the next sourcing country (e.g. the second largest sourcing country for the company or a sourcing country where the feasibility for the company to implement the activities is favorable).
2. **Mars** should go much further and demonstrate they will substantially expand their research scope for Côte d'Ivoire in and beyond V4C communities by collecting quantitative data on gender inequalities experienced by women cocoa farmers, which includes: gender differences in access to production inputs and training, leadership opportunities, land tenure access, and discriminatory employment practices. In order to have a rigorous gender assessment and Action Plan, Mars should consult with a wide range of relevant stakeholders throughout the data collection process. Based on this new information, Mars should compile and publish a revised Action Plan for Côte d'Ivoire that addresses those issues and also responds to all of the recommendations made in the original gender assessment.
3. **Mondelez** should use the supplementary research on female waged worker and unpaid family workers to design two new activities within their Côte d'Ivoire and Ghana Action Plans. Mondelez should demonstrate what specific activities they are implementing to address women's lack of participation as direct suppliers and as members of cocoa producer groups, including women's lack or limited access to land rights and cocoa trees. In Ghana specifically, Mondelez should demonstrate a commitment to increase women's membership of cocoa producer groups and their participation in group governance.
4. **Nestle** should expand the ambition of their Action Plan to include other interventions besides training to include more cocoa producing communities. In the Action Plan Nestle should include specific activities that address issues faced by female waged workers on cocoa farms and in cocoa cooperatives. Nestle should demonstrate how they are gathering feedback on their Action Plan from women and male cocoa farmers, relevant female and male community leaders, government officials and other national and international women's rights organizations.

Between 2015 and 2018, all three companies should address the following to ensure the quality of impact assessments and action plans going forward in other sourcing countries:

1. Include a research team that has the necessary expertise in gender equality, labor issues, and supply chain management in order to carry out a comprehensive impact assessment.
2. The research team should be provided with guidance on the scope of the impact assessment with specific attention to critical issues such as unpaid and family female workers, gender discrimination of women workers on cocoa farms and in cocoa cooperatives, the diversity of stakeholders voices, and that the geography is varied enough to account for a broad representation of perspectives and issues.
3. Action plans take all of the impact assessment recommendations into account with a corresponding timeline that includes benchmarks and measurement mechanisms to continuously monitor progress.
4. External stakeholders should be consulted during the formulation of the action plan on a regular basis throughout duration of the action plan.
5. Ensure that progress to improve conditions for unpaid female family workers and female waged workers is fully captured in action plan activities.
6. Address steps taken to provide women cocoa farmers and waged workers with necessary training and education to increase their participation and empowerment.
7. Action plans give sufficient attention to the institutional sustainability of proposed activities, include commitments to mainstream gender priorities into core business practices, and make explicit commitments to commission independent evaluations of the action plans and publicly share the results.
8. Action plans clarify the objectives to be achieved, and the efforts to be undertaken, individually by the companies and collectively by CocoaAction.

We commend Mars, Mondelez, and Nestle for taking initial steps to see their commitments through. Oxfam continues to engage with all three companies to work on strengthening their commitments and transparency on gender equality. We are confident that this independent report promotes positive and achievable recommendations to all three companies for women cocoa farmers and that it also motivates other industry leaders to strengthen their commitments to women producers.

For more information on Behind the Brands: <http://www.oxfam.org/en/grow/campaigns/behind-brands>



**Independent evaluation of
Mars, Mondelez
International and Nestlé
gender assessments and
actions plans for their
cocoa supply chains in
Côte d'Ivoire and Ghana**

Commissioned by Oxfam's Behind the
Brands Initiative (October 2014)

By Man-Kwun Chan

About the author

Man-Kwun Chan is a social development and corporate social responsibility (CSR) professional with over 20 years' experience in a wide range of sectors and roles, with substantial overseas experience in 13 countries. For the last 6 years, Man-Kwun has worked as an independent consultant specialising in improving the gender, labour and social impacts of global business operations in developing countries. Recent consultancy assignments include researching and writing the gender components of a high profile Oxfam report on the policy implications of large-scale land-based investments¹, and researching and writing a comprehensive guidance document for international food companies on how to improve opportunities for women in smallholder-based supply chains (for the Bill & Melinda Gates Foundation)². Man-Kwun's LinkedIn profile can be found at: <http://uk.linkedin.com/in/mankwunchan>.

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¹ www.oxfam.org/en/grow/policy/tipping-balance

² <https://docs.gatesfoundation.org/Documents/gender-value-chain-guide.pdf>

Executive Summary

This report presents the findings of an independent evaluation commissioned by Oxfam's Behind the Brands (BtB) campaign, and provides an analysis of four gender assessments (GAs) and action plans (APs) published by the world's "Top 3" chocolate companies in the summer of 2014.

BtB aims to provide consumers with the information they need to hold the world's largest 10 food and beverage companies to account for what happens in their supply chains, including what these companies do to support women in their supply chains. As part of their BtB commitments, Mars, Mondelez International and Nestlé agreed to conduct and publish GAs in one or more sourcing countries to assess the opportunities and challenges faced by women cocoa producers in their supply chains, and to develop and publish APs to address key constraints identified by these assessments. By the end of July 2014, all three brands had published GAs and APs for Côte d'Ivoire, the largest cocoa exporting country in the world; in addition, Mondelez International also published a GA and AP for Ghana.

In May 2014, Oxfam commissioned an independent expert analysis of these GAs and APs to assess their strengths and weaknesses and identify recommendations for improvement. To ensure that the evaluation was objective, rigorous and transparent, a common evaluation framework was developed based on a review of relevant literature. The framework benchmarks the GAs and APs against known gender constraints in cocoa supply chains and current best practices as regards the management of these constraints. The key findings and recommendations from the independent evaluation are summarised below.

Key common observations about the GAs and APs

Overall, the GAs and APs represent a significant step towards the mainstreaming of gender priorities into the supply chain operations of the world's largest cocoa companies. However, there is substantial room for improvement by all four brands, as the average scores for the four GAs and APs indicate:

Company (country)	Average Score (out of 10)	
	GA	AP
Mars	4.5	2.8
Mondelez International (Côte d'Ivoire)	4.3	5.8
Mondelez International (Ghana)	2.8	5.7
Nestlé	6.5	3.8

Key observations about the GAs

Existing knowledge shows that the key types of gender constraints found in export cocoa supply chains are similar between countries and regions. In contrast, the range of gender concerns identified by the GAs varied substantially between each assessment, reflecting both the varying skill profiles of the research teams and also the lack of clear guidance provided on the desired scope of the GAs. The Nestlé assessment stood out from the rest as being the strongest study overall, and also as being the only assessment that explored issues facing women workers (waged workers and unpaid family workers) in any depth. The other three GAs leave significant room for improvement in terms of the scope and/or quality of research.

Key observations about the APs

The two Mondelez International APs stood out as being reasonably comprehensive and significantly stronger than that of the other two brands³, with the Mars and Nestlé APs

³ It should be noted however that the Ghana AP did not include any new commitments or activities.

needing substantial strengthening. However, all four APs leave room for improvement, with a number of common and substantive weaknesses found across the board. These include: absent or limited commitments to improve the situation of women working as waged labour and unpaid family labour; weak commitment to mainstream gender priorities into core business/supply chain management practices (the APs focus primarily on addressing gender constraints within the confines of brands' existing community development programmes); and lack of explicit commitment to ensure transparency of the APs' progress and outcomes.

In addition, common weaknesses found across the three Côte d'Ivoire APs include: insufficient attention given to the institutional sustainability of proposed activities; and limited activities to address the underlying constraints that prevent women from becoming direct suppliers, in particular gender inequalities in land rights and access.

Key recommendations

Recommendations for strengthening the existing APs for Côte d'Ivoire and Ghana

Mars, Mondelez International and Nestlé should strengthen their existing APs for Côte d'Ivoire and Ghana in the following ways:

- **Better address researchers' recommendations**, ensuring that *all* of the broad activity areas proposed by the GA researchers are addressed at least to some extent.
- **Add or substantially strengthen activities and targets aimed at improving the situation of female waged workers and unpaid female family workers.**
- **Better address the underlying constraints that prevent women from becoming direct cocoa suppliers**, in particular women's unequal rights and access to land and cocoa trees.
- **Add appropriate activities aimed at improving the provision of basic services and infrastructure that free up women's time.** Without such interventions, many women will remain unable to benefit from other opportunities provided by the AP.
- **Give more attention to ensuring the institutional sustainability of proposed actions**, for example by improving women cocoa farmers' access to relevant government services
- **Add/strengthen activities to mainstream key gender priorities into core business practices**, eg, supply chain-wide measures to increase women's participation as direct suppliers.
- **Add explicit commitments to publicly share progress and outcomes from the gender AP.**

Recommendations for future GAs and APs in other sourcing countries

To ensure the quality of future GAs to be conducted in other sourcing countries, the brands should give greater attention to recruiting researchers with the full mix of skills and field experience required to conduct the GA effectively, including in particular skills and experience of supply chain labour conditions. In addition, brands should provide more detailed guidance to researchers on the desired scope of the GAs, drawing on relevant sections of the evaluation framework (see **Appendix 1**).

To ensure the quality of future APs, the brands should make sure that the planned activities address all key areas of concern and all key recommendations highlighted in the corresponding GA, and in particular include activities to address constraints faced by female waged workers and unpaid female family labour. In addition, the brands should give sufficient attention to the institutional sustainability of proposed activities, include commitments to mainstream gender priorities into core business practices, and make explicit commitments to commission independent evaluations of the APs and publicly share the results.

Chapter 1: Introduction

1.1 Background and rationale for this report

This report presents the findings of an independent evaluation commissioned by Oxfam's Behind the Brands campaign, and provides an analysis of four gender assessments and action plans published by the world's "Top 3" chocolate companies in the summer of 2014.

Behind the Brands (BtB) is part of Oxfam's GROW⁴ campaign to help create a world where everyone has enough to eat. BtB targets the world's 10 largest food and beverage companies, since they have enormous influence over the global food system, including how food is produced, the way resources are used and the extent to which the benefits trickle down to the marginalised millions at the bottom of their supply chains. BtB aims to provide consumers with the information they need to hold the "Big 10" to account for what happens in their supply chains. Central to the campaign is the BtB Scorecard, which assesses the agricultural sourcing policies of these companies based on publicly available information. The scorecard looks at seven themes, one of which is "women farm workers and small-scale producers in the supply chain".⁵

The **Women Cocoa Roadmap** represents commitments made by the "Big 3" chocolate companies – Mars, Mondelez International and Nestlé – under the "women" theme of the BtB campaign. In response to campaign demands, all three companies made public commitments to start tackling gender inequality in their cocoa supply chains. As a key part of these commitments, the three brands agreed to conduct and publish impact assessments in one or more sourcing countries to assess the opportunities and challenges faced by women cocoa producers in their supply chains, and subsequently to develop and publish action plans to address key gender constraints identified by these assessments.⁶ By the end of July 2014, all three brands had published **gender assessments (GAs)** and **action plans (APs)** for Côte d'Ivoire, the leading global cocoa exporter; in addition, Mondelez International also published a GA and AP for Ghana.

In May 2014, Oxfam commissioned an **independent and expert analysis** of these GAs and APs in order to assess their strengths and weaknesses, and to identify recommendations as to how the APs could be strengthened. This report presents the findings from this evaluation.

1.2 Purpose and audiences of this report

By publishing the findings and recommendations from the independent evaluation, it is hoped that this report will:

- Reinforce the accountability of Mars, Mondelez International and Nestlé in terms of delivering on the commitments contained in their existing gender action plans
- Encourage these brands to strengthen their GAs and APs for Côte d'Ivoire/Ghana where needed
- Help ensure that subsequent cocoa GAs and APs to be developed for other sourcing countries will be robust and comprehensive.

⁴ <http://www.oxfam.org/en/grow/>

⁵ <http://www.behindthebrands.org/en/about>

⁶ <http://www.behindthebrands.org/en/campaign-news/women-cocoa-roadmap>

As such, the report is aimed primarily at the three brands concerned. However, additional target audiences include: other food brands targeted by BtB; members of the general public supporting the BtB campaign; and other stakeholders with an interest in increasing the accountability of global brands with respect to gender issues in their supply chains.

1.3 Methodology – how the gender assessments and action plans were evaluated

1.3.1 Key principles underlying the evaluation methodology

Two key principles underpin the methodology used for the independent evaluation of the GAs and APs:

- A **common evaluation framework** (i.e., a shared set of assessment criteria and indicators) was used for all four GAs and APs. This was considered to be important to: (a) provide a reasonable degree of rigour and objectivity to the evaluation, thereby allow meaningful comparison of the GAs and APs between the three companies; (b) ensure that the evaluation methodology was transparent; and (c) provide a framework that can also be used to evaluate subsequent cocoa GAs and APs to be developed for other sourcing countries (and that can potentially be adapted for assessing future gender assessment and action plans for other food sectors/supply chains).
- The GA and APs were **benchmarked against existing knowledge and good practice**. Thus, the GAs were evaluated based on the extent to which they identified known gender concerns within global cocoa supply chains. The APs were evaluated based partly on the extent to which they addressed these known gender constraints, and also on the extent to which they incorporated relevant aspects of current best practice as regards management of gender issues in global food supply chains. The process of developing the evaluation framework therefore involved a review of selected secondary literature⁷.

1.3.2 Overview of the evaluation framework

The evaluation framework consists of four sets of criteria and indicators, two sets relating to the evaluation of the GAs and two relating to the APs:

- **Criteria C-1-1 to C-1.6 assess the strength of the research methodology used for the GAs**, addressing for example the experience and skills of the research team, the appropriateness of the data collection methods used and the range of stakeholders consulted
- **Criteria C-2.1 to C-2.6 evaluate the extent to which the GAs cover the range of gender constraints known to affect women in cocoa supply chains**, assessing for example the extent to which GAs identify and analyse gender differentials in access to production inputs, women's low representation in producer groups, and gender discrimination experienced by women workers.
- **Criteria C-3.1 to C-3.6 evaluate the extent to which the AP addresses the key gender concerns identified by the GA**, and the extent to which proposed activities address the range of gender constraints outlined in C-2.1 to C-2.6
- **Finally, criteria C-4.1 to C-4.7 assess the overall quality and comprehensiveness of the AP**, for example the extent to which the AP addresses the GA's recommendations, whether the AP includes clear timelines and concrete targets for key activities, and whether adequate monitoring and evaluation mechanisms are specified.

⁷ A list of literature reviewed can be found in the working paper: Chan (2014) *Evaluation framework: Independent evaluation of cocoa gender assessments and action plans*, a copy of which can be obtained here: <http://www.oxfam.org/en/grow/research/women-and-cocoa-evaluation>

A summary version of the evaluation framework, listing all the criteria and specific indicators, can be found in **Appendix 1**. The full evaluation framework can be obtained here:

<http://www.oxfam.org/en/grow/research/women-and-cocoa-evaluation>

1.3.3 Scoring system

Reflecting the scoring system used for the Behind the Brands (BtB) Scorecard, each criterion was given a score of 1 to 10 (10 being the best), with different sub-scores allocated for each specific indicator. Performance levels against each criterion were classified as follows:

- A score of between 0 to 3 was classified as “needs strengthening” (colour code: red)
- A score of between 3.5 to 6.5 was classified as “fair” (colour code: amber)
- A score of between 7 to 10 was classified as “strong” (colour code: green)⁸.

1.4 Limitations of the evaluation

As far as the Consultant is aware, this evaluation framework represents the first attempt to develop a systematic methodology for assessing global food brands’ engagement on gender issues within their supply chains. As such, it is in many respects a “prototype” that is inevitably imperfect and will require further development and refinement. Thus, in the process of applying the framework to the four GAs and APs, the Consultant identified some degree of duplication between several specific indicators and a few gaps in coverage. Nevertheless, the Consultant believes that the existing framework is sufficiently robust to provide a reliable assessment and meaningful comparison of the four GAs and APs.

One specific limitation of the methodology should be borne in mind when reading this report. In line with BtB’s core focus on transparency, the evaluation was only able to take into account information in the public domain. In some cases, this has created anomalies in the detailed evaluation results, for example in relation to C-3.1. Thus, there are a few instances where the quality of the GA methodology would indicate that the researchers had highly relevant skills, but the GA could not be scored highly against C-3.1 because the report did not provide explicit information about the researchers’ experience and skills. Nevertheless, the Consultant believes that this limitation did not substantively influence the overall scores achieved by the various GAs and APs.

1.5 Structure of the report

The rest of the report is structured as follows:

- **Chapters 2 – 5** present the specific findings and recommendations for each of the four GAs and APs (Chapter 2 – Mars; Chapter 3 – Mondelez International, Côte d’Ivoire; Chapter 4 – Mondelez International, Ghana; and Chapter 5 – Nestlé)
- **Chapter 6** presents the Consultant’s general observations arising from the review of the four GAs and APs
- **Chapter 7** presented the Consultant’s general recommendations, which respond to the general observations outlined in Chapter 6.

⁸ Note however that the **performance classification** system differs from that used in the main BtB Scorecard.

Chapter 2: Evaluation of Mars' gender assessment and action plan for Côte d'Ivoire

2.1 Introduction

Chapter 2 presents findings from the Consultant's evaluation of Mars' GA⁹ and AP¹⁰ for its cocoa supply chain in Côte d'Ivoire. This chapter is structured as follows:

- **Section 2.2** provides key observations arising from the evaluation of Mars' GA and AP
- **Section 2.3** provides specific recommendations for Mars, focusing on actions that are needed to address the key gaps and weaknesses identified
- **Sections 2.4 and 2.5** present the detailed evaluation of Mars' GA and AP against the common evaluation framework as described in **Appendix 1**.

2.2 Key observations

Whilst Mars' GA for Côte d'Ivoire has some notable strengths, the depth and comprehensive of the field research needs substantial strengthening. The limited coverage of issues in the GA is directly reflected in the corresponding AP, which therefore also needs strengthening across a substantial number of areas.

The Gender Assessment achieved an average score of 4.5/10 ("fair"), with 5 (42%) of the criteria scored as "needs strengthening", 4 criteria scored as "fair", and 3 as "strong". The GA has some notable strengths: for example, the researchers' recommendations are detailed and comprehensive, and the study provides a strong assessment of underlying gender inequalities in V4C communities (C-2.1) and the extent of gender mainstreaming within existing V4C interventions (C-2.6). However, the GA has a number of substantial gaps and weaknesses, in particular the insufficient depth and comprehensiveness of the field research, leading to no or very limited investigation of 4 of the 6 key areas of concern (C-2.2 – C-2.5)¹¹. Given the narrow scope of issues covered by the field research, and the fact that this limitation is directly reflected in the restricted scope of the action plan, it is the Consultant's view that Mars needs to commission a supplementary GA in Côte d'Ivoire to address these gaps.

The Action Plan achieved an average score of 2.8 ("poor"), with 8 of the 13 criteria (62%) scored as "needs strengthening"¹², 5 criteria scored as "fair", and no criteria scored as "strong". The relative weakness of the AP can partly be attributed to the gaps in the GA. However, even based on the limited scope of information provided in the GA, the AP could have been considerably stronger if Mars had responded more comprehensively to the researchers' recommendations (which, unlike the field research, actually address the majority of issues covered by the evaluation framework). Thus, building on the findings from the supplementary GA, the existing AP needs to be revised and strengthened substantially, particularly with regard to the scope of issues covered.

⁹ <http://cocoasustainability.com/wp-content/uploads/2013/12/A-Sustainably-Thriving-Cocoa-Sector-for-Future-Generations-As-Publicly-Released1.pdf>

¹⁰ <http://cocoasustainability.com/wp-content/uploads/2014/06/Mars-Action-Plan-to-Address-Gender-Issues-within-V4C-FINAL-06-27-14-.pdf>

¹¹ Mars' feedback to Oxfam (18 August 2014) points out that the sector-wide scope of the V4C program means that V4C cocoa farmers and households are not necessarily involved in Mars' direct cocoa supply chain, and that therefore the GA – whose scope was limited to V4C farmers - was not in a position to address the issues outlined in C-2.2 to C-2.5 with respect to Mars' own cocoa suppliers. However, it is the Consultant's view that the issues addressed in C-2.2 – C-2.5 are equally relevant to women cocoa farmers/workers regardless of whether they supply Mars or other brands/markets, and that therefore the GA should have addressed these issues even if the scope of the research was limited to V4C farmers/households.

2.3 Recommendations

2.3.1 Recommendations relating to Côte d'Ivoire cocoa supply chain

Ma-R-1	MARS should commission supplementary field research with selected V4C communities, in order to address the main information gaps and methodological weaknesses in the original GA, including:
Ma-R-1a	Collection of relevant quantitative data on key indicators covering the main gender issues described in the evaluation framework (in particular C-3.1 – C-3.6), including collection of data that can be used as a baseline against which future V4C progress on gender equality can be assessed
Ma-R-1b	Collection of more detailed qualitative information on the following key gender issues: women's lower participation as direct cocoa suppliers (C-2.2), female direct suppliers' poorer access to production inputs (C-2.3), the predominance of and constraints faced by unpaid female family workers (C-2.4), and discrimination faced by female waged workers (C-2.5).
Ma-R-1c	Throughout the field research, all key information collected on women cocoa farmers should be disaggregated by employment status (i.e., distinguishing whether information relates to direct cocoa suppliers, unpaid family labour, and/or waged labour).
Ma-R-2	Following completion of the supplementary GA (Ma-R-1), MARS should compile and publish a revised AP for Côte d'Ivoire that addresses the following concerns:
Ma-R-2a	The range of issues covered under "Basis of Action Plan" should be substantially expanded to more comprehensively address all relevant gender areas of concern as per C-3.1 – C-3.6. Specifically, it should respond more thoroughly to the recommendations made by the researchers in the original GA, covering at least all the main areas of proposed intervention if not all the detailed recommendations. The "Basis of Action Plan" should also specifically respond to the main additional gender constraints identified in the supplementary GA ¹³ .
Ma-R-2b	The monitoring and evaluation aspects of the AP should be strengthened, in particular increasing the range of gender-related key performance indicators (KPIs) to be monitored to cover the main gender issues outlined in C-2.1 – C-2.6 ¹⁴
Ma-R-2c	The Phase 2 "Action Plan Steps" should incorporate consultation with a wider range of relevant stakeholders when preparing the detailed intervention plan for Phase 3. More concrete commitments should also be made regarding what this detailed intervention plan will include.

2.3.2 Recommendations relating to other sourcing countries

Ma-R-3	When commissioning future GAs in other cocoa sourcing countries, MARS should take adequate steps to ensure the quality of the research, including:
Ma-R-3a	Give greater attention to recruiting researchers with the full mix of skills and field experience required to conduct the GAs effectively (see General Recommendation G-R-2a)
Ma-R-3b	Provide more detailed guidance to researchers on the desired scope of the gender assessment (see General Recommendation G-R-2b)
Ma-R-3c	Allocate sufficient funds to ensure the quality of field research (including allowing for enough time to be spent on conducting all relevant field interviews and surveys)
Ma-R-3d	Address the specific methodological gaps and concerns outlined under Ma-R-1.

¹³ It is recognised that V4C is currently in the early stages of mainstreaming gender concerns across program activities. Nevertheless, the Consultant believes it is both important and possible to ensure that the "Basis for Action Plan" addresses *all* relevant areas of concern outlined in C-3.1 – C-3.6, even if initial commitments focus only on pilot activities and/or set modest targets for some activity areas

¹⁴ In feedback provided by Mars (18 August 2014), the company states the intention to strengthen its gender KPIs and ensure better gender disaggregation of key indicators under the overall monitoring and evaluation framework for V4C. However, no reference is made to any public commitments in this regard

2.4 Detailed evaluation of gender assessment (GA)

2.4.1 Gender assessment – strength of research methodology

<i>Evaluation Criteria</i>	<i>Score</i>
C-1.1 Experience, skills and qualities of research team	4.5
I-1.1.1: Both researchers are independent consultants; from the information provided there is no reason to question their independence from MARS or V4C	2 (2)
I-1.1.2: Both researchers have strong experience in gender and social development issues	2 (2)
I-1.1.3- I-1.1.4: Based on the information provided, neither researcher has prior experience of the smallholder agricultural sector or global agricultural supply chains	0 (3)
I-1.1.5: Based on the information provided, it appears likely that the researchers have prior experience of engaging with relevant institutional stakeholders; however there is no evidence of prior engagement with male or female cocoa farmers or workers	0.5 (1.5)
I-1.1.6: Based on the information provided, neither researcher has expertise in labour issues	0 (1.5)
C-1.2 Data collection methods used	3
I-1.2.1: Comprehensive literature review conducted (over 120 documents reviewed)	2 (2)
I-1.2.2: The GA reports that FGDs and participatory observation were used, but no details were provided of how these were conducted or what topics they addressed	0.5 (2)
I-1.2.3: No information was provided about conditions under which FGDs with farmers were conducted	0 (2)
I-1.2.4: Very little quantitative data was collected from the field research	0 (2)
I-1.2.5: The field research sample included one “control” village in which V4C has not yet been active; however, is it not clear how the data from this control village was used for assessing V4C gender impacts. The overall lack of quantitative data further exacerbates the lack of a sufficient baseline dataset against which future progress on gender equality can be measured	0.5 (2)
C-1.3 Range of respondents/stakeholder views consulted	6
I-1.3.1 – I-1.3-3: FGDs were conducted with 250 women, but not specified whether they were direct suppliers, unpaid family workers, or waged workers. <i>Over 25 key informant interviews (KIIs) conducted in total.</i>	2 (5)
I-1.3.4: Field research included interview with female-led co-operative, but no consultation with women’s groups/leaders within target communities	0.5 (1)
I-1.3.5: FGDs conducted with 125 men	1 (1)
I-1.3.6: KIIs were conducted with Oxfam staff, but not with local CSOs	0.5 (1)
I-1.3.7: KIIs were conducted with MARS and V4C staff/managers	1 (1)
I-1.3.8: KIIs were conducted with government officials, relevant international institutions and researchers	1 (1)
C-1.4 Strength of analytical framework and presentation of findings	4.5
I-1.4.1: Lack of explicit and clear overall analytical framework, although key concepts and analysis used were broadly relevant	1 (2.5)
I-1.4.2: Theoretical approach and analysis covered most relevant issues	1.5 (2.5)
I-1.4.3: Many points repeated several times; often lack of specific evidence to back up general statements; and actual field research findings presented did not capture some key aspects of conceptual framework (e.g., distinction between women cocoa farmers by employment status)	2 (5)
C-1.5 Geographical scope of assessment	6
I-1.5.1: Côte d’Ivoire is largest cocoa exporter globally	3 (3)
I-1.5.2: GA included consultation with a significant number of female and male cocoa farmers (300 and 125 respectively), although it is not clear what proportion this represents of the total number of cocoa farmers involved in V4C and in Mars’ total cocoa supply chain in Côte d’Ivoire	1.5 (2)
I-1.5.3: The farmer interviews were conducted in 3 V4C and 1 “control” village	1 (2)
I-1.5.4: Beyond the single “control” village, no attempt was made to assess the conditions of cocoa farmers in Mars’ broader Ivorian cocoa supply chain beyond V4C communities	0.5 (3) ¹⁵
C-1.6 Robustness of assessment of any on-going activities and achievements	7
I-1.6.1 and I-1.6.2: Provides balanced and useful critique of V4C’s overall approach to gender issues, with specific examples/evidence given in some, but not all, relevant areas	4 (7)
I-1.6.3: Includes recommendations to: address underlying gender inequalities (through gender sensitisation activities for women and men); improve women’s participation as direct suppliers (by engaging supply chain partners on gender issues); improve women farmers’ access to production inputs (e.g., by strengthening training and recruitment of female V4C extension officers); improve the distribution of benefits to waged and unpaid female labour (through establishment of women workers’ associations); and strengthen gender mainstreaming in community development interventions (e.g., through gender training for V4C staff, and ensuring routine monitoring of key	3 (3)

¹⁵ It should be noted that, in Mars’ public commitments related to BtB as published in March 2013 (<http://www.mars.com/global/press-center/press-list/news-releases.aspx?SiteId=94&Id=3990>), the scope of its planned GA in Côte d’Ivoire was clearly limited to V4C communities from the outset. However, it is the Consultant’s view that the scope of the GA should also have addressed key gender issues across Mars’ wider Ivorian cocoa supply base, in line with BtB’s generic asks under the Cocoa Roadmap.

gender-related KPIs)	
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2.4.2 Gender assessment – coverage of relevant gender issues

Evaluation Criteria	Score
C-2.1 Underlying gender inequalities	7
I-2.1.1: Includes assessment of formal and customary laws regarding women's land tenure rights; however the assessment is brief and not very specific	0.5 (1.5)
I-2.1.2: Includes detailed assessment of gender differentials in access to education and literacy levels	1.5 (1.5)
I-2.1.3: GA includes data on women's representation in district, regional and national level government structures; and includes identification of male dominance in community-level governance structures and the impact of this on women's ability to benefit from V4C activities. However, the GA provides little analysis of women's marginalisation in decision making at household level	1 (1.5)
I-2.1.4: GA identifies and provides specific evidence of women's relative time poverty compared to men, and identifies women's responsibility for reproductive work as a key influencing factor	1.5 (1.5)
I-2.1.5: GA refers several times to women's predominance as unpaid family labour rather than as farm owner-managers; however this is only mentioned in conceptual terms, and no specific evidence is provided either for target communities or more broadly	0.5 (1)
I-2.1.6: GA does not refer to gender differentials in food security status	0 (1)
I-2.1.7: GA includes clear identification of underlying patriarchal norms and the impact these have on women cocoa farmers	2 (2)
C-2.2 Women's lower participation as direct cocoa suppliers¹⁶	2.5
I-2.2.1: Women's lack of representation as farm owner-managers is mentioned, but no specific evidence/data is provided, and this trend is not directly linked to women's poor representation as direct cocoa suppliers	0.5 (2)
I-2.2.2: Women cocoa farmers' lower participation in co-operatives is mentioned, but no data/evidence is provided	0.5 (2)
I-2.2.3: Women's low representation in co-operative governance structures is mentioned, but no data/evidence is provided for relevant co-operatives /groups	0.5 (2)
I-2.2.4: Inappropriate group membership criteria are mentioned, and specific evidence is provided	1 (2)
I-2.2.5: No additional constraints to women's representation in producer group governance structures are identified	0 (2)
C-2.3 Female direct suppliers' poorer access to production inputs	2.5
I-2.3.1: Briefly mentions women's inferior access to production inputs in general terms, but no data/specifics are provided	0.5 (4)
I-2.3.2: The literature review identifies some constraints to women's training access in general terms, and field research identified predominance of male extension staff and male "lead farmers" as specific constraints in V4C communities	1 (2)
I-2.3.3: Some constraints to credit access are identified, but the information provided is vague and not specific to focus communities	0.5 (2)
I-2.3.4: The impact of domestic responsibilities on time poverty is briefly mentioned as a general point, but is not specifically identified as an issue in focus communities	0.5 (2)
C-2.4 Unpaid female family labour: predominance and unequal share of benefits	2.5
I-2.4.1 and I-2.4.2: Women's predominance as unpaid family labour, and the significant amount of labour provided by these women on male-owned cocoa farms, are mentioned in the literature review as general trends found in West Africa. However, neither issue is investigated in the field research undertaken in V4C communities	0.5 (4)
I-2.4.3: The GA does not investigate other (non-labour) costs borne by unpaid female family workers	0 (2)
I-2.4.4 and I-2.4.5: The tendency for female unpaid family workers to receive little if any of the income from cocoa sales, and their lack of control over how cocoa income is spent, are mentioned as general trends across export supply chains in Africa. However, neither issue is investigated in the field research undertaken in V4C communities. Nevertheless, the recommendations do include one specific activity (establishment of women workers' associations) that explicitly aims to improve the distribution of cocoa farming benefits to unpaid female family workers on cocoa farms	2 (4)
C-2.5 Female waged labour: discriminatory employment practices	0
I-2.5.1 – I-2.5.7: The GA does not address the prevalence or characteristics of female waged workers on/in cocoa farms, plantations or producer co-operatives	0 (10)
C-2.6 Lack of gender mainstreaming in community development interventions	8
I-2.6.1: GA assesses the overall extent of gender mainstreaming within V4C program design, and	2 (2.5)

¹⁶ The term "direct suppliers" is used in this report to refer to (women) cocoa farmers who are recognised as the named supplier by the direct cocoa buyer (eg, cocoa cooperative, processing or trading company), as opposed to the majority of women farmers who work as unpaid family labour and are therefore not recognised as suppliers in their own right. Note that in this context, a "direct supplier" may be selling their product to an intermediary buyer rather than selling "directly" to the Brand in question.

specifically assesses the extent to which V4C (via ANADER) seeks input of female community members in needs prioritisation and design of community development plans. However, it does not assess other specific aspects of gender mainstreaming in project design, e.g., setting of gender equality targets	
I-2.6.2: The GA assesses: (a) gender awareness/skill levels of V4C and partner organisation (ANADER) staff, and the extent to which staff address gender issues in their engagement with local communities; (b) female representation on project-related governance structures and the impact of this on the priority given to women's needs; and (c) strength of Monitoring and Evaluation (M&E) procedures from a gender point of view	2.5 (2.5)
I-2.6.3: GA identifies systematic side-lining of women's priorities due to male-dominated governance structures, but does not specifically assess whether women's longer term strategic needs are being addressed	2 (2.5)
I-2.6.4: GA includes a broad assessment of the extent to which women and girls have benefited from V4C interventions to date; however, no information is provided on the quantity or quality of benefits/services provided	1.5 (2.5)

2.5 Detailed evaluation of action plan (AP)

2.5.1 Action plan – extent to which key gender issues are addressed

Evaluation criteria and indicators	Score
C-3.1 Addressing underlying gender inequalities	2.5
I-3.1.1-I-3.1.3: The AP does not include gender training for male or female community members/farmers, and does not include any measures to increase women's access to land	0 (6)
I-3.1.4: AP commits to monitoring girls' primary school attendance rates, but does not include any proactive interventions to improve girls' attendance/participation	0.5 (2)
I-3.1.5-I-3.1.7: The AP commits to engaging with WCF and other stakeholders on gender issues (see I-4.6.2). V4C is in itself a sector-wide initiative that is not limited to Mars' own cocoa supply chain, and one of its core aims is to demonstrate and promote good practice within the cocoa sector. V4C's commitment to addressing gender inequalities is thus expected to influence other stakeholders within the broader cocoa sector within Côte d'Ivoire	2 (2)
C-3.2 Improving women's participation as direct cocoa suppliers	0.5
I-3.2.1-I-3.2.4: AP does not include any activities or commitments to proactively source from women's producer groups, ensure women's representation in the management of supply chain companies, ensure gender-equitable eligibility criteria for becoming a direct cocoa supplier/producer group member, or encourage men to give a share of their land and/or cocoa trees to their wives	0 (7)
I-3.2.5: AP includes a general commitment to monitor women's participation in leadership "within the communities", but does not include any specific activities to monitor and/or strengthen women's involvement in the leadership of <i>cocoa producer groups/co-operatives</i>	0.5 (3)
C-3.3 Improving female direct suppliers' access to production inputs	1.5
I-3.3.1-I-3.3.2: AP does not include any commitment to improve women's access to local input provision schemes or to improve the gender capacity of relevant local institutions	0 (3)
I-3.3.3: AP commits to increasing female participation rates in (a) V4C Good Agricultural Practices training (from <10% to at least 20% by end 2015), and (b) Cocoa Village Center (CVC) training (from <5% to at least 20% by early 2016)	1 (1)
I-3.3.4: AP does not include any activities or measures to ensure that training methods used by V4C are women-friendly	0 (1)
I-3.3.5: AP includes a commitment to train women CVC operators ¹⁷	0.5 (1)
I-3.3.6-I-3.3.11: AP does not include any activities or measures to improve women's access to credit	0 (4)
C-3.4 Improving distribution of costs and benefits for unpaid female family labour	0
I-3.4.1-I-3.4.4: The AP does not include any commitments or activities to address constraints faced by unpaid female family workers on cocoa farms	0 (10)
C-3.5 Addressing gender discrimination experienced by waged workers	0
I-3.5.1-I-3.5.5: The AP does not include any commitments or activities to address constraints faced by female waged workers on coca smallholders, cocoa plantations or producer co-operatives	0 (10)
C-3.6 Mainstreaming gender in community development interventions	3.5
I-3.6.1: AP commits to partnering with local organisation(s) with relevant gender expertise to design/develop a detailed gender action plan for V4C; AP also sets gender participation targets for some relevant activities (see I-3.3.3, I-3.6.2)	1 (1.5)
I-3.6.2: V4C commits to: partnering with gender expert(s) to implement gender-related aspects of V4C; train program implementers and other partners on gender issues (at least 25 staff and implementers to be trained by end 2014); and achieve > 25% female participation rate in all committees and sub-committees under V4C's community development pillar	1.5 (1.5)

¹⁷ Assuming that CVC "operators" are trainers rather than just trainees/participants.

I-3.6.3: V4C commits to initiating and supporting at least 17 additional women's Income Generating Activities (IGAs) that involve diversification beyond cocoa by end 2015 (from a base of 5 IGAs in 2013)	1 (1)
I-3.6.4-I-3.6.8: AP does not include any commitments to: provide business and marketing skills training; provide basic service and infrastructure that help free up women's time; support the development of appropriate financial services for women; and/or facilitate women's access to relevant local support services	0 (6)

2.5.2 Action plan – overall quality

Evaluation Criteria	Score
C-4.1 Does the AP address the researchers' recommendations?	1
The researchers had 25 recommendations in total, all of which were judged to be relevant. The AP fully addressed 2 of these recommendations, partially addressed 2 further recommendations; the remaining 21 recommendations were not addressed.	1 (10)
C-4.2 Does the AP include new or strengthened commitments/activities?	5
Approximately half of the specific commitments/actions outlined in the AP clearly represent new or strengthened commitments towards gender equality. For the remaining actions/commitments, it is not clear from the information provided in the AP and GA whether these represent new/strengthened commitments.	5 (10)
C-4.3 Are individual actions robust, appropriate and sustainable¹⁸?	5
I-4.3.1: AP states that the intention is to develop a detailed action/implementation plan in the latter half of 2014, therefore the current AP does not include a detailed description of activities (i.e., how and by whom activities will be implemented). However, designated timeframes are provided for achievement of key milestones and completion of the detailed action plan	1 (2.5)
I-4.3.2: Most activity areas described in "Basis of Action Plan" have clear desired results and relevant concrete targets	2 (2.5)
I-4.3.3: The likely development impact of proposed actions is difficult to assess due to the lack of detailed information on specific activities; however, activity areas proposed are broadly appropriate	1 (2.5)
I-4.3.4: Most activity areas proposed have the potential to achieve sustainable impact; however, whether this potential is realised depends on the specific delivery mechanisms to be used (these are not specified in the current AP). Apart from the commitment to monitor women's participation in leadership at the community level, the AP does not include other specific activities aimed at embedding gender equality principles in relevant local institutions	1 (2.5)
C-4.4 Are adequate M&E and impact assessment mechanisms in place?	3
I-4.4.1: The GA did not provide an adequate baseline dataset (see I-1.2.5), and the AP does not address this gap	0 (2.5)
I-4.4.2: AP commits to monitor: the income of women involved in IGAs; girls' primary school attendance rates; and the number of women in leadership positions within communities, and their degree of influence. However, many relevant areas of concern are not covered by the proposed KPIs, and monitoring mechanisms to be used are not specified	1 (2.5)
I-4.4.3 and I-4.4.4: AP commits that "M&E results will be evaluated with the implementation partner and additional gender experts". However, the frequency and mechanisms for evaluation are not specified; no specific commitment is made to address under-performance against gender KPIs and AP targets; and the independence of the gender experts to be involved in the evaluation is unclear	2 (5)
C-4.5 Consultation with relevant external stakeholders	2
I-4.5.1: AP includes commitment to partner with local institution(s) with gender expertise and to involve them in the development of the detailed implementation plan; AP also refers to consultation with WCF to consider potential for integration of Mars' AP activities with Cocoa Action gender activities. However, no consultation with other relevant stakeholders is specified	1 (5)
I-4.5.2: AP describes direct involvement of local partner institution throughout AP implementation, and on-going engagement with WCF. However, no additional mechanism is mentioned to ensure on-going consultation with other relevant external stakeholders	1 (5)
C-4.6 Transparency and dissemination of gender-related learning	6
I-4.6.1: AP includes vague commitment to "transparent reporting" as a "cross-cutting action...that will be carried out through all phases of work"; however, specific information/indicators to be reported and the reporting mechanisms to be used are not specified	2 (6)
I-4.6.2: AP includes commitment to disseminate Mars' learning on gender and advocate on gender issues within Côte d'Ivoire and cocoa sector more widely, including specifically to work "with the World Cocoa Foundation (WCF) CocoaAction program to maximise industry alignment on gender approaches and the policy impact within Côte d'Ivoire on gender". Mars has also made public commitments elsewhere to support the development of a sector-wide gender review, a sector-wide	4 (4)

¹⁸ An activity is considered to be sustainable if its design and delivery mechanisms are such that the desired development results and impact of the activity are likely to be sustained after the completion of project interventions.

gender action plan, and a set of globally relevant gender equality indicators for the cocoa sector that could be used by other stakeholders ¹⁹	
C-4.7 Proportion of cocoa supply chain covered by proposed interventions	6
I-4.7.1: Most activity areas and targets specified in the AP cover the whole of the V4C program in Côte d'Ivoire; however no information is provided in the AP or GA as regards what proportion of Mars' total Ivorian cocoa supply chain is covered by V4C. AP also includes statement of intention to scale up gender-related actions from 2016 onwards, but the extent and scope of expansion is not specified	2 (2.5)
I-4.7.2: AP commitments for Phase 3 (2014-15) are entirely limited to V4C communities/activities, and plans for expansion of activities post-2016 do not indicate intention of extending activities beyond V4C ²⁰ .	0 (2.5)
I-4.7.3: Mars' March 2013 press release commits to "begin regularly reporting on the condition of women in cocoa production in its top four cocoa origin countries by 2018", and to "establish a corresponding plan of action in these origin countries as well". Mars has also committed to sharing gender-related good practice and learning to stakeholder on a global level (see I-4.6.2)	4 (5)

¹⁹ <http://www.mars.com/global/press-center/press-list/news-releases.aspx?SiteId=94&Id=3990>

²⁰ It should be noted that Mars' public commitments restrict the scope of its Côte d'Ivoire gender action plan to the V4C program only. However, it is the Consultant's view that, in line with generic BtB demands and recognised good practice, the longer term goal should be to mainstream gender considerations and goals across the full target supply chain and into core business (commercial) practices of the Brand concerned.

Chapter 3: Evaluation of **Mondelēz International's** gender assessment and action plan for **Côte d'Ivoire**

3.1 Introduction

Chapter 3 presents findings from the Consultant's evaluation of Mondelēz International's GA²¹ and AP²² for its cocoa supply chain in Côte d'Ivoire. This chapter is structured as follows:

- **Section 3.2** provides key observations arising from the evaluation of Mondelēz International's GA and AP
- **Section 3.3** provides specific recommendations for Mondelēz International, focusing on actions that are needed to address the key gaps and weaknesses identified
- **Sections 3.4 and 3.5** present the detailed evaluation of Mondelēz International's GA and AP against the common evaluation framework as described in **Appendix 1**.

3.2 Key observations

Overall, Mondelēz International's GA is fair (albeit leaving considerable room for improvement). The AP is relatively strong compared to that of the other two brands and, if several important weaknesses are addressed, has the potential to make a significant contribution to promoting gender equality within Mondelēz International's cocoa supply chain in Côte d'Ivoire.

The Gender Assessment achieved an average score of 4.3/10 ("fair"), with 7 (58%) of the criteria scored as "fair", one criteria as "strong" and 4 as "needs strengthening". The GA has some notable strengths, including collection of a substantial quantitative dataset and a strong assessment of the extent of gender mainstreaming within existing Cocoa Life (CL) interventions (C-2.6). Whilst the average score is fairly low (the same as that of Mars), the GA provides a fair assessment of 4 of the 6 key areas of concern (C-2.1 – C-2.3, C-2.6) and the research methodology was fair overall; thus it is the Consultant's view that the assessment is sufficiently robust as a basis for preparing an initial gender action plan for Côte d'Ivoire. Nevertheless, significant weaknesses exist, including the questionable independence of the research team, the insufficient attention given to unpaid female family labour and female waged labour, and the lack of concrete and substantive recommendations for CL.

The Action Plan achieved an average score of 5.8 ("fair"), with 5 of the 12 relevant evaluation criteria scored as "strong", 5 scored as "fair", and 2 scored as "needs strengthening". Notable strengths of the AP include: comprehensive plans/mechanisms for mainstreaming gender concerns in design and implementation of community development interventions (I-3.6.1 – 2); strong monitoring and evaluation mechanisms/KPIs (C-4.4); and clear commitment to extend gender interventions to a substantial proportion of the company's global cocoa supply base. Overall, the Consultant's view is that the AP constitutes a well-considered and relatively comprehensive plan that has the potential to make a significant contribution to improving gender equality in Mondelēz International's supply chain in Côte d'Ivoire. Nevertheless there are several important gaps that need to be addressed, including: tackling underlying reasons for women's lack of participation as direct suppliers (in particular unequal land rights/access); strengthening efforts to address needs of unpaid female family workers (C-3.4); and addressing gender discrimination experienced by waged workers (C-3.5).

²¹<http://www.cocoalife.org/~media/CocoaLife/News%20Articles%20PDF/Cote%20dIvoire%20Gender%20Assessment%20by%20CARE%20International.pdf>

²² <http://www.cocoalife.org/~media/CocoaLife/News%20Articles%20PDF/GenderActionPlan.pdf>

3.3 Recommendations

3.3.1 Recommendations relating to Côte d'Ivoire cocoa supply chain

MC-R-1	Mondelēz International should strengthen/supplement its existing Action Plan for Côte d'Ivoire in the following areas:
MC-R-1a	Include an additional activity area that commits to gathering supplementary information to address key gaps in the existing GA, to be completed by mid-2015. This should include the collection of relevant information on female waged labour (i.e., information relating to I-2.5.1 – 7), and consultation with a wider range of relevant stakeholders (i.e., female unpaid family labour, female waged labour, female community leaders, relevant CSOs, Brand representatives and other key private sector stakeholders, and other relevant institutional stakeholders).
MC-R-1b	Expand the data gathering/assessment of intra-household impacts to take place under Activity iii-(2), so as to cover all areas outlined in I-2.4.1 – 5.
MC-R-1c	Add an additional activity area to address underlying reasons for women's lack of participation as direct suppliers and as members of cocoa producer groups, in particular women's weak access/rights to land and cocoa trees.
MC-R-1d	In order to improve the distribution of costs and benefits to unpaid female family workers, strengthen relevant existing activity areas (e.g., Activity iv – farming focus, Activity I – increase gender awareness) to ensure that key elements outlined in I-3.4.1 – 3 are addressed.
MC-R-1e	Add an additional activity area to address gender discrimination experienced by waged workers, covering key elements outlined in I-3.5.1 – 5.
MC-R-1f	Review and strengthen the gender KPIs outlined under Activity v, to ensure that progress in improving conditions for unpaid female family workers and female waged workers is captured (i.e., reflecting issues outlined in C-3.4 and C-3.5) ²³
MC-R-1g	Add an explicit commitment to commission independent assessment(s) and carry out public reporting of progress, outcomes and impacts of the AP specifically

3.3.2 Recommendations relating to other sourcing countries

MC-R-2	When commissioning future GAs in other cocoa sourcing countries, Mondelēz International should take steps to ensure the quality of the research by addressing key gaps/weaknesses in the Côte d'Ivoire assessment, including:
MC-R-2a	Ensure full independence of the research team. Whilst implementation partners could play an important role as key informants and help facilitate the research process, the research team should be led by an individual/organisation which is fully independent from Cocoa Life and Mondelēz International
MC-R-2b	Give greater attention to recruiting a research team with the full mix of skills and field experience required to conduct the GAs effectively, including in particular knowledge/experience in supply chain labour standards and familiarity with the concerns of unpaid female family labour (see General Recommendation G-R-2a)
MC-R-2c	Provide more detailed guidance to researchers on the desired scope of the gender assessment (see General Recommendation G-R-2b)
MC-R-2d	Ensure that the scope of the GAs reflects the entire supply chain, and not only those communities directly involved in Cocoa Life
MC-R-2e	Build in consultation with a wider range of stakeholders (see MC-R-1a) as part of the research methodology
MC-R-2f	Disaggregate information by women's employment status

²³ In feedback provided to Oxfam on 11 August 2014, Mondelēz International stated that they will consider two additional indicators relevant to C-4 when conducting their baseline survey and subsequent impact evaluations in Côte d'Ivoire. However, this information could not be taken into account in the evaluation and scoring of the company's gender AP since no public commitment has been made to address these indicators.

3.4 Detailed evaluation of gender assessment (GA)

3.4.1 Gender assessment – strength of research methodology

<i>Evaluation Criteria</i>	<i>Score</i>
1.1 Experience, skills and qualities of research team	3
I-1.1.1: Report was mainly written and researched by a key Cocoa Life implementation partner (CARE International), although an independent local organisation (Global Challenge) was brought in to support the research and analysis	0.5 (2)
I-1.1.2 – I-1.1.5: Reasonable expertise in gender/social development, smallholder agriculture, global agricultural supply chains and key stakeholder engagement at the institutional level (CARE, but not Global Challenge), but expertise of individual researchers is not specified	2.5 (6.5)
I-1.1.6: No labour expertise specified or evident in research approach	0 (1.5)
1.2 Data collection methods used	6
I-1.2.1: Literature review was fairly limited	1 (2)
I-1.2.2: Methodology section specifies that a range of participatory research methods were used and provides a good description of key topics covered, but no detail is provided on how data was collected (e.g., interview techniques)	1 (2)
I-1.2.3: No information provided on how interviews were conducted	0 (2)
I-1.2.4: Quantitative data collected on most key areas of enquiry	2 (2)
I-1.2.5: Quantitative dataset provides reasonable baseline	2 (2)
1.3 Range of respondents/stakeholder views consulted	2.5
I-1.3.1 – I-1.3.3: 180 women cocoa farmers were interviewed, but report does not specify whether they were direct suppliers, unpaid female family workers, or waged workers	2 (5)
I-1.3.5: 120 male cocoa farmers were interviewed, but their employment status was not specified	0.5 (1)
I-1.3.4 and I-1.3.6 – I-1.3.8: Other relevant stakeholder groups were not directly consulted	0 (4)
1.4 Strength of analytical framework and presentation of findings	5.5
I-1.4.1 – I-1.4.2: The analytical framework used for the field survey (“Women Empowerment in Agriculture”) appears relevant and mostly comprehensive, but is weak on the distinction between women’s different employment statuses and the specific constraints/needs of unpaid female family labour and waged labour	3.5 (5)
I-1.4.3: The report appears not to be logically presented (confusing), is often vague, and often not consistent with the analytical framework	2 (5)
1.5 Geographical scope of assessment	5
I-1.5.1: Côte d’Ivoire is the largest cocoa exporter globally	3 (3)
I-1.5.2: The GA included interviews with 180 women and 120 men, representing a significant proportion of cocoa farmers engaged in pilot Cocoa Life activities (4.5% of 6,698 total individuals), although what proportion this represents of the total Ivorian cocoa supply chain is not known	1 (2)
I-1.5.3: Farmers interviewed were drawn from all four pilot Cocoa Life communities	1 (2)
I-1.5.4: No attempt was made to consult cocoa farmers in the broader Mondelēz International cocoa supply chain who were not directly involved in Cocoa Life	0 (3)
1.6 Robustness of assessment of any on-going activities and achievements	4.5
I-1.6.1: GA focuses mostly on positive achievements rather than gaps/limitations of CL, although some analysis of challenges was included (e.g., de-prioritisation of women’s strategic needs by project committees)	2 (4)
I-1.6.2: GA identified positive and negative outcomes to some extent, e.g., women’s participation in project committees and Cocoa Life-supported credit and savings schemes	1.5 (3)
I-1.6.3: The researchers include vague recommendations to continue/strengthen gender analysis and implementation within CL, but do not make concrete or specific recommendations	1 (3)

3.4.2 Gender assessment – coverage of relevant gender issues

<i>Evaluation Criteria</i>	<i>Score</i>
2.1 Underlying gender inequalities	3.5
I-2.1.1: GA substantially addresses gender differentials in farm size, but only provides a brief assessment of differences in land tenure and access	1 (1.5)
I-2.1.2: Gender differentials in education and literacy levels are covered, but only very briefly	0.5 (1.5)
I-2.1.3: The extent of women’s participation in decision-making is well covered	1.5 (1.5)
I-2.1.4: Unequal distribution of reproductive work is only mentioned in passing	0.5 (1.5)
I-2.1.5 and I-2.1.6: Women’s employment status and gender differentials in food security are not explicitly assessed	0 (2)
I-2.1.7: Underlying patriarchal attitudes and practices are not specifically identified or explored	0 (2)
2.2 Women’s lower participation as direct cocoa suppliers	5.5
I-2.2.1 and I-2.2.2: The GA assesses the proportion of cooperative members who are female, with specific examples/data, but does not explicitly link this to women’s low participation as direct suppliers overall	3 (4)
I2.2.3: Women’s representation in governance structures is assessed, with provision of specific	2 (2)

examples/data	
I-2.2.4: GA does not explore constraints preventing women from becoming group members	0 (2)
I-2.2.5: Constraints preventing women from taking up leadership roles are only identified in general terms via the literature review (they are not covered in the field research)	0.5 (2)
2.3 Female direct suppliers' poorer access to production inputs	5.5
I-2.3.1: Gender differences in access to production inputs are addressed but not in detail; analysis is particularly weak on labour and agricultural inputs	2 (4)
I-2.3.2: Women's constraints to accessing training and extension are only mentioned in passing	0.5 (2)
I-2.3.3: GA provides a substantial analysis of women's constraints to accessing credit	2 (2)
I-2.3.4: Constraints faced by women in accessing labour are addressed but not in detail	1 (2)
2.4 Unpaid female family labour: predominance & unequal distribution of benefits	1
I-2.4.1 – I-2.4.2: Literature review mentions number/proportion of women working as unpaid family labour on cocoa farms, and the roles and labour contribution of women on cocoa farms; however, the latter information is not disaggregated by women's employment status. Moreover, these issues are not addressed in the field research itself	1 (4)
I-2.4.3 – I-2.3.5: The GA does not identify other costs of cocoa production borne by unpaid female family workers, the proportion of household cocoa income they receive, or the degree of control they have over how cocoa income is spent	0 (6)
2.5 Female waged labour: discriminatory employment practices	1
I-2.5.1 – I-2.5.7: Apart from two lines briefly referring to the involvement of female waged labourers in postharvest tasks and their concentration in lower paid jobs, the GA does not address women waged workers' roles, prevalence or working conditions in the cocoa sector	1 (10)
2.6 Lack of gender mainstreaming in community development interventions	8.5
I-2.6.1: The extent of gender mainstreaming in project design is well addressed, including, e.g., an assessment of core project KPIs and the extent to which gender analysis is included in the design of all programme intervention areas	2 (2.5)
I-2.6.2: Gender mainstreaming in project implementation is also well addressed, including assessment of, e.g., number of female field staff, extent of gender training for project staff, and female representation in project governance structures	2 (2.5)
I-2.6.3: GA clearly assesses extent to which women's strategic priorities are being addressed	2.5 (2.5)
I-2.6.4: GA provides a detailed assessment of women's actual participation in specific CL interventions (e.g., credit/savings groups), and of the benefits they have received from participation	2 (2.5)

3.5 Detailed evaluation of action plan (AP)

3.5.1 Action plan – extent to which key gender issues are addressed

Evaluation Criteria	Score
3.1 Addressing underlying gender inequalities	5
I-3.1.1: GA states that "The Project's gender strategy...includes effective engagement of men, boys and power holders (e.g. local leaders) to help them become more aware of gender issues and barriers, and to be supportive of desirable changes in gender relations". GA also mentions 2013 training of 7 supplier's staff and 8 CARE staff on how to engage men and boys on gender equality issues. See also I-3.2.1	1.5 (2)
I-3.1.2: Gender training for women is not mentioned in the GA, Cocoa Life (CL) Project Framework or the AP	0 (2)
I-3.1.3: The CL Project Framework commits to "Assessing gendered access to land and explore opportunities to promote equitable access"; however, neither the GA nor the AP mentions any specific activities to support this commitment	0.5 (2)
I-3.1.4: AP commits to encouraging the inclusion of functional literacy in production/business skills training where needed	1 (2)
I-3.1.5 – I-3.1.7: A core strategy inherent in many of the AP's activities is the engagement of supply chain partners to effect change. The AP also includes a commitment to use CL's membership of the Public Private Partnership Platform to lobby for promotion of gender equality goals at a national level, and to report annually to the CL Program Director on progress in achieving these goals	2 (2)
3.2 Improving women's participation as direct cocoa suppliers	4.5
I-3.2.1: CL Project Framework commits to "Promotion of women farmer groups where relevant and feasible", and AP commits to encouraging partners to promote the creation of women's farmer groups (by negotiating with community leaders)	0.5 (1)
I-3.2.2: Neither the CL Project Framework or AP address the need for ensuring women's representation in the management of supply chain partner companies	0 (1)
I-3.2.3: AP commits to "work with its partners (suppliers and NGOs) to promote gender mainstreaming in professional farmers' organizations". This includes: encouraging the training of women leaders; establishing systems for monitoring women's participation in these trainings and in farmer organisations; and overcoming cultural barriers to women's participation in training and leadership by encouraging partners to negotiate with community leaders on these issues	2 (3)
I-3.2.4: Neither the CL Project Framework or AP include activities to encourage men to give a share of their land/cocoa trees to their wives	0 (2)
I-3.2.5: See I-3.2.3	2 (3)

3.3 Improving female direct suppliers' access to production inputs	6.5
I-3.3.1 – I-3.3.2: Neither the CL Project Framework or the AP include activities to improve women's access to local input provision schemes or to increase the gender capacity of relevant institutions	0 (3)
I-3.3.3 – I-3.3.5: CL Project Framework includes commitment to "assess and respond to women's specific needs and demand for capacity building" and to "adopt strategies to make training and exposure accessible and relevant to women participants". The AP makes more specific commitments in support of the above, including encouraging implementing partners to: set quotas/specific targets for % of women benefiting from training; ensure training content is gender-sensitive and topics are relevant to women participants; use training methods/logistics appropriate for women; and use female trainers and extension workers where feasible	3 (3)
I-3.3.6 – I-3.3.7: The GA reports that CL set up 45 Village Savings and Loans Associations (VSLAs) in CL pilot communities during 2013 using the CARE methodology, with women comprising 76% of the total 1,128 VSLA members (as at Feb 2014). The AP further commits to encouraging partners to set gender quotas for credit schemes and make lending procedures and criteria more women-friendly, and to consider setting up different financial schemes for women and men in response to their distinct needs	3 (3)
I-3.3.8 – I-3.3.11: Neither the CL Project Framework or AP address concerns around women's use of pesticides. <i>The CL Project Framework commits to "Ensure equitable access for women to planting materials and relevant exposure activities"; and the AP specifically commits to encouraging partners to set gender quotas for other input provision schemes</i> ²⁴ .	0.5 (1)
3.4 Improving the distribution of costs and benefits for unpaid female family labour	2
I-3.4.1 – I-3.4.4: AP commits to monitoring intra-household distribution of impacts from programme intervention annually, including the distribution of any additional income and labour burden between husbands and wives, and commits to proposing corrective measures if the distribution of costs and benefits is not gender equitable. However, neither the CL Project Framework nor AP include any proactive measures to improve the distribution of costs and benefits for unpaid female family labour.	2 (10)
3.5 Addressing gender discrimination experienced by waged workers	0
I-3.5.1 – I-3.5.5: Neither the CL Project Framework or AP include any explicit commitments or activities to address the concerns of female waged workers	0 (10)
3.6 Mainstreaming gender in community development interventions	7
I-3.6.1: GA states that "gender equality and women empowerment are considered as crucial cross-cutting issues in the Cocoa Life programme and are systematically integrated in its design and implementation". Concrete evidence of gender mainstreaming in programme design is provided in both the GA and AP, e.g., inclusion of gender concerns in initial needs assessment and participatory design process (GA), commitment to encourage implementing partners to set female participation targets for key project activities (AP)	1.5 (1.5)
I-3.6.2: See I-3.6.1. Many concrete examples of gender mainstreaming in programme implementation are provided in GA and AP, e.g., the AP includes a commitment that Community Action Plans will only be considered activated if the relevant local community development (project) committee has "equitable female representation"	1.5 (1.5)
I-3.6.3: Project Framework commits to "identify opportunities for women's involvement in agro-business", however neither the GA nor AP mentions specific activities in this regard	0 (1)
I-3.6.4: The KPIs outlined in the AP include the number of women/men trained in business/business management skills. The AP also commits to ensuring that "partner organizations engaged in lending activities combine credit and savings services with business training"	1 (1)
I-3.6.5: Neither the Project Framework or AP include specific commitments to provide time-saving services and infrastructure for women	0 (1)
I-3.6.6: GA reports high percentage of women beneficiaries of VSLAs (see I-3.3.6 – 7); AP includes commitment to "work with partner suppliers and NGOs to address constraints to women's use of business...services", including credit and savings and other financial services; KPIs include no. women/men farmers trained in and using financial planning skills	1 (1)
I-3.6.7: Neither the CL Project Framework or AP include specific commitments to facilitate women's access to relevant local support services	0 (1)
I-3.6.8: AP commits to setting clear, quantified gender equity targets for Cocoa Life on the basis of baseline and needs assessment data collected in 2014	2 (2)

3.5.2 Action plan – overall quality

Evaluation Criteria	Score
4.1 Addressing the GA's recommendations	n/a
The GA does not include specific recommendations for Mondelēz International to carry out further action beyond what was already planned in the Cocoa Life Project Framework; this criterion is therefore not relevant in this case.	n/a
4.2 Inclusion of new or strengthened commitments/activities	9.5

²⁴ No specific indicator relating to provision of other inputs was included in the evaluation framework; however the Consultant felt that Mondelēz International's efforts in this regard should be acknowledged in the evaluation by awarding an extra half-point

The original CL Project Framework included gender commitments for all program activity areas; these however represent broad principles rather than specific activities or mechanisms. In many areas, the activities outlined in the AP represent specific attempts to implement the gender principles already agreed in the Project Framework, so could be considered as steps that CL was already committed to taking regardless of the GA. Nevertheless, all of the 14 key activity areas in the AP include substantive new activities, targets or milestones, thus representing strengthened – if not entirely new – commitments.	9.5 (10)
4.3 Robustness, appropriateness and sustainability of individual actions	7
I-4.3.1: All of the 14 key activity areas in the AP give a clear indication of how and by whom key activities will be implemented; 8 of the activity areas also have clear time-bound milestones	2 (2.5)
I-4.3.2: All of the 14 activity areas are linked with clear expected results; 8 of these also have clear associated targets/milestones	2 (2.5)
I-4.3.3: Actions are mostly appropriate and well-considered. However, many do not promise specific concrete outcomes, e.g., many “milestones” are process indicators, and many activities/commitments are about “encouraging implementation partners to do x, y”	1.5 (2.5)
I-4.3.4: Overall, reasonable consideration is given to the sustainability of actions/impacts, with clear commitment to mainstream gender priorities across all CL programme areas and an emphasis on regular monitoring and continual engagement on gender issues (e.g., annual refresher courses following initial gender training, annual review of intra-household distribution of project cost and benefits). However, little emphasis is given to ensuring <i>institutional</i> sustainability of impacts following completion of Cocoa Life (e.g., little attempt to build capacity of local training/service providers)	1.5 (2.5)
4.4 Inclusion of monitoring, evaluation and impact assessment mechanisms	8.5
I-4.4.1: AP commits to collect baseline data for all gender KPIs outlined in I-4.4.2 by mid-2014 (baseline survey); GA already provides fairly comprehensive set of baseline data	2.5 (2.5)
I-4.4.2: AP commits to collection of gender-disaggregated KPIs across all main activity areas of Cocoa Life, as well as specific gender equality KPIs. These KPIs are quite comprehensive and cover at least one aspect of 4 of the 6 issues areas in the evaluation framework (C-3.1, C-3.2, C-3.3 and C-3.6); however, C-3.4 ²⁵ and C-3.5 are not well addressed	2 (2.5)
I-4.4.3: AP commits to setting specific performance targets for each of the KPIs described in I-4.4.2, and to regularly reviewing progress towards these targets (including the conducting of annual qualitative evaluations and a commitment to implement corrective measures if gender targets/goals are not being reached)	2.5 (2.5)
I-4.4.4: No explicit commitment is made to commission independent impact assessments of the gender AP specifically. However, in a recent press release ²⁶ the company commits at a global level to commissioning independent evaluations and impact assessments of Cocoa Life (to be conducted by Harvard University); and in another press release ²⁷ Mondelez International commits to reporting on “women empowerment KPIs” as part of this broader M&E process	1.5 (2.5)
4.5 Consultation with relevant external stakeholders	6
I-4.5.1: A range of relevant stakeholders were consulted at various stages in the design of the CL Project Framework, including during the community level needs assessment, KPI development and the development of community-level action plans; however, the distinction between women direct suppliers/unpaid family labour/waged labour was not made. AP refers to the fact that relevant stakeholders approved the plan prior to its finalisation. Stakeholders consulted included NGO, private and government partners, but not <i>external</i> stakeholders	3 (5)
I-4.5.2: At the national level, Cocoa Life is co-ordinated by a multi-stakeholder programme co-ordination team that includes representatives from government, suppliers and other technical partners (input providers), NGOs and other implementing partners, and other experts. This team regularly reviews key project implementation issues, and it is assumed that this would include key issues arising from implementation of the gender AP (although this is not explicitly stated). At the local level, the AP commits to “encourage stakeholders and implementers to create conditions for women...farmers to voice their concerns at all stages of program design, implementation, monitoring and evaluation”	3 (5)
4.6 Transparency and dissemination of gender-related learning	6
I-4.6.1: Company press releases ²⁸ have committed to third party verification of Cocoa Life in general terms, and to the inclusion of gender KPIs within this process; the gender AP also includes a general statement that Cocoa Life “will be transparent” about its progress. However, no explicit commitments have been made to <i>publish</i> the results of the third party verification activities, or to <i>publicly</i> share progress on implementing the gender AP specifically	3 (6)
I-4.6.2: At the international level, CL has made public commitments to advocate for women's	3 (4)

²⁵ See Footnote 23

²⁶ Mondelez International (2014) *Mondelez International's Cocoa Life Program Unveils Third-Party Verification Framework*. 11 June 2014 (press release). Available at:

<http://ir.mondelezinternational.com/releasedetail.cfm?ReleaseID=853995>

²⁷ Mondelez International (2013) *Mondelez International's Cocoa Life Extends its Leadership Advancing Women's Rights in Cocoa Farming*. 23 April 2013 (press release). Available at:

<http://ir.mondelezinternational.com/releasedetail.cfm?ReleaseID=758357>

²⁸ Mondelez International 2013 and 2014

empowerment, to collaborate with others to achieve these aims, and to share gender learning from CL with a wide range of stakeholders ²⁹ . At the national level, AP commits to promoting gender goals through local cocoa platforms; however, the only specific commitment made in this regard is to engage with the Côte d'Ivoire Public Private Partnership Forum	
4.7 Mainstreaming gender priorities in the wider supply chain	7.5
I-4.7.1: All activity areas in the AP appear to cover the whole CL programme	2 (2.5)
I-4.7.2: The scope of the AP is entirely limited to CL communities/beneficiaries. However, public commitments made elsewhere ³⁰ indicate that, by 2022, CL will reach the majority of Mondelez International's cocoa supply base in Côte d'Ivoire. Nevertheless, no explicit commitments are made to mainstream gender concerns into core business (commercial) practices	1.5 (2.5)
I-4.7.3: AP reports that Cocoa Life advocates for women's empowerment through engagement with MSIs, public and civil society institutions, e.g., advocating for inclusion of gender equality principles within World Cocoa Foundation sustainability principles. In 23 April 2013 press release, Mondelez International committed to conduct and publish GAs "across the majority of our cocoa supply, starting with Ghana and Côte d'Ivoire", and to publish gender action plans for CL's top four origin countries by 2018	4 (5)

²⁹ Mondelez International 2013

³⁰ <http://www.cocoalife.org/~media/CocoaLife/News%20Articles%20PDF/Cocoa%20Life%20Guidance.pdf>;
http://www.mondelezinternational.com/~media/MondelezCorporate/uploads/downloads/2013_Progress_Report_at_a_Glance.pdf

Chapter 4: Evaluation of **Mondelēz International's** gender assessment and action plan for **Ghana**

4.1 Introduction

Chapter 4 presents findings from the Consultant's evaluation of Mondelēz International's GA³¹ and AP³² for its cocoa supply chain in Ghana. This chapter is structured as follows:

- **Section 4.2** provides key observations arising from the evaluation of Mondelēz International's GA and AP for Ghana
- **Section 4.3** provides specific recommendations for Mondelēz International in relation to Ghana, focusing on actions that are needed to address the key gaps and weaknesses identified
- **Sections 4.4 and 4.5** present the detailed evaluation of Mondelēz International's Ghana GA and AP against the common evaluation framework as described in **Appendix 1**.

4.1 Key observations

Overall, Mondelēz International's Ghana GA needs substantial strengthening, with very significant gaps and weaknesses across a range of criteria. In contrast, Mondelēz International's AP for Ghana (alongside its AP for Côte d'Ivoire) is relatively robust compared to that of the other two brands and, if strengthened with new commitments in priority areas, has the potential to make a significant contribution to promoting gender equality within Mondelēz International's cocoa supply chain in Ghana.

The Gender Assessment achieved an average score of 2.8/10 ("needs strengthening"), with 7 (64%) of the criteria scored as "needs strengthening", 3 criteria as "fair" and only one criterion scored as "strong". Notable strengths of the GA are the wide geographical scope of the assessment (C-1.5) and the presentation of relevant quantitative data drawn from a large sample size of women and men cocoa farmers. However, the GA suffers from a number of substantial gaps and weaknesses, including: the lack of qualitative data and analysis; the limited range of stakeholders consulted; very weak coverage of 4 of the 6 issues criteria, with no coverage at all of issues concerning unpaid female family labour, female waged labour and gender mainstreaming within Cocoa Life/existing community interventions³³; and the lack of concrete and substantive recommendations for Mondelēz International/CL. As a result, it is the Consultant's view that the GA findings on their own do not constitute a sufficiently robust or comprehensive basis on which a credible gender action plan can be built³⁴.

The Action Plan achieved an average score of 5.7 ("fair"), with 5 of the 13 evaluation criteria scored as "strong", 6 scored as "fair", and 2 scored as "needs strengthening". Notable strengths of the AP include: comprehensive interventions to address underlying gender inequalities (C-3.1); comprehensive measures for mainstreaming gender concerns in programme design and implementation (I-3.6.1 – 2); developmentally appropriate actions

³¹<http://www.cocoalife.org/~media/CocoaLife/News%20Articles%20PDF/Ghana%20Gender%20Assessment%20by%20Harvard%20University.pdf>

³² <http://www.cocoalife.org/~media/CocoaLife/News%20Articles%20PDF/GenderActionPlan.pdf>

³³ Whilst BtB did not explicitly request that the GAs should include an assessment of the extent of gender mainstreaming within existing community development interventions, the Consultant's view is that given the context, the inclusion of such an assessment would be considered good practice. It seems clear from the BtB demands that the results of the GA were expected to inform the development of a gender action plan, and thus some assessment of the effectiveness of existing gender interventions would have been necessary to ensure that the new action plan was appropriate.

³⁴ See Footnote 36.

with a strong attention to sustainability (I-4.3.3 – 4, I-3.3.1 – 2); and strong monitoring and evaluation mechanisms/KPIs (C-4.4). Overall, the Consultant’s view is that the AP constitutes a well-considered and relatively comprehensive plan that has the potential to make a significant contribution to improving gender equality in Mondelez International’s supply chain in Ghana. Nevertheless the AP has some important limitations that need to be borne in mind, including: the lack of inclusion of new or strengthened commitments/activities (C-4.2); and limited attention to the concerns of unpaid female family labour and female waged workers (C-3.4 and C-3.5).

4.3 Recommendations

4.3.1 Recommendations relating to the Ghanaian cocoa supply chain

MG-R-1	Mondelez International should consider publishing a more comprehensive GA for Ghana, following the completion of the next annual qualitative evaluation of progress against gender KPIs³⁵. This expanded GA should include the following elements³⁶:
MG-R-1a	A summary of all relevant gender data (qualitative as well as quantitative) that has already been collected by Cadbury/Mondelez International, including data presented in the current GA, relevant findings from the 2008 study commissioned by Cadbury ³⁷ , and findings from other relevant unpublished gender surveys.
MG-R-1b	A summary of progress against CL’s gender KPIs, based on findings from the most recent annual evaluation of progress against these KPIs (see I-4.4.3)
MG-R-1c	If necessary, findings from supplementary field research that focuses on key areas of concern not covered by R-1a or R-1b, e.g., issues facing unpaid female family labour and female waged workers (C-2.4 and C-2.5). This new data could be collected as part of the data collection process leading to the annual evaluation of gender KPIs.
MG-R-2	Mondelez International should strengthen/supplement its existing Action Plan for Ghana in the following areas³⁸:
MG-R-2a	Strengthen commitments to improve women’s participation as direct cocoa suppliers (C-3), in particular introduction of more proactive and affirmative measures to increase women’s membership of cocoa producer groups and increase their participation in group governance (e.g., establishment of gender quotas for Board membership)
MG-R-2b	Strengthen commitments to improve distribution of costs and benefits of cocoa farming for unpaid female family workers (C-3.4), including explicit coverage of unpaid female family workers’ concerns in all relevant gender training, and encouragement of producer groups to modify membership criteria such that wives of male cocoa farmers can become members
MG-R-2c	Introduce an additional activity area to specifically address gender discrimination experienced by waged workers on cocoa farms and in cocoa co-operatives, covering key elements outlined in I-3.5.1 – 5.
MG-R-2d	Review and strengthen the gender KPIs to ensure that progress in improving conditions for unpaid female family workers and female waged workers is captured (i.e., reflecting issues outlined in C-3.4 and C-3.5)
MG-R-2e	Add an explicit commitment to carry out public reporting of progress, outcomes and impacts of the AP
MG-R-2f	Ensure that clear short to medium term targets are set for future progress in all activity areas in the AP, with quantified targets wherever possible.

³⁵ See I-4.4.3

³⁶ As already stated, the current GA is not sufficiently comprehensive or robust to form a basis for developing a good gender action plan for Ghana in its own right. However, given the coverage of relevant gender information in earlier Mondelez International publications, the relative strength of the gender AP, and the depth of gender knowledge and awareness that clearly underpins this AP, the Consultant does not believe there is a need to commission a new GA at this point in time.

³⁷ Institute of Development Studies (University of Sussex) and University of Ghana (2008) *Mapping Sustainable Production in Ghanaian Cocoa*.

³⁸ It is recognised that Mondelez International’s AP for Ghana is the strongest of the four APs reviewed, and that existing gender-related interventions undertaken by CL in Ghana are already quite comprehensive and relatively well advanced. However, given that all of the other APs reviewed include significant new commitments, it seems reasonable to put forward recommendations for Mondelez International to strengthen their commitments in the weaker areas of the current Ghana AP.

4.3.2 Recommendations relating to other sourcing countries³⁹

MG-R-3	When commissioning future GAs in other cocoa sourcing countries, Mondelēz International should take steps to ensure the quality of the research by addressing key gaps/weaknesses in the Ghana assessment, including:
MG-R-3a	Give greater attention to recruiting a research team with the full mix of skills and field experience required to conduct the GAs effectively, including in particular knowledge/experience in participatory and qualitative research, supply chain labour standards and familiarity with the concerns of unpaid female family labour (see General Recommendation G-R-2a)
MG-R-3b	Provide more detailed guidance to researchers on the desired scope of the gender assessment, including the need to review the extent of gender mainstreaming in existing community interventions, and the need to address issues concerning unpaid female family labour and female waged labour (see General Recommendation G-R-2b)
MG-R-2c	Emphasise the need to collect qualitative information on relevant issues, and the need to consult a wider range of stakeholders as part of the research methodology

4.4 Detailed evaluation of gender assessment (GA)

4.4.1 Gender assessment – strength of research methodology

<i>Evaluation Criteria</i>	<i>Score</i>
1.1 Experience, skills and qualities of research team	1.5
I-1.1.1: GA was conducted by two researchers from an independent institution (Harvard University); however it is not specified whether the individual researchers have been involved in the design and/or implementation of Cocoa Life (CL) or related Mondelēz International programmes	1.5 (2)
I-1.1.2 – I-1.1.6: No information provided on researchers' experience or skills	0 (8)
1.2 Data collection methods used	2.5
I-1.2.1: Brief mention is made of existing literature, but GA did not include a systematic literature review of relevant background issues in Ghana	0 (2)
I-1.2.2: The report does not mention use of participatory research approaches, and the type of data used in the analysis are likely to have been collected using non-participatory survey methods	0 (2)
I-1.2.3: No information is provided on the conditions under which farmer interviews were conducted	0 (2)
I-1.2.4: All data used in the analysis was quantitative; however this was not supported by any qualitative analysis	1.5 (2)
I-1.2.5: The quantitative data collected provide a robust baseline against which future progress can be measured; however the range of relevant issues covered by this dataset is limited	1 (2)
1.3 Range of respondents/stakeholder views consulted	2.5
I-1.3.1: The survey covered 510 women cocoa farmers who are household heads and "main farmers"; the households/farmers included in the survey were randomly sampled, so should have covered a cross-section of women farmers re: age, wealth etc. although this is not specified	2 (2)
I-1.3.2 – I-1.3.4: The survey did not include female unpaid family workers, female waged workers or female community leaders/representatives	0 (4)
I-1.3.5: The survey covered 2,299 male cocoa farmers/household heads, but did not include male workers or community leaders	0.5 (1)
I-1.3.6 – I-1.3.8: The GA did not include consultation with relevant CSOs, Brand/private sector representatives or other relevant institutional stakeholders	0 (3)
1.4 Strength of analytical framework and presentation of findings	4.5
I-1.4.1 – I-1.4.2: The statistical analysis addressed relevant concerns; however it was very simplistic and limited in scope, both in terms of coverage of the range of relevant gender issues and the lack of any qualitative analysis of the issues being addressed	1.5 (5)
I-1.4.3: The presentation of findings was clear and consistent with the analytical framework; however it was repetitive in parts, and due to the limitations of the analytical framework, the analysis lacked depth and nuance	3 (5)
1.5 Geographical scope of assessment	10
I-1.5.1: Ghana is amongst top three cocoa sourcing countries globally	3 (3)
I-1.5.2: The GA analyses data collected during a Harvard survey conducted in 2009; the 2009 survey covered 100 villages targeted for CL interventions. In each village, 5-15 households were surveyed	2 (2)
I-1.5.3: In total, the 2009 survey covered 2,809 cocoa-farming households, which were sampled from the universe of cocoa farmers in all cocoa-growing districts in Ghana	2 (2)
I-1.5.4: 2009 survey included 235 villages (5-15 households per village) that were not targeted for CL interventions	3 (3)

³⁹ Please also refer to the "recommendations relating to other sourcing countries" presented in the Côte d'Ivoire evaluation report

1.6 Robustness of assessment of any on-going activities and achievements	n/a
I-1.6.1 – I-1.6.3: The GA does not include an assessment of CL or other existing Mondelēz International initiatives that support cocoa farmers in Ghana. This criterion is not scored because the inclusion of a specific assessment of on-going Brand interventions was not a BtB demand.	n/a

4.4.2 Gender assessment – coverage of relevant gender issues

<i>Evaluation Criteria</i>	<i>Score</i>
2.1 Underlying gender inequalities	1.5
I-2.1.1: GA provides quantitative data comparing land ownership and size of cocoa farms between male and female direct suppliers. However it does not address inferior land ownership/access by women who are not household heads/direct suppliers or provide analysis of gender inequalities inherent in land tenure arrangements	0.5 (1.5)
I-2.1.2: GA provides quantitative data comparing literacy levels between women and men household heads, but does not address gender differentials in education/qualification more generally	1 (1.5)
I-2.1.3 – I-2.1.7: GA does not address gender differences in negotiating power/access to decision-making structures, responsibilities for reproductive work, employment status, and food security status; and does not address underlying patriarchal attitudes	0 (7)
2.2 Women's lower participation as direct cocoa suppliers	4
I-2.2.1: GA provides quantitative data on proportion of main farmers/household heads involved in cocoa production who are women; it is assumed that all/the vast majority of main farmers/household heads are direct suppliers	2 (2)
I-2.2: GA does not provide data on proportion of producer group members who are women, but compares no. of female vs. male direct suppliers who are members of organised groups. However because female waged workers and unpaid female family workers are not included in the sample, the result is misleading (showing that men are no more likely than women to be group members)	1 (2)
I-2.2.3: GA compares no. of female vs. male direct suppliers who are group leaders. However because female waged and unpaid family workers are not included in the sample, the result is misleading (showing that women are more likely than men to be group leaders)	1 (2)
I-2.2.4 and I-2.2.5: GA does not address underlying constraints preventing women from becoming direct suppliers/group members or from taking up leadership positions	0 (4)
2.3 Female direct suppliers' poorer access to production inputs	4
I-2.3.1: GA provides quantitative data comparing male and female direct suppliers' access to chemical inputs, training, credit and market information. However it does not address gender differentials in access to extension or labour, or include female waged and unpaid family workers in the analysis	2 (4)
I-2.3.2: GA does not address underlying constraints restricting women's access to training and extension	0 (2)
I-2.3.3: GA identifies women's poorer access to credit, bank accounts and agricultural training as causes of their inferior use of chemical inputs, but does not specifically address causes of women's poorer access to such inputs	1 (2)
I-2.3.4: GA does not address underlying constraints restricting women's access to labour. <i>Extra point awarded for provision of data on differences in cocoa income and productivity between male and female direct cocoa suppliers, and linking this to gender differences in access to inputs, training</i>	1 (2)
2.4 Unpaid female family labour: predominance & unequal distribution of benefits	0
I-2.4.1 – I-2.4.5: The GA does not address the prevalence or characteristics of unpaid female family labour	0 (10)
2.5 Female waged labour: discriminatory employment practices	0
I-2.5.1 – I-2.5.7: The GA does not address the prevalence or characteristics of female waged workers on/in cocoa farms, plantations or producer co-operatives	0 (10)
2.6 Lack of gender mainstreaming in community development interventions	0
I-2.6.1 – I-2.6.4: The GA does not address the nature and extent of gender mainstreaming within CL or other community development interventions supported by Mondelēz International in Ghana.	0 (10)

4.5 Detailed evaluation of action plan (AP)

4.5.1 Action plan – extent to which key gender issues are addressed

<i>Evaluation Criteria</i>	<i>Score</i>
3.1 Addressing underlying gender inequalities	10
I-3.1.1: CL has conducted sensitisation work with male community members to promote women's land ownership (see I-3.1.3). In order to ensure community action plan (CAP) processes are gender-sensitive, farmer cooperative societies and cooperative unions are also trained on gender relations more generally	2 (2)
I-3.1.2: Confidence building work carried out by Women Extension Volunteers (WEVs) has increased women's confidence, leading for example to more women joining cooperative societies	2 (2)

and women becoming more assertive in intra-household decision-making regarding resource allocation	
I-3.1.3: CL has conducted sensitisation work with community leaders, target husbands and male family heads to support women to acquire land to cultivate their own cocoa farms, with positive results in several cases. CL is also assisting all male and female cocoa farmers within its operational areas to map their cocoa farms, one expected benefit of which will be to increase formal registration of land by women cocoa farmers	2 (2)
I-3.1.4: CL has collaborated with the government to develop and implement a functional literacy and numeracy programme specifically tailored to women in cocoa communities, and has also taken steps to ensure equal or significant female representation in youth and school programmes promoting literacy and education	2 (2)
I-3.1.5 – I-3.1.7: In annual district and national level farmers' forums organised by CL (which facilitate links between cocoa farmers and other stakeholders), the programme ensures that 50% of representatives at both levels are women	2 (2)
3.2 Improving women's participation as direct cocoa suppliers	4.5
I-3.2.1 – I-3.2.2: The AP does not mention any commitment by Mondelēz International to source from women-led producer groups, or to ensure women's representation in management of supply chain partner companies	0 (2)
I-3.2.3: A relatively high proportion of members of CL facilitated farmer-based cooperatives are women (approx. 40%, of which 35% are active); however, specific measures taken to promote women's membership are not specified. CL has also committed to monitoring the percentage of women community members who are members of farmer groups	2 (3)
I-3.2.4: AP does not mention specific interventions to encourage men to give a share of their land/cocoa trees to their wives, but has implemented other measures to promote women's land ownership (see I-3.1.3)	1 (2)
I-3.2.5: To address women's reluctance to take up positions within district level co-operative unions, CL organises training for women to help them plan their time and delegate household chores to other household members, so that they can free up time to participate in group meetings and related activities	1.5 (3)
3.3 Improving female direct suppliers' access to production inputs	6.5
I-3.3.1: The WEV scheme is designed to increase women's access to existing (government?) cocoa extension services; and CL has collaborated with government in adapting and delivering existing government literacy training to women cocoa farmers (see I-3.1.4)	1.5 (1.5)
I-3.3.2: Collaboration with Ministry of Education on literacy training included supporting Ministry to better tailor their manuals to women in cocoa communities	1 (1.5)
I-3.3.3: CL has committed to monitoring the number of women benefiting from GAP training, but AP does not mention specific targets in this regard	0 (1)
I-3.3.4: WEVs (see I-3.3.5) are specifically trained to extend training to women farmers, implying (but not explicitly stating) that training methods used are women-friendly	0.5 (1)
I-3.3.5: CL has to date trained 169 WEVs, whose role is to ensure that cocoa training offered by existing extension services reaches women farmers. These volunteers have so far formed women's groups in 209 communities	1 (1)
I-3.3.6 – I-3.3.7: CL is working with input suppliers to tailor their input-credit schemes to the specific needs of women cocoa farmers. CL has also introduced 290 Village Savings and Loans Associations (VSLAs) in 98 communities, which provides women with financial management experience that can help them access other finance ⁴⁰	2 (3)
I-3.3.8 – I-3.3.11: Women cocoa farmers have been trained on correct application of agro-chemicals (see I-3.5.3)	0.5 (1)
3.4 Improving the distribution of costs and benefits for unpaid female family labour	3.5
I-3.4.1: AP explicitly states that WEVs are trained to extend cocoa training to "female farmers and other women working on cocoa farms", which is assumed to include unpaid female family labour. However the number/proportion of unpaid female family workers targeted/benefiting is not specified	1.5 (2)
I-3.4.2: Coverage of unpaid female family workers' concerns in relevant gender training is not specified, but is likely given the emphasis throughout the AP on inclusion of women who are not direct suppliers/farmer owners	1 (3)
I-3.4.3: AP does not mention any interventions to encourage registration of farm owners' wives as joint direct suppliers	0 (2)
I-3.4.4: WEV scheme has supported women members to fight for fairer access to household resources, an intervention that is likely to have benefited unpaid female family workers among others (although this is not specified)	1 (3)
3.5 Addressing gender discrimination experienced by waged workers	2
I-3.5.1 – I-3.5.2: AP does not mention any efforts to establish gender policies, committees or grievance mechanisms targeted at women waged workers	0 (4)
I-3.5.3: Technical training provided to "all women working on cocoa farms", which is assumed to include female waged workers, has included training on "farm hygiene and sanitation" and correct application of agro-chemicals (although in latter case there is no specific mention that health and safety aspects of agro-chemical usage was covered)	1 (2)
I-3.5.4: AP does not mention any interventions to encourage provision of childcare facilities for	0 (2)

⁴⁰ The proportion of VSLA members who are women is not specified, but given information provided about VSLAs under CL's Côte d'Ivoire programme, it is assumed women are well represented.

female waged workers	
I-3.5.5: AP explicitly states that WEVs are trained to extend cocoa training in general to “female farmers and other women working on cocoa farms”, which is assumed to include female waged workers on smallholder farms	1 (2)
3.6 Mainstreaming gender in community development interventions	6.5
I-3.6.1: The process for developing CAPs involves separate focus groups for girls/women and boys/men, with the outputs from women considered before those of men. As a result, many of the projects being implemented under CAPs reflect areas prioritised by women (e.g., schools, health facilities)	1.5 (1.5)
I-3.6.2: Measures to ensure women’s participation in CAP development (see I-3.6.1) have also led to women playing a prominent role in the implementation of women-prioritised projects. CL has also implemented comprehensive gender training for CL implementation partners, community members and other relevant stakeholders, which supports gender mainstreaming in CL programme implementation	1.5 (1.5)
I-3.6.3: Business training (see I-3.6.4) includes focus on developing alternative livelihood strategies for land-poor women	0.5 (1)
I-3.6.4: CL is providing women with “business and entrepreneurial skills development training”, and has committed to monitoring the no. of women trained in business management skills over the duration of CL	1 (1)
I-3.3.5: Some of the women-prioritised projects supported under the CAPs are likely to help women save time (e.g., improved local health facilities, digging of new wells), although the time-saving implications are not spelt out	1 (1)
I-3.6.6: CL has supported the development of VSLAs in target communities (see I-3.3.7)	0.5 (1)
I-3.6.7: See I-3.3.1	0.5 (1)
I-3.6.8: No additional gender mainstreaming activities are mentioned in the AP	0 (2)

4.5.2 Action plan – overall quality

Evaluation Criteria	Score
4.1 Addressing the GA’s recommendations	5
The GA does not make explicit or detailed recommendations for CL, but suggests that a focus on addressing gender gaps in participation in farmer training and access to finance would be particularly worthwhile. The AP includes measures to increase women’s access to both cocoa training and to financial services, including credit and savings facilities and related training. However, all of these refer to existing activities already in place prior to the GA being published.	5 (10)
4.2 Inclusion of new or strengthened commitments/activities	0
The AP comprises a summary of steps already being taken by CL to address gender concerns across the 5 key CL programme areas. Thus, whilst the AP includes some reference to the GA findings and recommendations, it does not include any new or strengthened commitments or activities beyond those that were already in place prior to the publication of the GA.	0 (10)
4.3 Robustness, appropriateness and sustainability of individual actions	7.5
I-4.3.1: All of the 12 key activity areas in the AP give a clear indication of how and by whom key activities will be implemented; 5 of these areas also include information on specific milestones reached	1.5 (2.5)
I-4.3.2: All of the activity areas are linked with clear expected results; however, only one activity area includes specific targets for future performance (a pattern which reflects the focus of the AP on describing pre-existing rather than planned future activities)	1.5 (2.5)
I-4.3.3: Activities across the 12 areas were considered to be developmentally appropriate overall	2.5 (2.5)
I-4.3.4: Overall, sustainability goals/concerns, including those relating to institutional sustainability, are well addressed across most activity areas	2 (2.5)
4.4 Inclusion of monitoring, evaluation and impact assessment mechanisms	9
I-4.4.1: AP commits to collect baseline data for all gender KPIs outlined in I-4.4.2 by mid-2014 (baseline survey)	2.5 (2.5)
I-4.4.2: AP commits to collection of gender-disaggregated KPIs across all main activity areas of Cocoa Life. These KPIs are quite comprehensive and cover at least one aspect of 4 of the 6 activity areas in the evaluation framework (C-3.1, C-3.2, C-3.3, and C-3.6); however C-3.4 and C-3.5 are not well addressed. Gender training provided to CL implementation partners and collaborators (see I-3.6.2) also specifically includes training on gender responsive data collection and M&E	2 (2.5)
I-4.4.3: AP commits to setting specific performance targets for each of the KPIs described in I-4.4.2, and to regularly reviewing progress towards these targets including annual qualitative evaluation/impact assessment and a commitment to implement corrective measures if gender targets/goals are not being reached	2.5 (2.5)
I-4.4.4: AP states that “outputs from Cocoa Life’s monitoring and evaluation process are discussed with program partners and other stakeholders, along with learnings from independent evaluations”; since many KPIs are gender disaggregated, it is assumed that progress on key gender goals are discussed within this generic evaluation process. (The specific stakeholders consulted and frequency of independent evaluations going forward are however not specified)	2 (2.5)

4.5 Consultation with relevant external stakeholders	5
I-4.5.1: CL's Gender Equality Strategy for Ghana, on which it is assumed the activities described in the AP are based, was developed in 2011 in consultation with "a wide range of stakeholders" including universities and various government departments; however, it is not specifically stated that this consultation involved women cocoa farmers, their representatives and/or women-focused CSOs. At community level, the CAP development process has rigorous measures to ensure active participation of women and girls. It is not clear whether other activity areas in the AP were developed in consultation with relevant stakeholders	2.5 (5)
I-4.5.2: A range of stakeholders, including female farmers, are consulted as part of the regular CL programme review process (see I-4.4.4). At community level, the strong participatory processes used in the development of CAPs has helped ensure the active involvement of both women and men cocoa farmers in the implementation of ensuing activities	2.5 (5)
4.6 Transparency and dissemination of gender-related learning	7
I-4.6.1: Company press releases ⁴¹ have committed to third party verification of Cocoa Life in general terms, and to the inclusion of gender KPIs within this process; the gender AP also includes a general statement that Cocoa Life "will be transparent" about its progress. However, no explicit commitments have been made to <i>publish</i> the results of the third party verification activities, or to <i>publicly</i> share progress on implementing the gender AP specifically	3 (6)
I-4.6.2: CL is engaging with relevant government and development organisations to raise awareness of issues affecting women in cocoa communities at national level, and to promote multi-stakeholder collaboration on addressing these issues. CL has also developed a gender manual aimed at building gender capacity of partners and stakeholders at district and community level, and is documenting the WEV concept and benefits with a view to disseminating learning to policy holders and like-minded initiatives. At the international level, CL has made public commitments to advocate for women's empowerment, to collaborate with others to achieve these aims, and to share gender learning from CL with a wide range of stakeholders ⁴²	4 (4)
4.7 Mainstreaming gender priorities in the wider supply chain	7.5
I-4.7.1: It appears that all activity areas outlined in the AP are intended to cover the whole CL programme, and that a substantial number of communities have already benefited from a range of key interventions (e.g., WEV scheme effective in 209 communities, VSLAs established in 98 communities)	2 (2.5)
I-4.7.2: The scope of the gender AP is entirely limited to CL communities. However, public commitments made elsewhere by Mondelēz International indicate that CL intends over time to mainstream gender goals across a substantial part of Mondelēz International's cocoa supply chain in Ghana	1.5 (2.5)
I-4.7.3: Globally, CL advocates for women's empowerment through engagement with MSIs, public and civil society institutions, e.g., advocating for inclusion of gender equality principles within World Cocoa Foundation sustainability principles. In 23 April 2013 press release, Mondelēz International committed to conduct and publish GAs "across the majority of our cocoa supply, starting with Ghana and Côte d'Ivoire", and to publish gender action plans for CL's top four origin countries by 2018	4 (5)

⁴¹ <http://ir.mondelezinternational.com/releasedetail.cfm?ReleaseID=853995> and <http://ir.mondelezinternational.com/releasedetail.cfm?ReleaseID=758357>

⁴² <http://ir.mondelezinternational.com/releasedetail.cfm?ReleaseID=758357>

Chapter 5: Evaluation of Nestlé's gender assessment and action plan for Côte d'Ivoire

5.1 Introduction

Chapter 5 presents findings from the Consultant's evaluation of Nestlé's GA⁴³ and AP⁴⁴ for its cocoa supply chain in Côte d'Ivoire. This chapter is structured as follows:

- **Section 5.2** provides key observations arising from the evaluation of Nestlé's GA and AP
- **Section 5.3** provides specific recommendations for Nestlé, focusing on actions that are needed to address the key gaps and weaknesses identified
- **Sections 5.4 and 5.5** present the detailed evaluation of Nestlé's GA and AP against the common evaluation framework as described in **Appendix 1**.

5.2 Key observations

Overall, Nestlé's GA is reasonably comprehensive and robust, and by far the strongest of the 3 company assessments. In contrast, the AP provides weak coverage of key gender concerns; it therefore needs strengthening in a number of key areas if it is to significantly contribute to promoting gender equality in Nestlé's cocoa supply chain in Côte d'Ivoire.

The Gender Assessment achieved an average score of 6.5 out of 10 ("fair"), with 6 (55%) of the 11 relevant criteria scored as "strong", 4 criteria as "fair" and 1 as "needs strengthening". Notable strengths of Nestlé's GA include: collection of a comprehensive quantitative dataset; coverage of a substantial cross-section of farmers who are not directly involved in Nestlé's community development initiatives; and reasonable coverage of 5 of the 6 main areas of concern (C-2.1 – C-2.5), including good coverage of issues affecting unpaid female family workers and fair coverage of female waged workers (Nestlé's GA is the only one of the three assessments that covers C-2-4 and C-2.5 to any significant extent). Nevertheless, two significant gaps/weaknesses in the GA are the lack of systematic assessment of the gender components and impacts of Nestlé's existing community development interventions, and the limited consultation with male cocoa farmers.

The Action Plan⁴⁵ achieved an average score of 3.8 ("fair"), with 2 of the 13 evaluation criteria scored as "strong", 5 scored as "fair", and 6 scored as "needs strengthening". Whilst the individual actions included in the AP are reasonably robust, they are limited in scope. The plan does have some notable strengths, including commitments to: publicly report on progress in achieving key gender KPIs; extend the scope of gender activities to other cocoa sourcing countries; and test an innovative cooperative membership model that would permit the wives of male cocoa farmers to become members. However, the AP has substantial weaknesses, including: limited coverage of 5 of the 6 key areas of concern (C-3.2 – C-3.6), with no coverage at all of C-3.5; only partial attention to the researchers' recommendations; concerns

⁴³ http://www.fairlabor.org/sites/default/files/documents/reports/Nestlé_gender_report_7-9-14_0.pdf

⁴⁴ <http://www.Nestlé.com/asset-library/documents/creating-shared-value/responsible-sourcing/Nestlé-action-plan-women-in-cocoa-supply-chain-july-2014.pdf>

⁴⁵ (a) This evaluation also takes into account commitments made in Nestlé's original gender action plan published in April 2013 (*Nestlé Action Plan on Women in the Cocoa Supply Chain*). This is because the action plan published in July 2014 in response to the Behind the Brands' Cocoa Roadmap demands (*Nestlé Action Plan on Women in the Cocoa Supply Chain: Update 2014*) was intended as an update to the original April 2013 plan. (b) In feedback provided to Oxfam on 6 August 2014, Nestlé also shared a non-public working document that provides further detail, including more specific activities and targets, in support of the public gender action plans. However, given BtB's core commitment to full transparency, it was decided that this independent evaluation could not take into account any information provided in this supplementary document, due to the fact that it is not in the public domain.

regarding the developmental appropriateness and sustainability of some key proposed actions; and the lack of provision for consultation with external stakeholders. Overall therefore, the Consultant's view is that the AP needs strengthening in a number of key areas.

5.3 Recommendations

5.3.1 Recommendations relating to Côte d'Ivoire cocoa supply chain

N-R-1	Nestlé should substantially strengthen its existing Côte d'Ivoire AP and expand its scope to cover all key areas of concern for women cocoa farmers, including addressing the following gaps and weaknesses:
N-R-1a	Identify and add additional activity areas to more comprehensively address key gender concerns outlined in C-3.1 – C-3.6, in particular ensuring that issues affecting waged workers (C-3.5) are addressed. These new activity areas should include a more thorough response to the recommendations made in the GA.
N-R-1b	Seek feedback on the current AP from external stakeholders (including women cocoa farmers, relevant female community leaders, women's rights CSOs and independent gender specialists), in particular feedback on the activities currently proposed under "Giving women a voice" and "Helping increase women's income". Address relevant aspects of this feedback when preparing the revised/strengthened AP.
N-R-1c	Build in mechanisms to ensure regular consultation with relevant stakeholders throughout the implementation of the AP, and make explicit any existing commitments made in this regard.
N-R-1d	Add a specific commitment to commission independent assessment(s) of progress, outcomes and impacts of the AP, and make explicit any existing arrangements that may contribute to this aim (e.g., FLA's annual Independent External Assessments of working conditions).

5.3.2 Recommendations relating to other sourcing countries

N-R-2	When commissioning future GAs in other cocoa sourcing countries, Nestlé should take steps to address the following gaps in the Côte d'Ivoire assessment:
N-R-2a	Ensure that the research methodology includes more substantial consultation/interviews with male cocoa farmers, as well as representatives of Nestlé and other key private sector actors
N-R-2b	Provide more detailed guidance to researchers on the desired scope of the gender assessment (see General Recommendation G-R-2b), and encourage researchers to develop a clear analytical framework that focuses more tightly on the key gender issues within this scope
N-R-2c	Include a rapid assessment of the key gender components and impacts of Nestlé's existing community development interventions, including relevant aspects of the Nestlé Cocoa Plan, and provide specific recommendations on how key gender gaps/weaknesses could be addressed ⁴⁶ .

5.4 Detailed evaluation of gender assessment (GA)

5.4.1 Gender assessment – strength of research methodology

<i>Evaluation Criteria</i>	<i>Score</i>
C-1.1 Experience, skills and qualities of research team	6
I-1.1.1: Research team comprised 2 FLA staff and 4 "independent consultants" based in Côte d'Ivoire (the independence of these consultants is however not elaborated on). Nestlé has been an affiliate member of FLA since 2012, and as a condition of affiliation FLA has been conducting labour assessments of the company's Ivorian supply chain. However, these assessments are conducted on a strictly independent basis so no conflict of interest was identified between FLA and Nestlé	1.5 (2)
I-1.1.2: The report specifies that 1 of 6 research team members was a "gender expert", however his/her specific gender skills and field experience are not elaborated on	1 (2)
I-1.1.3- I-1.1.5: The report does not name the individual researchers involved and does not provide specific information about their experience. However, at the institutional level FLA has some experience of global agricultural supply chains, smallholder agriculture and engagement with relevant	2 (4.5)

⁴⁶ R-2c should however not be the main focus of the GA, since the assessment should provide a broader view of key constraints and priorities of women cocoa farmers across the full Nestlé cocoa supply chain in the focus country.

stakeholders (including male and female agricultural waged workers and local CSOs), primarily through its earlier labour assessments of Nestlé's cocoa and hazelnut supply chains ⁴⁷ . The strength of the research methodology and relatively comprehensive coverage of most key areas of concern (C-2.1 – C2.5) also indicate that the individual researchers had significant experience of these areas	
I-1.1.6: Due to the organisation's core focus on labour rights, the 2 FLA staff involved in the research are assumed to have expertise in ILS and supply chain labour conditions, and this is evident in the research methodology used; however, their labour skills are not explicitly stated	1.5 (1.5)
C-1.2 Data collection methods used	7.5
I-1.2.1: The range of literature included was not extensive and many of the gender constraints it identified were not geographically or sectorally specific to Côte d'Ivoire and/or cocoa sector	1 (2)
I-1.2.2: Although the use of participatory methods as explicitly described in the methodology section is limited (the interviews conducted with women cocoa farmers is described as a "quantitative survey"), an assessment of the survey findings indicates that the actual methodology used involved substantial qualitative (participatory) as well as quantitative methods and was comprehensive overall	1.5 (2)
I-1.2.3: The confidentiality of interviews was not explicitly stated. However, the report states that interviews with women farmers were conducted "at homes, farms, markets and communal areas such as community centres", and that researchers resided in the communities when conducting the interviews. The location and duration of visits is likely to have allowed women interviewees to feel safe enough to divulge relevant and accurate information	1.5 (2)
I-1.2.4: Quantitative data was collected on an impressive range of relevant indicators	2 (2)
I-1.2.5: The range of quantitative data collected is likely to provide a reasonable baseline dataset against which future progress can be measured	1.5 (2)
C-1.3 Range of respondents/stakeholder views consulted	7.5
I-1.3.1: GA included interviews with 49 women who headed and ran their own cocoa farms (covering a significant age range), of which 22 directly supplied Nestlé cooperatives	1.5 (2)
I-1.3.2: Total of 244 rural women interviewed included significant number of unpaid family workers (extrapolated as approx. 130 women)	1.5 (2)
I-1.3.3: 42 female casual workers (cocoa sorters) from 2 co-ops were interviewed	1 (1)
I-1.3.4: Several of the women interviewed were female community leaders, including female members of village councils and presidents of women's associations	1 (1)
I-1.3.5: Report mentions that discussions were held with local men to elicit their perspectives on women's roles and contribution on cocoa farms and to the household more generally. However the number of men consulted was not specified, and no distinction was made between men according to their employment status	0.5 (1)
I-1.3.6: Interviews conducted with several local women's rights and community development NGOs	1 (1)
I-1.3.7: No consultation with brand representatives or other private sector actors	0 (1)
I-1.3.8: Interviews conducted with government departments and staff responsible for gender policies, and other relevant international organisations	1 (1)
C-1.4 Strength of analytical framework and presentation of findings	6
I-1.4.1 and I-1.4.2: No clear analytical framework was explicitly described or evident. However, the broad investigation of women's multiple roles in rural communities ensured both the appropriateness and comprehensives of issues identified (although a tighter focus on cocoa-related issues might have been more resource-efficient). Main weakness was that the assessment of women's risks and barriers (constraints) was not linked to women's employment status	3.5 (5)
I-1.4.3: The ordering of information is not well structured, with some repetition of information and related issues appearing in disparate sections (likely reflecting the lack of a clear analytical framework)	2.5 (5)
C-1.5 Geographical scope of assessment	8
I-1.5.1: Côte d'Ivoire is the world's largest cocoa exporter	3 (3)
I-1.5.2: GA included interviews with 244 rural women in cocoa producing communities	1 (2)
I-1.5.3: Farmer interviews were conducted in 12 different communities drawn from the majority of cocoa producing areas/regions within Côte d'Ivoire	2 (2)
I-1.5.4: Some interviews (albeit the minority) were with women working on farms that do not supply co-ops participating in the Nestlé Cocoa Plan (NCP)	2 (3)
C-1.6 Robustness of assessment of any on-going activities and achievements	n/a
I-1.6.1 – I-1.6.3: The GA does not include a systematic assessment of Nestlé's existing initiatives to support cocoa farmers in Côte d'Ivoire, although some of the recommendations refer to the need to address key concerns arising from the GA in future design and implementation of existing Nestlé initiatives. This criterion is not scored because the inclusion of a specific assessment of on-going Brand interventions was not a BtB demand.	n/a

⁴⁷ See: <http://www.fairlabor.org/affiliate/Nestlé> and http://www.fairlabor.org/sites/default/files/sci-factsheet_7-23-12.pdf

5.4.2 Gender assessment – coverage of relevant gender issues

Evaluation Criteria	Score
C-2.1 Underlying gender inequalities	8
I-2.1.1: Identifies gender discrimination inherent in traditional laws/practices regarding land tenure, property, inheritance and marital rights, and the predominance of these practices over formal laws	1.5 (1.5)
I-2.1.2: Women's low literacy and educational levels are identified, but no comparison with male literacy/education levels provided	1 (1.5)
I-2.1.3: Men's predominance in governance positions at community and household level are identified in the field research. Male dominance in higher-level governance structures not mentioned	1 (1.5)
I-2.1.4: Field research identifies and comprehensively describes women's disproportionate responsibility for reproductive work and women's greater time poverty compared to men	1.5 (1.5)
I-1.2.5: Field research findings clearly distinguish between women cocoa farmers according to employment status	1 (1)
I-1.2.6: Women's and girls' inferior food security status is not mentioned	0 (1)
I-2.1.7: Patriarchal attitudes are identified throughout much of the field research as a systematic underlying concern	2 (2)
C-2.2 Women's lower participation as direct cocoa suppliers	8.5
I-2.2.1 and I-2.2.2: Includes quantitative data on (a) the number and proportion of direct cocoa suppliers/co-operative members who are women, and changes in this proportion over time, and (b) the proportion of women cocoa farmers who are direct suppliers	4 (4)
I-2.2.3: Provides data on number/proportion of co-operative Board members who are female	2 (2)
I-2.2.4: Identifies a number of important constraints to women becoming direct suppliers in the Nestlé supply chain	1.5 (2)
I-2.2.5: Briefly identifies key constraints to women becoming cooperative Board members	1 (2)
C-2.3 Female direct suppliers' poorer access to production inputs	5
I-2.3.1: Identifies women's low access to training, pesticides and other agricultural inputs (e.g., seedlings) provided by co-operatives/partners in Nestlé supply chain, but does not identify gender differentials in access to these inputs at an institutional level	2 (4)
I-2.3.2: Identifies some key constraints preventing women from accessing training	1.5 (2)
I-2.3.3: Identifies one key constraint to women's access to agricultural inputs (low membership of cooperatives), but does not provide a focussed assessment. Some constraints to credit access are identified	1 (2)
I-2.3.4: Clearly identifies women's constraints to accessing their own labour, but does not identify constraints to accessing family and waged labour	0.5 (2)
C-2.4 Unpaid female family labour: predominance, unequal distribution of benefits	7.5
I-2.4.1: Identifies number/proportion of women working as unpaid family labour on cocoa farms	2 (2)
I-2.4.2: Identifies in detail the tasks in which unpaid female family workers are involved, although no direct comparison is made between their overall labour input and that of male farmer owners	1.5 (2)
I-2.4.3: Identifies the opportunity cost of working long hours on husbands' cocoa farms (leaving little time for own business activities)	1 (2)
I-2.4.4: Identifies the number of women who report receiving some financial compensation for their labour from husbands, but does not identify the proportion of total cocoa income they receive; other in-kind rewards are also identified. Also identifies cases where women do not receive compensation and resulting challenges they experience	1.5 (2)
I-2.4.5: Unpaid female family workers' lack of knowledge and control over income from cocoa farms is identified as a concern in general terms	1.5 (2)
C-2.5 Female waged labour: discriminatory employment practices	5.5
I-2.5.1: Includes data on number of women working as waged labour in/on cocoa farms and co-operatives	1.5 (1.5)
I-2.5.2: Includes data on number of women employed as casual workers versus "salaried employees"	1.5 (1.5)
I-2.5.3: Regarding employment in cooperatives, provides data and analysis of horizontal job segregation by gender (women's concentration in casual rather than regular jobs) and vertical job segregation by gender (male dominance in management jobs)	1.5 (1.5)
I-2.5.4: Not specified whether women workers are paid directly	0 (1.5)
I-2.5.5: Prevalence/nature of sexual harassment and abuse is not assessed	0 (1.5)
I-2.5.6: Identifies a number of health and safety risks specifically affecting women, e.g., lack of awareness of good Occupational Health and Safety (OHS) practice including use of Personal Protective Equipment (PPE), stress/lack of rest resulting from local total working hours)	1 (1.5)
I-2.5.7: No additional relevant concerns identified	0 (1)
C-2.6 Lack of gender mainstreaming in community development interventions	1.5
I-2.6.1 – I-2.6.3: Does not assess extent to which Nestlé's existing community development programmes (a) mainstream gender concerns in the design or implementation of interventions, or (b) address women's specific priorities. However, the recommendations specifically address some of these issues	1 (7.5)
I-2.6.4: Women's participation in Nestlé's existing community development interventions is not assessed systematically. However, a specific analysis is given of women's low participation in Nestlé-supported training (FFS) and the reasons for this	0.5 (2.5)

5.5 Detailed evaluation of action plan (AP)⁴⁸

5.5.1 Action plan – extent to which key gender issues are addressed

Evaluation criteria and indicators	Score
C-3.1 Addressing underlying gender inequalities	4
I-3.1.1: Neither AP includes mention of gender training for male community members	0 (2)
I-3.1.2: Jul 2014 AP commits to developing and promoting local women's associations with a view to strengthening women's organisation, and improving their management skills, self-confidence and negotiating power with external stakeholders. However AP only commits to support 2 such associations by end 2014, with only a vague statement of intention to expand this work after 2015	1 (2)
I-3.1.3: Both APs commit to monitoring the percentage of land owned by women, but do not include proactive measures to improve women's access to land	0.5 (2)
I-3.1.4: Both APs commit to monitoring girls' attendance at Nestlé-built schools, but do not include proactive measures to improve girls' attendance/participation	0.5 (2)
I-3.1.5-1-3.1.7: Jul 2014 AP commits to organising gender training for field staff of Nestlé's suppliers. Formation/strengthening of women's associations also has potential to promote women's role in decision-making more widely (see I-3.1.2). See also I-4.6.2	2 (2)
C-3.2 Improving women's participation as direct cocoa suppliers	3
I-3.2.1 and I-3.2.2: Neither AP includes any commitment to source from women's producer groups or to ensure women's representation in management of supply chain partner companies	0 (2)
I-3.2.3: Jul 2014 AP commits to "identify a cooperative willing to try a system whereby the female spouses of male cocoa farmers are registered as cooperative members in addition to their husbands"	2 (3)
I-3.2.4: Neither AP includes any commitment to encourage men to give a share of their land/cocoa trees to their wives	0 (2)
I-3.2.5: Jul 14 AP commits to providing gender training to all co-operatives in the Nestlé Cocoa Plan (NCP) by 2017, with one of the stated aims of this training being to "encourage opening up of roles such as...cooperative managers for women"	1 (3)
C-3.3 Improving female direct suppliers' access to production inputs	3.5
I-3.3.1: Under the Jul 14 AP, support provided to women's associations may include improving women's access to credit, e.g., linking with proposed Conseil Café Cacao women's credit initiative	0.5 (1.5)
I-3.3.2: Neither AP commits to improving gender capacity of local institutions	0 (1.5)
I-3.3.3- I-3.3.5: Jul 2014 AP commits to provision of GAP training to women farmers via the women's associations (see I-3.1.2), and to improving women's access to other cocoa training through use of appropriate training methods/content, "for example through the use of video, and by providing some training close to villages and at times suitable for women". Moreover, one stated aim of gender training for NCP co-operatives (see I-3.2.5) is to "encourage opening up roles such as lead farmers...for women"	2 (3)
I-3.3.6-I-3.3.7: Neither AP includes any commitment to introduce female participation quotas in input provision schemes or to ensure that entry and guarantee requirements for credit schemes are women-friendly	0 (3)
I-3.3.8-I-3.3.11: Jul 2014 AP commits to addressing poor usage of PPE by women farmers through the women's associations (see I-3.1.2). Jul 14 AP states that Nestlé will request the cooperatives they source from to ensure women "are considered" as beneficiaries from their cocoa tree distribution programme. Since 2009, Nestlé has distributed > 300,000 trees to women-led cooperatives, of which approx 70% of trees go to women ⁴⁹	1 (1)
C-3.4 Improving distribution of costs and benefits for unpaid female family labour	3
I-3.4.1: As majority members of women's associations ⁵⁰ (see I-3.1.2), unpaid female family workers will benefit from the GAP training to be provided via these associations (see I-3.3.3 – 5); however, neither AP mentions efforts to mainstream participation of these workers in broader training and extension activities supported by Nestlé	0.5 (2)
I-3.4.2: Neither AP includes any specific commitment to include issues affecting unpaid female family labour in broader gender awareness training activities	0 (3)
I-3.4.3: See I-3.2.3	1.5 (2)
I-3.4.4: As majority members of women's associations, unpaid female family workers will benefit from other support provided to these associations, e.g., confidence building, strengthening organisation and negotiation skills	1 (3)
C-3.5 Addressing gender discrimination experienced by waged workers	0

⁴⁸ As explained in Section 5.2, note that the evaluation also takes into account actions outlined in Nestlé's earlier action plan published in April 2013.

⁴⁹ No specific indicator relating to direct provision of seedlings was included in the evaluation framework; however the Consultant felt that Nestlé's efforts in this regard should be acknowledged in the evaluation by awarding an extra half-point.

⁵⁰ The July 2014 AP does not explicitly state that members of women's associations include unpaid female family workers, but feedback provided by Nestlé (6 August 2014) clarified that the majority of members of these associations are unpaid female family workers.

I-3.5.1-I-3.5.5: Neither AP includes any activities to address gender discrimination experienced by waged workers	0 (10)
C-3.6 Mainstreaming gender in community development interventions	2
I-3.6.1: Neither AP includes any measures to improve gender mainstreaming in programme design	0 (1.5)
I-3.6.2: Jul 14 AP commits to providing gender training to NCP co-operatives and Nestlé field staff (see I-3.2.5)	1 (1.5)
I-3.6.3: Jul 14 AP commits to implementing programme with Olam to introduce higher yielding varieties of cassava to > 2,000 women by 2016, with dual aims of improving household food security and increasing women's income. Nestlé is also supporting women to improve food production for cash as part of ICI child labour initiative	1 (1)
I-3.6.4-I-3.6.8: Neither AP includes any commitments to provide the following services for women: business skills training, appropriate financial services, time-saving services and infrastructure, or facilitation of links to existing local support services	0 (6)

5.5.2 Action plan – overall quality

<i>Evaluation Criteria</i>	<i>Score</i>
C-4.1 Does the AP address the researchers' recommendations?	2.5
The researchers had 11 broad recommendations aimed at Nestlé, all of which were judged to be relevant. The APs do not fully address any of these recommendations, partially addressed 6 recommendations, and did not address 5 of the recommendations at all. For the recommendations that were partially addressed, the APs mostly address the short term components of these recommendations to some extent; however, often the APs address a secondary aim rather than the primary aim of the proposed interventions as intended by the researchers	2.5 (10)
C-4.2 Does the AP include new or strengthened commitments/activities?	8
The Jul 14 AP covers 9 main activity areas (one of which relates to monitoring of gender KPIs); 7 of these 9 areas represent new commitments/activities as compared to the Apr 13 AP	8 (10)
C-4.3 Are individual actions robust, appropriate and sustainable?	4.5
I-4.3.1: Of the 9 main activity areas outlined in the Jul 14 AP, 5 are time-bound with clear aims and provide some indication of how and/or by whom the activity will be implemented; 2 activities are not time-bound but include fairly specific aims/mechanisms; the remaining 2 activity areas are vague	1.5 (2.5)
I-4.3.2: Desired results and targets for the proposed activities are fairly clear on the whole, although not very detailed	2 (2.5)
I-4.3.3 – I-4.3.4: The consultant has significant concerns about the developmental appropriateness and sustainability of two key activity areas proposed in the Jul 14 AP: promotion of women's associations, and introduction of high yielding cassava varieties (HYVs). Evidence to date clearly indicates that (a) introduction of HYVs tends not to have positive impacts on poverty reduction, particularly for women; and (b) development of women's associations that are not clearly linked to existing institutions, and lacking a clear immediate (financial) benefit/aim, are unlikely to be sustainable. Across all activity areas, little attention is given to sustainability of impacts, e.g., training to be provided to cooperatives and field staff is referred to as a one-off rather than on-going activity; tendency to set up separate activities/institutions for women rather than mainstreaming gender concerns in core activities	1 (5)
C-4.4 Are adequate M&E and impact assessment mechanisms in place?	6
I-4.4.1: Neither AP mentions specific mechanisms to ensure availability of an adequate baseline dataset. However, the FLA GA provides a reasonable set of baseline data against which future progress can be measured. Collection of gender KPIs (see I-4.4.2) was also initiated in 2013; the resulting data thus provides an additional baseline dataset	2 (2.5)
I-4.4.2: The Apr 13 AP committed to monitoring KPIs relating to 3 key evaluation criteria (C-3.1, C-3.2 and C-3.3). Jul 14 AP re-iterates commitment to continue monitoring the same KPIs	1.5 (2.5)
I-4.4.3: Jul 14 AP commits to reporting on achievement of these KPIs on an annual basis, although no targets are set and there is no specific commitment to address under-performance	1.5 (2.5)
I-4.4.4: The Jul 2014 AP includes a commitment to undertake a "deep dive impact survey" to test effectiveness of the women's associations, but does not specify whether this will be conducted by independent researchers. As an FLA affiliate, Nestlé is committed to have FLA conduct annual independent evaluations of labour conditions in their cocoa supply chain, which typically include assessment of issues affecting women workers; however neither AP indicates whether future FLA evaluations will specifically include an assessment of progress against the gender APs	1 (2.5)
C-4.5 Consultation with relevant external stakeholders	0
I-4.5.1: Neither AP mentions any consultation with external stakeholders in the preparation of the plans	0 (5)
I-4.5.2: Neither AP mentions any mechanisms for ensuring regular consultation with relevant stakeholders regarding the implementation of the plans	0 (5)
C-4.6 Transparency and dissemination of gender-related learning	7
I-4.6.1: The Jul 14 AP commits to reporting on achievements against gender KPIs (see I-4.4.2) on annual basis. The AP does not explicitly state that reporting will be public, but this is implied by the inclusion of KPI data in the AP itself. However no commitment has been made to publish evaluations or impact assessments of related activities	4 (6)

<p>I-4.6.2: The Apr 13 AP commits to working with cocoa industry stakeholders including ICI and Oxfam on gender issues. It reports that Nestlé has already been actively engaging with UTZ and “Fairtrade” to strengthen the gender focus in their respective certification processes, and that Nestlé has also engaged with ADM Cocoa to collect data on women cocoa farmers and define joint actions going forward. The Jul 14 AP commits to “work actively” with the WCF Cocoa Action strategy on promoting gender concerns, through agreement of sector-wide activities, priorities for engagement with government, and KPIs relating to gender; the AP also commits to improving gender sensitivity of training content</p>	<p>3 (4)</p>
<p>C-4.7 Proportion of cocoa supply chain covered by proposed interventions</p>	
<p>I-4.7.1: Gender training outlined in the July 2014 AP commits to covering <i>all</i> NCP co-operatives by 2017. Given that the Apr 2013 AP commits to “rolling out the [NCP] to cover 100,000 tonnes of cocoa (approx. 25% of Nestlé’s global usage across all categories) by end 2015”, this training will reach a substantial portion of Nestlé’s cocoa supply chain. However other interventions outlined in the Jul 2014 AP are more limited in scope (2 women’s associations supported by end 2015, 2,000 women farmers using cassava HYVs by 2016, one co-operative testing joint husband-wife membership model)</p>	<p>1.5 (2.5)</p>
<p>I-4.7.2: Gender training outlined in the July 2014 AP (<i>see I-4.7.1</i>) will also be provided to Nestlé’s and suppliers’ field staff, which importantly signifies an attempt to mainstream gender considerations into core business practices (not just within the confines of community development interventions)</p>	<p>1.5 (2.5)</p>
<p>I-4.7.3: The Apr 13 AP commits to conducting further GAs in other sourcing countries by 2016, but does not specify how many or which countries. The Apr 13 AP also commits to extending the AP’s activities to “Ghana, Indonesia and Ecuador and subsequently other countries” in the NCP; however no specific timeline is given. The Jul 2014 AP re-iterates the latter commitment, stating that Nestlé will “consider expansion of our efforts on gender” to other cocoa sourcing countries, but this time does not mention specific countries</p>	<p>3 (5)</p>

Chapter 6: General observations

6.1 Introduction

Chapter 6 presents the Consultant's general observations arising from the review of the four company GAs and APs for Côte d'Ivoire and Ghana. Whilst the observations are primarily targeted at Mars, Nestlé and Mondelez International, they are likely to be of relevance and interest to other global cocoa brands, particularly those within the scope of the BtB campaign. This chapter is structured as follows:

- **Section 6.2** presents general observations about the four GAs
- **Section 6.3** presents general observations about the researchers' recommendations arising from the GA findings
- **Section 6.4** outlines general observations regarding the four gender APs.

6.2 General observations about the GAs

6.2.1 Whilst all four GAs leave considerable room for improvement, they do represent important progress towards gender awareness and accountability

Whilst none of the GAs are rated as "strong" overall, they do represent a significant step towards ensuring gender awareness and accountability of these Brands with respect to their Ivorian and Ghanaian cocoa supply chains. This is especially the case if the following considerations are taken into account:

- these are the first GAs that the brands have commissioned in response to BtB;
- gender analysis is a discipline that requires specialised and complex skills, and one that is not always within the capacity of mainstream development organisations, let alone private sector companies; and
- BtB did not provide detailed guidance to the Brands about the desired scope of the GAs, prior to the assessments being commissioned.

6.2.2 Whilst Nestlé's and Mondelez International's GAs for Côte d'Ivoire were seen to be sufficiently robust, supplementary research is recommended in the case of Mars and Mondelez International (Ghana)

The Nestlé GA achieved the highest average score of 6.5, with Mars scoring 4.5, Mondelez International (Côte d'Ivoire) scoring 4.3, and Mondelez International (Ghana) scoring 2.8. Although its average score was slightly below that of Mars, Mondelez International's Côte d'Ivoire assessment was considered sufficiently robust because it included fair coverage of 4 of the 6 key areas of concern (C-2.1 – 3 and C-2.6), and because the GA is also supported by a relatively strong AP. In contrast, the Mars GA only provides significant coverage of 2 of the 6 areas of concern, and the gaps in coverage inherent in the assessment are followed through to the company's AP; supplementary research to strengthen the current GA is therefore recommended as an urgent next step for Mars. The Mondelez International assessment for Ghana is relatively weak in its analysis of all key areas of concern (C-2.1 – C-2.6); however, given the existence of prior research on relevant issues and the relative strength of the accompanying AP, supplementary research is recommended, but on a less urgent basis.

6.2.3 There was considerable variation in the scope and relative strengths/weaknesses of each GA, a pattern which appeared to reflect the skill profiles of the respective research teams

As a result, there are no substantive gaps or weaknesses that were common to all four assessments. Nevertheless, a number of substantial weaknesses were identified that were

common to three of the GAs (the two Mondelēz International assessments and the Mars assessment). In particular, all three of these assessments gave insufficient attention to the concerns of unpaid female family workers and those of women waged workers, a gap which seems to reflect the lack of labour expertise within the respective research teams involved.

6.3 General observations about the researchers' recommendations

6.3.1 The comprehensiveness and scope of the recommendations varied considerably between the three Brands

Thus, recommendations from the Mars GA were very detailed and specific, but they did not cover the full range of issues outlined in C-3.1 – C-3.6. In contrast, recommendations from the Nestlé GA addressed all of the six issues criteria (C-3.1 – C-3.6); however, the proposed activities were not as detailed as those contained in the Mars GA. Finally, the Mondelēz International Côte d'Ivoire GA did not provide any concrete recommendations at all.

6.3.2 The recommendations did not always directly reflect the field research findings on which they should have been based

For example, recommendations made in the Mars GA included a number of proposed activities to improve women's access to training (C-3.3) and address the situation of female waged workers (C-3.5); yet neither of these criteria were addressed to any significant extent by the field research.

6.3.3 The recommendations collectively addressed the majority of issues/indicators contained in C-3.1 – C-3.6

However, one notable gap is that none of the researchers highlighted the need for Brands to support more equitable distribution of land and/or cocoa trees between husbands and wives.

6.3.4 The researchers also identified relevant recommendations that were not addressed by any of the APs or by the evaluation framework

These include the following recommendations for the Brands involved:

- Ensure that women and men have equal access to good quality cocoa seedlings (Nestlé GA)
- Leverage the Brand's network of first tier suppliers to provide technical capacity building and improved access to appropriate production inputs, in order to enhance cocoa farmers' production of non-cocoa crops (Nestlé GA)
- Earmark specific funds to support women-prioritised income generation activities, for example through ring-fencing cocoa premiums to this end (Nestlé and Mars GAs)
- Identify and train female trainers/leaders/communicators from the communities to promote improved labour conditions for women workers on cocoa farms, for example by collecting data on labour conditions and handling relevant grievances (Nestlé GA)
- Support the creation of cocoa associations specifically for women labourers (Mars GA)
- Engage female and male community members in monitoring and evaluation of relevant aspects of the AP through use of mobile and other related technologies (Mars GA).

In addition, recommendations from the Nestlé GA emphasised the need for action from, and collaboration between, multiple stakeholders, including national and international CSOs, community leaders, and the cocoa industry as a whole. In particular, the researchers provide a number of specific recommendations targeted at the Ivorian government, including: strengthen awareness-raising campaigns to tackle gender discriminatory cultural practices (eg. male-only land ownership); identify and pilot innovative approaches to increase women's

access to credit and health care/advice; and strengthen mechanisms for promoting adult women's literacy and girls' education.

6.4 General observations about the gender action plans

6.4.1 Whilst all of the APs leave room for improvement, they do represent significant progress towards gender mainstreaming within the Brands' community development programmes in Côte d'Ivoire and Ghana

6.4.2 The two Mondelez International APs stand out as the strongest plans, whilst the Mars and Nestlé APs both need substantial strengthening

Both the Mondelez International Ghana and Côte d'Ivoire APs (with average scores of 5.7 and 5.8 respectively) were relatively comprehensive and robust; however, the Ghana AP did not include any new or strengthened commitments beyond what was already in place within the Cocoa Life program prior to the GA being conducted. The Mars AP (average score 2.8) and Nestlé AP (3.8) both need strengthening across all relevant areas of concern.

6.4.3 Somewhat surprisingly, the quality of the APs did not necessarily correlate with the quality of the corresponding GAs

Notably, whilst Nestlé's GA was by far the strongest of the four assessments, the brand's AP was relatively weak. Conversely, whilst Mondelez International's GA for Ghana was the weakest assessment of all, the corresponding AP was relatively strong.

6.4.4 Finally, a number of common gaps and weaknesses were identified across the four APs

Substantive gaps found in all of the four APs include:

- absent or limited activities to improve the situation of female unpaid family workers and female waged workers (C-3.4 and C-3.5);
- lack of commitment to mainstream gender priorities into core business practices;
- lack of explicit commitment to *publicly* share progress reports and independent evaluations/impact assessments of the APs; and
- failure to systematically address researchers' recommendations arising from the respective GA findings (where concrete recommendations were provided).

In addition, common weaknesses found in the three Côte d'Ivoire APs include: insufficient attention given to the institutional sustainability of proposed activities; limited activities to address underlying constraints to women becoming direct suppliers; and limited commitment to provide basic services and infrastructure to help free up women's time.

Chapter 7: General recommendations

7.1 Introduction

This final chapter presents the Consultant's general recommendations, which are intended to address the general observations outlined in Chapter 6. Whilst the recommendations are primarily targeted at Mars, Nestlé and Mondelez International, they are likely to be of relevance and interest to other global cocoa brands, particularly those within the scope of the BtB campaign. This chapter is structured as follows:

- **Section 7.2** presents general recommendations relating to the existing gender APs for Côte d'Ivoire and Ghana
- **Section 7.3** sets out general recommendations with regard to future GAs to be conducted in other sourcing countries
- **Section 7.4** provides general recommendations relating to future gender APs to be developed for other sourcing countries.

7.2 Recommendations relating to the existing gender APs for Côte d'Ivoire and Ghana

G-R-1	Mars, Mondelez International and Nestlé should strengthen their Côte d'Ivoire and Ghana APs in the following areas:
G-R-1a	Better address researchers' recommendations. It is recognised that it may not be possible or appropriate to address all of the researchers' recommendations, at least in the short term. However, Brands should ensure that, as a minimum, their APs address all of the broad activity areas proposed by the researchers to some extent, and where relevant, provide a clear justification of why key recommendations are not addressed.
G-R-1b	Add or substantially strengthen activities and targets aimed at improving the situation of female waged workers and unpaid female family workers. This should include adding and/or strengthening KPIs relating to these activities.
G-R-1c	Strengthen commitments around transparency. All APs should make more explicit commitments to ensure: external stakeholder consultation on the design and implementation of the plan; public reporting of progress and outcomes from implementing the APs; and the commissioning and publication of independent evaluations/impact assessments of the gender APs specifically.
G-R-1d	Add/strengthen activities aimed at mainstreaming key gender priorities into core business practices. All APs should include proactive engagement with key supply chain partners to promote progress against C-3.1 – C-3.6 across the Brand's whole cocoa supply chain in Côte d'Ivoire/Ghana, and not just within communities directly engaged in the Brand's existing community development initiatives. As a minimum, APs should include supply chain-wide measures to increase women's participation as direct cocoa suppliers (C-3.2), and to promote more equitable distribution of income and benefits from cocoa farming to unpaid female family workers (C-3.4).
G-R-1e	Better address the underlying constraints that prevent women becoming direct cocoa suppliers. In particular, the APs should include specific activities to address women's unequal rights/access to land and cocoa trees.
G-R-1f	Add appropriate activities aimed at improving the provision of basic services and infrastructure that free up women's time. Given their high degree of time poverty, women cocoa farmers are unlikely to be able to benefit from other opportunities (e.g., training, improved opportunities to join or lead farmers' organisations) unless measures are put in place to reduce their time spent on reproductive responsibilities.
G-R-1g	Give more attention to ensuring the institutional sustainability of proposed actions (for Côte d'Ivoire APs only). The Côte d'Ivoire APs should give greater emphasis to supporting the strengthening of relevant local institutions at all levels, with the aim of better mainstreaming gender priorities within these institutions and hence in the relevant services they provide. Specifically, these APs should give more attention to improving women cocoa farmers' access to local training and other agricultural input provision schemes, as well as to relevant social support services.

7.3 Recommendations relating to GAs to be conducted in other sourcing countries

G-R-2 Brands should address the following recommendations when commissioning future GAs in other cocoa sourcing countries:

G-R-2a **Give greater attention to recruiting researchers with the full mix of skills and field experience required to conduct the GA effectively.** Brands should invest sufficient time and resources for the selection and recruitment of a suitably skilled/experienced team of researchers, referring for guidance to the skill areas specified under C-1.1 in the full evaluation framework. Particular attention should be placed on recruiting at least one researcher who has relevant experience of labour issues, including an understanding of key concerns faced by unpaid female family workers.

G-R-2b **Provide more detailed guidance to researchers on the desired scope of the GAs.** Brands should provide specific guidance to researchers with regard to the desired scope of the GAs. This guidance should draw on the evaluation framework, and include information on the types of issues the GA should cover (i.e., all criteria and indicators outlined in C-2.1 – C-2.6), as well as the key methodological considerations to be addressed (C-1.1 – C1.6). In particular, the guidance should emphasise the need to pay sufficient attention to women as unpaid family labour and as waged workers, and the importance of disaggregating all relevant findings by women's employment status where feasible.

7.4 Recommendations for APs to be developed in other sourcing countries

G-R-3 When developing future gender APs for other cocoa sourcing countries, Brands should ensure that these APs:

G-R-3a Address all key areas of concern identified by the relevant GA

G-R-3b Address all relevant issues outlined in C-3.1 – C-3.6, in particular activities to tackle constraints faced by unpaid female family labour and female waged labour (C-3.4 and C-3.5)

G-R-3c Address all key *recommendations* arising from the GA findings (see G-R-1a)

G-R-3d Address the institutional sustainability of proposed actions (see G-R-1g).

G-R-3e Include medium to long term commitments to mainstream key gender priorities into core business practices (see G-R-1d)

G-R-3f Include explicit commitments to commission independent evaluations/impact assessments of activities outlined in the plan, and to publicly share the results of these evaluations (see G-R-1c).

Appendix 1: Summary evaluation framework

C-1.1 – 6: Gender assessment – strength of research methodology

I.D.	CRITERION/INDICATOR – DESCRIPTION	MAX SCORE
C-1.1	Experience, skills and qualities of research team	10
I-1.1.1	Independence from the Brand concerned	2
I-1.1.2	Expertise in gender and social development issues	2
I-1.1.3	Field experience in the smallholder agriculture sector	1.5
I-1.1.4	Knowledge and experience of global agricultural supply chains	1.5
I-1.1.5	Prior engagement with relevant stakeholder groups	1.5
I-1.1.6	Expertise in supply chain labour conditions	1.5
C-1.2	Data collection methods used	10
I-1.2.1	Inclusion of comprehensive literature review	2
I-1.2.2	Use of appropriate participatory research methods	2
I-1.2.3	Interviews conducted under safe and confidential conditions	2
I-1.2.4	Collection of appropriate quantitative data	2
I-1.2.5	Provision of adequate baseline dataset	2
C-1.3	Range of stakeholders consulted	10
I-1.3.1	Consultation with female direct suppliers	2
I-1.3.2	Consultation with female unpaid family labour	2
I-1.3.3	Consultation with female waged labour	1
I-1.3.4	Consultation with female community leaders/representatives	1
I-1.3.5	Consultation with <i>male</i> direct suppliers, workers and community leaders	1
I-1.3.6	Consultation with relevant CSOs	1
I-1.3.7	Consultation with Brand representatives and other private sector actors	1
I-1.3.8	Consultation with other relevant institutional stakeholders	1
C-1.4	Strength of analytical framework and presentation of findings	10
I-1.4.1	Appropriateness of analytical framework	2.5
I-1.4.2	Comprehensiveness of analytical framework	2.5
I-1.4.3	Presentation of findings - clarity and consistency with analytical framework	5
C-1.5	Geographical scope of assessment	10
I-1.5.1	Focus country is a Top 3 cocoa supplier and/or high risk	3
I-1.5.2	Coverage of significant number/proportion of farmers in focus supply chain	2
I-1.5.3	Coverage of significant cross-section of communities, regions	2
I-1.5.4	Coverage beyond Brand's community development interventions	3
C-1.6	Robustness of assessment of Brand's progress to date on gender issues	10
I-1.6.1	Assessment of gaps and limitations in scope of relevant activities	4
I-1.6.2	Identification of negative (as well as positive) outcomes and impacts	3
I-1.6.3	Identification of appropriate recommendations to identify gaps/limitations	3

C-2.1 – 6: Gender assessment – coverage of relevant gender issues

I.D.	CRITERION/INDICATOR – DESCRIPTION	MAX SCORE
C-2.1	Underlying gender inequalities	10
I-2.1.1	Gender differences in access to land, land use and land tenure	1.5
I-2.1.2	Gender differences in access to education, literacy and qualification levels	1.5
I-2.1.3	Gender differences in access to decision-making, negotiating power	1.5
I-2.1.4	Gender differences in responsibilities for reproductive work, time poverty	1.5
I-2.1.5	Gender differences in employment status	1
I-2.1.6	Gender differences in food security status	1
I-2.1.7	Underlying patriarchal attitudes and practices	2
C-2.2	Women's lower participation as direct cocoa suppliers	10
I-2.2.1	Proportion of direct cocoa suppliers who are women	2
I-2.2.2	Proportion of group/co-operative members who are women (where relevant)	2
I-2.2.3	Women's representation in leadership positions within groups/co-operatives	2
I-2.2.4	Constraints preventing women from becoming direct suppliers/group members	2
I-2.2.5	Constraints preventing women from taking up leadership positions within groups	2

C-2.3	Female direct suppliers' poorer access to production inputs	10
I-2.3.1	Gender differentials in access to labour, training, extension, credit and other inputs	4
I-2.3.2	Underlying constraints restricting women's access to training and extension	2
I-2.3.3	Underlying constraints restricting women's access to credit and other inputs	2
I-2.3.4	Underlying constraints restricting women's access to labour	2
C-2.4	Predominance of women as unpaid female family labour & unequal share of costs	10
I-2.4.1	No. of women cocoa farmers disaggregated by employment status	2
I-2.4.2	Amount/type of labour contributed by unpaid female family workers	2
I-2.4.3	Other costs of cocoa production borne by unpaid female family workers	2
I-2.4.4	Proportion of cocoa income received directly by unpaid female family workers	2
I-2.4.5	Extent to which unpaid female family workers have a say in how cocoa income is spent	2
C-2.5	Female waged labour - discriminatory employment practices	10
I-2.5.1	Number of women working as waged labour in/on cocoa farms and co-operatives	1.5
I-2.5.2	Women workers' employment status	1.5
I-2.5.3	Gender discrimination in pay and conditions	1.5
I-2.5.4	Whether women are paid directly	1.5
I-2.5.5	Prevalence of sexual harassment and abuse	1.5
I-2.5.6	Health and safety concerns specifically affecting women workers	1.5
I-2.5.7	Other gender-related concerns affecting women waged workers	1
C-2.6	Lack of gender mainstreaming in community development interventions	10
I-2.6.1	Extent to which gender concerns are mainstreamed in programme design	2.5
I-2.6.2	Extent to which efforts are made to ensure effective implementation of above	2.5
I-2.6.3	Extent to which women's own priorities (including strategic needs) are addressed	2.5
I-2.6.4	Extent of women's participation/benefits from interventions to date	2.5

C-3-1 – 6: Action plan – extent to which key gender concerns are addressed

I.D.	CRITERION/INDICATOR - DESCRIPTION	MAX SCORE
C-3.1	Addressing underlying gender inequalities	10
I-3.1.1	Gender awareness-raising/training for male family and community members	2
I-3.1.2	Gender awareness-raising/training for women cocoa farmers	2
I-3.1.3	Specific measures to increase women's access to land	2
I-3.1.4	Initiatives to improve women's literacy rates and girls' access to education	2
I-3.1.5	Engaging with suppliers to adopt and implement gender policies	2 ⁵¹
I-3.1.6	Engaging with sector initiatives to mainstream gender in core standards/policies	
I-3.1.7	Other relevant advocacy work	
C-3.2	Improving women's participation as direct cocoa suppliers	10
I-3.2.1	Proactively sourcing from producer groups with strong women's representation	1
I-3.2.2	Ensuring women's representation in management of supply chain partner companies	1
I-3.2.3	Ensuring gender-equitable eligibility criteria for becoming a direct supplier	3
I-3.2.4	Encouraging men to give a share of their land/cocoa tress to their wives	2
I-3.2.5	Encouraging more women to take up leadership positions with producer groups	3
C-3.3	Improving female direct suppliers' access to production inputs	10
I-3.3.1	Improving women's access to local/national training and other input provision schemes	1.5
I-3.3.2	Improving gender awareness/capacity of relevant local institutions	1.5
I-3.3.3	Introduction of female participation quotas/targets in training programmes	1
I-3.3.4	Ensuring that training methods used are women-friendly	1
I-3.3.5	Recruitment of female extension/training officers where possible and appropriate	1
I-3.3.6	Introduction of female participation quotas/targets in credit/input provision schemes	2
I-3.3.7	Ensuring that entry & guarantee requirements for credit schemes are women-friendly	1
I-3.3.8	Improving women's access to pesticide application equipment and PPE	1 ⁵²
I-3.3.9	Effective provision of information to women on pesticide application and health risks	
I-3.3.10	Protection of pregnant and breast-feeding women from pesticide exposure	
I-3.3.11	Promotion of alternative soil and pest management approaches	

⁵¹ A max. sub-score of 2 will be awarded if any of I-3.1.5 – 7 are addressed

⁵² A max. sub-score of 1 will be awarded for inclusion of any activities relevant to I-3.3.8 – 11

C-3.4	Improving distribution of costs and benefits for unpaid female family workers	10
I-3.4.1	Unpaid female family workers encouraged to participate in training/extension activities	2
I-3.4.2	Coverage of unpaid female family workers' concerns in relevant gender training	3
I-3.4.3	Encourage registration of farm owners' spouses as joint direct suppliers	2
I-3.4.4	Other relevant activities to promote more equitable distribution of costs and benefits	3
C-3.5	Addressing gender discrimination experienced by waged workers	10
I-3.5.1	Encouraging adoption of equal opportunities and anti-sexual harassment policies	2
I-3.5.2	Encouraging establishment of women's committees and grievance mechanisms	2
I-3.5.3	Raising awareness of health and safety concerns specifically affecting women	2
I-3.5.4	Encouraging provision of childcare facilities for children of women workers	2
I-3.5.5	Other relevant activities addressing gender discrimination by waged workers	2
C-3.6	Mainstreaming gender in community development programmes	10
I-3.6.1	Measures to improve gender mainstreaming in programme design	1.5
I-3.6.2	Measures to improve gender mainstreaming in programme implementation	1.5
I-3.6.3	Supporting development of alternative income-generating activities for women	1
I-3.6.4	Providing business and marketing skills training for women (and men)	1
I-3.6.5	Providing basic services and infrastructure that help free up women's time	1
I-3.6.6	Supporting the development of appropriate financial services for women	1
I-3.6.7	Facilitating women's access to relevant local support services	1
I-3.6.8	Other relevant activities that support gender mainstreaming in comm. dev. progs	2

C-4.1 – 7: Action plan – overall quality

IID	CRITERION/INDICATOR - DESCRIPTION	MAX SCORE
C-4.1	Does the Action Plan (AP) address the researchers' recommendations?	10
	<i>Compliance with this criterion will be assessed based on the proportion of the researchers' specific recommendations that are appropriately addressed in the AP.</i>	
C-4.2	Does the AP include new or strengthened commitments/activities?	10
	<i>Compliance with this criterion will be assessed based on the proportion of the actions outlined in the AP that represent new or substantially strengthened activities introduced in direct response to the Gender Assessment's (GA's) findings and/or recommendations</i>	
C-4.3	Are individual actions robust, appropriate and sustainable?	10
I-4.3.1	Are actions concrete, time-bound and achievable?	2.5
I-4.3.2	Are actions linked to specific results and targets?	2.5
I-4.3.3	Are proposed actions developmentally appropriate?	2.5
I-4.3.4	Are proposed actions sustainable?	2.5
C-4.4	Are adequate monitoring, evaluation and impact assessment mechanisms included?	10
I-4.4.1	Are mechanisms in place to ensure collection of adequate baseline data?	2.5
I-4.4.2	Mechanisms to monitor progress against key gender-related performance indicators?	2.5
I-4.4.3	Regular review mechanisms including commitment to address under-performance	2.5
I-4.4.4	Provision for external independent assessment of AP's outcomes and impacts	2.5
C-4.5	Consultation with relevant external stakeholders	10
I-4.5.1	Consultation prior to finalisation and implementation of AP	5
I-4.5.2	Consultation on a regular basis throughout duration of AP	5
C-4.6	Transparency and dissemination of gender-related learning	10
I-4.6.1	Transparency, i.e., public sharing of activities and progress against KPIs	6
I-4.6.2	Gender advocacy, i.e., promoting/sharing good practice with other brands, stakeholders	4
C-4.7	Proportion of cocoa supply chain covered by proposed interventions	10
I-4.7.1	Proportion of Ivorian cocoa supply chain covered by proposed interventions	2.5
I-4.7.2	Extension of benefits beyond scope of existing community development programmes	2.5
I-4.7.3	Gender mainstreaming in other cocoa sourcing countries	5