

Progress Report

Nestlé Action Plan on Women in the Cocoa Supply Chain (Update January 2015)

Introduction

In April 2013, Nestlé published an Action Plan setting out in more detail what the company will do in the short and medium term to strengthen our efforts to improve the livelihoods of women in the Nestlé cocoa supply chain. We updated this Action Plan in August 2014 following the publication of the Fair Labor Association's (FLA) assessment of our cocoa supply chain in Côte d'Ivoire, which includes matters relating to gender. Please see

<http://www.nestle.com/media/news/cote-ivoire-women-cocoa>

http://www.fairlabor.org/sites/default/files/documents/reports/nestle_gender_report_7-9-14_0.pdf

The following report summarises our progress to date and plans for 2015 under the three main action pillars: Promoting Equal Opportunities, Giving Women a Voice, Helping Increase Women's Income. We also explain how we will mainstream our approach, summarise our plans for stakeholder outreach and give an update on how we are monitoring our performance. A detailed spreadsheet is attached as an appendix which shows how our actions relate to the recommendations in the FLA assessment.

Highlights of Actions Taken August 2014 to January 2015

- Four cooperatives participated in gender awareness training following which each coop produced its own action plan.
- The number of cocoa plantlet nurseries led by women has increased from 3 per cent to 23 per cent.
- We have commissioned the FLA to run an in depth project with two women's associations in order to strengthen the organisations so they better meet the needs of women.
- We are rolling out Income Generating Activities (IGA) for women to 16 cooperatives and plan to cover a further 45 in 2015. This activity is supported by a gender and IGA specialist recruited by our partner the International Cocoa Initiative (ICI) as well as staff from ANADER, the Cote d'Ivoire's Agence National de Développement Rural.
- We have established two Cassava nurseries which aim to provide higher yielding varieties of this staple food to women farmers.

Our progress and plans

Promoting equal opportunities

What we said: Nestlé and our suppliers will organise training on gender issues for all cooperatives in the Nestlé Cocoa Plan in Côte d'Ivoire, as well as for Nestlé's and our suppliers' field staff. The aim of the training will be to challenge people's perceptions of women's role in the cocoa supply chain, and to encourage opening up roles such as lead farmers, nursery managers and cooperative managers for women. We will cover four cooperatives in 2014 and all cooperatives in the Nestlé Cocoa Plan by 2017. (There are currently 68 co-ops in our supply chain)

What we have done: Four cooperatives participated in gender awareness training with the first session taking place at Nestlé's Experimental Farm at Zambakro, near the capital Yamoussoukro. Those attending included cocoa producers, cooperative leaders and women's representatives and they discussed ideas and strategies to increase the role and participation of women in their cocoa cooperatives and communities. Each co-op produced their own action plans (see example attached).

The FLA assessment highlighted the importance of personal protective equipment, like boots and gloves. The co-op awareness raising is emphasising the importance of such equipment along with first aid kits being available for women. These issues have also been discussed in training sessions for 52 co-ops on the FLA code of conduct and the co-ops are encouraged to raise awareness at farmer training.

The training, which is directed at men and women and their management, lasts for three days and includes: awareness raising about including women workers (waged and unwaged) in mainstream training and extension activities; awareness raising about issues facing unpaid women workers; the importance of making personal protective equipment available for women; inclusion of women in coop management and decision making; inclusion of spouses in the coop register.

One idea discussed was for some land to be given to women. Future sessions will discuss encouraging existing women members to sell their cocoa directly to the co-op.

We are now working on incorporating gender awareness training in standard farmer field school courses or child labour awareness raising, and will therefore have a wide impact across community members both male and female (including on so called 'unpaid female family labour').

In addition to the activities with cooperatives, we have also increased leadership by women of the Nestlé nurseries growing cocoa plantlets by encouraging coops to select women. Of 32 nurseries, 23 per cent are now led by women, up from one (3 per cent) in the previous season.

Our Plans for 2015: We will roll out gender awareness training to a further 20 coops

CASE STUDY-PROMOTE EQUAL OPPORTUNITIES

One of our suppliers, Noble Resources, who partners with eight Nestlé Cocoa Plan cooperatives, has undertaken further training initiatives post gender training. Charlie Watson, their Sustainable Cocoa Programmes manager, said 'after Nestlé's training for us and our partner cooperatives, we are trying some ideas to help raise gender equality awareness and tackle waged and unwaged worker issues'. They are setting up new tools and processes to implement and record progress including:

- *a written declaration to ensure equal employment between men and women;*
- *a written complaint procedure to help women;*
- *a list recording women joining training and accepting to be farmer trainers;*
- *workers' salaries payment evidence*
- *evidence of farmer workers contracts*

Charlie reports that the cooperatives have been enthusiastic, but it's still early days and given the cultural norms it will take time before many women are looking for management jobs in coops. One notable exception is a female treasurer ably looking after the money at one of the Nestlé Cocoa Plan coops.

Giving Women a Voice

What we said: We will develop and promote local women's associations connected with our supply chain. The aim is to create a participatory dialogue platform for women to enter into discussions with each other, gain control over their lives, develop and implement suitable action plans, and engage with other parties, such as local authorities and Nestlé. We will start with two associations in 2014 and undertake a deep dive impact survey in 2015 to test the effectiveness of this approach prior to further expansion.

What we have done: We have commissioned the Fair Labor Association (FLA) to run an in-depth project with two women's associations to help tackle several of the recommendations made in their assessment.

This will include mapping of all existing dialogue structures and women's associations in the selected communities, confidence building and organisation strengthening skills, and will help to build a dialogue platform in the communities that could also be leveraged as a grievance redressal mechanism. The women's associations are linked to coops in our supply chain, and in this way we hope to make a sustainable model. FLA has started the internal review process and identified the preliminary indicators, the research framework and timing of data collection. They have developed tools to be used during the Baseline Social Impact Assessment and are planning meetings with community level stakeholders that will further refine the indicators. Once we have identified needs we will move onto assistance, which could include for instance business skills training, or links to social services.

In the coop gender awareness training, we include the need to register spouses as well as household heads in the coop membership. It's early days but we hope that several coops will adopt the recommendation.

Our Plans for 2015: The FLA will conduct a baseline assessment of two women's associations, using a participatory approach, in order to build capability in the association to meet the real needs of women, including helping to build dialogue platforms. The project team will work in close cooperation with Nestlé and Anader (the national training association), so the approach can be replicated elsewhere. FLA staff will train our staff in their methodology so it can be rolled out further. FLA will report publicly on this.

The FLA will also specifically look at the impact on female waged workers and unpaid female family workers in Côte d'Ivoire by getting direct feedback from these groups.

Regarding the creation of further women's associations, these are established by the co-ops and the women themselves. We would support more to be set up as a result of the co-ops action plans.

We have a very low number of female community liaison people in our Child Labour Monitoring and Remediation System (just 1.3%). This is despite positive efforts by our NGO partner, International Cocoa Initiative (ICI). We will continue to investigate the barriers which are inhibiting women from applying for these posts.

Nestlé and ICI are putting in place all possible measures to raise women's participation in all the Child Labour Monitoring System (CLMRS) activities. Increasing their involvement as community liaison people is strongly encouraged. This has proven however to be challenging for a number of reasons, notably the tasks that these community liaison people undertake that involve neighbouring villages and hamlets, as well as visits to producers' houses and cocoa fields. A number of alternative measures is being considered and will be tested in the course of 2015 :

- Associating one woman (possibly the person responsible for the women's group) with the community liaison people involved with awareness raising activities organized in their village;
- Adapting the time when those sessions are organized to increase women's availability and participation in those community awareness raising meetings;

Develop new themes for the community awareness raising that are of interest to women such as nutrition, reproductive health, women's participation

Helping Increase Women's Income

What we said: Women in cocoa-growing communities work on average 16 hours and would appreciate help in generating more income from their current activities. We will help women produce more food crops and will initially focus on cassava with one of our suppliers, Olam. Beginning in 2014, we will provide higher yielding cassava varieties. The aim will be to have more than 2,000 women using improved cassava by 2016 and we will track the percentage increase in income.

What we have done: Income generating activities (IGA) for women are a core part of the Child Labour Monitoring and Remediation System which is being rolled out to all coops in partnership with the International Cocoa Initiative (ICI). The idea is that by increasing women's income, there is more chance that the income will be spent on children and family, including sending children to school. So far, we have assisted 16 women's groups and 46% of the activities of our child labour monitoring and remediation system (CLMRS) remediation has been focussed on women. Income generating activities (IGA) have been put in place for mothers of identified child labourers. Those activities currently include 312 beneficiaries through 16 women's groups supported by an ICI gender and IGA specialist as well as Côte d'Ivoire's Agence Nationale de Développement Rural

(ANADER) specialized staff. Those activities will be progressively extended to more groups and beneficiaries throughout the Nestlé Cocoa Plan (NCP) cooperatives that are part of the CLMRS. (See Appendix for further information).

Groups have been trained on group management, accounting, food crop growing and commercialization and they received agricultural inputs. Besides the growing of food crops for household consumption, part of their production will be sold leading to increased income directly managed by the women, thereby reinforcing their economic status within their households and communities. As part of the IGA management, gender community profiles, awareness raising on women's roles and advocacy towards community leaders and husbands of the beneficiaries for their access to land are conducted.

Cassava is a crop typically grown by women and is a staple food. Our Cassava project is being run in conjunction with one of our suppliers and aims to provide higher yielding varieties to women farmers. So far, we have established two cassava nurseries.

Our Plans for 2015: we will assist an additional 45 women's groups in creating income generating activities and we will trial innovative farmer training methods to attract more women. We will look at finding solutions to the constraints that prevent women from becoming direct cocoa suppliers in their supply chain. This will build on the gender awareness training for all Nestlé Cocoa Plan coops in Côte d'Ivoire.

As for specific solutions, one is to register spouses as well as head of households in the coop register. This increases the visibility of women in the coop, opening up the possibility to provide services to these women. Another idea being actioned is to link with and reinforce women's groups in their areas. One of our coops has already started helping a women's group called AFEDEZ. Women's groups should help women feel more empowered and able to tackle male prejudices.

As part of the Cocoa Livelihoods Program, we'll trial innovative farmer training methods to attract more women, such as the use of video in locations convenient for women.

We will continue to work with a coop and women's association run by women for women, led by Agathe Vanie. We have helped them with a cocoa plant nursery since 2010, and last year we financed a truck to help them buy cocoa from members and supply to Nestlé. Agathe campaigns for men to handover some land to their wives.

We are looking to increase the number of women benefiting from our plants distribution programme. The baseline percentage of 4% is quite low but is the same as the percentage of women farmers in our supply chain in Côte d'Ivoire. We are trialling expanding farmer training to all workers including women workers.

Stakeholder outreach and working with others

CocoaAction is a strategy launched in May 2014 which brings the world's leading cocoa and chocolate companies together to accelerate sustainability and improve the livelihoods of cocoa farmers in Côte d'Ivoire and Ghana. All the companies in CocoaAction including Mars, Mondelez and Nestlé have worked on a gender component for CocoaAction's community development package. We believe gender is an essential part of a successful sustainability strategy for cocoa.

Our Plans for 2015: We will work within **CocoaAction** to continue to learn together. In addition, Nestlé will hold and publish a report on a stakeholder convening on the community development package in Côte d'Ivoire in 2015. Gender experts will be invited, along with male and female cocoa farmers. We welcome government participation in the convenings, to get their feedback and see how they can add to our efforts. In particular we need government help in addressing some of the underlying constraints affecting women, such as gender inequalities in land rights and access, and in embedding some actions into government institutions to ensure sustainability.

We will also continue to participate in both countries' Public Private Partnership Platforms to sustain the dialogue and continue the advocacy. **The Cocoa Livelihoods Program** is a public private partnership put together by the World Cocoa Foundation with industry and the Bill and Melinda Gates Foundation. We have over 25 Nestlé Cocoa Plan coops in this in partnership with our supplier Olam. It has a developing gender component and is a forum for sharing learnings and ideas.

As obtaining feedback on our Action Plan is important we will also consider holding a session after Nestlé Creating Shared Value global stakeholder convening in London in March 2015.

Reporting, Monitoring and Evaluation

We commit to an annual progress update, covering quantitative KPIs, issues and successes.

We will continue to update and publish our core KPIs, which cover Côte d'Ivoire, Ghana, Indonesia and will be extended to Ecuador, thus covering 95% of our Nestlé Cocoa Plan tonnage. We'll commission independent assessments of aspects of our plan in the Côte d'Ivoire and report publically.

The FLA work with two women's associations and social impact assessment will provide more subjective deep dive data and will help direct future interventions.

We'll continue to work together with the rest of industry in developing the CocoaAction KPIs.

Mainstreaming in core activities and further roll out

We will continue collecting and publishing gender KPIs (as per existing format) for Cote D'Ivoire, Ghana and Indonesia and expand to include Ecuador , thus covering 94 per cent of the global Nestlé cocoa plan.

Our next impact assessment and action plan will be for Ghana by mid 2016. This will be part of the Rural Development Framework assessment that we'll conduct in the country. For details of the Rural Development Framework see:

<http://www.nestle.com/csv/rural-development-responsible-sourcing/rural-development-framework>

Mainstreaming is important for successful pilots and experiments . Some activities will run across the entire Nestle Cocoa Plan from the start. For example we have committed to running awareness raising for all our coops. For plants distribution, all coops with nurseries will be encouraged to

include women recipients in the 2015 plans. All coops are being encouraged to register spouses as well as the household head.

As we learn from our activities (such as work with the two women's associations and innovative farmer training) they will be mainstreamed into our core activities.

It is important also to include other interventions besides training and to include more cocoa producing communities. For example, as part of our labour conditions work with FLA, we have found that workers are often left out of certification schemes and farmer training. We have ongoing actions to address this, including distributing our revised supplier code to workers as well as farmers. The supplier code has a confidential phone number to report grievances and contraventions of the code.

We are encouraging cooperatives, who are already fully certified, to go further and involve workers in farmer training, extend grievance procedures to workers, and train lead farmers in these issues. This is together with running gender awareness workshops across all our coops. Please see for more information:

http://www.fairlabor.org/sites/default/files/documents/reports/august-2014-nestle-executive-summary_0.pdf

The work we are doing with ICI covers assistance to women's groups and helping them with Income Generating Activity. As this is part of our Child Labour Monitoring and Remediation System, it is a process which is being rolled out to all coops and all farmers in the Nestlé Cocoa Plan, with these activities as one option among a range of remediation solutions.

Appendix 1

Mission	Pillars	Nestlé action	FLA recommendation (shortened)	Target		Outcome KPI	Results 2014	
				2014	2015			
Empowering women for better livelihoods and to eliminate child labour in Nestlé's supply chain	Promote Equal opportunities	Gender awareness raising for all NCP coops managements, suppliers and Nestlé people, held in Nestlé training centre at Zambakro. 2 day awareness training for coops with ANADER including issues such as women as lead farmers, women in coop management, accessibility of training for women, making roles available to women inc coop management. Invite relevant suppliers. Use successful examples as inspiration (eg video interviews)	Cooperative awareness raising (FLA 1) and Encourage women producers and workers to participate in training sessions (FLA 4) and Recruit women trainers to create awareness (FLA 5)	train 4 coops in August 2014 (targeting coops where we are doing other interventions), before crop.	20 coops in 2015, all coops by 2017	% Women in leadership positions	4 coops underwent gender awareness training, and created action plans as a result. Results include: more women employed in Nestlé nurseries, one manger appointed in a coop, training was replicated locally, women's groups created and help provided to grow food crops	
		Promote roles to women: Encourage women to run Nestlé nurseries.		Increase women's participation in running nurseries in 2014-15 season		% women running Nestlé nurseries	23% women leaders, 17% overall in the nurseries	
		Promote roles to women. In the ICI Child labour project: encourage farmer spouses to become community liaison people in one coop. Set targets but not quota.	Recruit community female advisors / CLPs to create awareness (FLA 6)	Measure women's participation as CLPs	Increase women's participation as CLPs	% women in Watsan committees % women CLPs	CLPs: 4 out of 306 = 1.3%. 47 women out of 339 on School management committees of schools built by Nestlé with WCF	
	Give women a voice		Develop local women's associations conencted with our supply chain, (eg at Yaokouakoukro), linking with them through the coop. Continue to work with Women's Coop Copaz and continue to finance them and buy their cocoa. Use as a dialogue platform, and to assist women, initial priority training on GAPs and health. Anader to do work on ground with supervision by Nestlé. Other areas we may expand to depend on need but may include: credit groups, literacy, awareness raising in coop, help to handle grievances, a point of contact for women, help making livelihood choices (bottom up) . Look to build partnerships	Establishment of women's greivance platforms in communities (FLA 7) and Setting up counselling and support services for women, in regard to their income generating activities (FLA 11)	FLA to start work with 2 associations in 2014. Outside of direct FLA work, Nestlé to stimulate coops to assist local women's associations through the coop training	Main period of FLA work with the two women's associations. Continue follow up of coops helping women's associatians after training.		6 women associations were created after the first training. In addition, 4 coops in the East were encouraged to help a local women's association each and Nestlé will follow up their progress
			Through dialogue through the women's associations above, we will investigate the causes for women not wearing PPE, and then investigate solutions. This could include sourcing women specific boots for example (colour/size preference).	Personal protective equipment for women (FLA 8)	Include in coop training	Investigate issue once dialogue is ongoing with association		Coops training includes importance of women to wear PPE
			Register spouses as well as farmers trial in one coop will need acceptance in coop	Register cocoa farms under name of landowner and spouse (FLA 2)	Include need to register women and workers in coop training	Follow up spouse and worker registration		In the coop training, coops were trained on women and workers registration
	Help increase women's income		ICI child labour remediation: to set up women's groups and help them produce food for cash. Focus on households with child labour	Invest cocoa premiums in women targetted projects such as crop diversification.. (FLA 10) and strengthening women's capacities regarding other agri activities (FLA 9)	July 2014	Continue and scale up	% cases of child labour followed up and assisted with remediation focussed on female household members	436 / 46% + see individual case studies
			Continue roll out of child labour monitoring and remdiation, analysing numbers by m/f		20 coops in 2014	40 coops total by end 2015, all coops by 2016	Number of coops in system	22 coops by end 2014
			Cassava production: Olam project - providing higher yielding cassava and training- 25%+ female target	Invest cocoa premiums in women targetted projects such as crop diversification.. (FLA 10), and strengthening women's capacities regarding other agri activities (FLA 9)	Dec 2014	Roll out to 2000 women	# women growing improved cassava	Cassava production: 2 plots of 1 ha each are in place for cassava shoot production, shoots will be distributed to women in 2015
			We will seek that coops give equality of access for women. We are working on improving yields through the use of fertilisers, within an industry framework and on our own research plots. We will continue nursery with Copaz coop, doing 60-100k plants per year with over 70% going to women. However the focus of this point is rather than encourage womern to plant cocoa as such, help them makes choices. This links to line 5: Special livlihood training for women in villages	More flexible conditions regarding plants distribution (FLA 3)	Highten awareness at coop level	2015 distribution	% women recieving plants. Number women farmers	71 women (4.38%) for plants distrubted in June/July 14. COPAZ coop is running a 60,000 plant nursery for 2014/15
			Improve access to Cocoa farm training , through use of video in Olam project (eg Digital Green), and having some training close to villages at suitable times for women	Improve training with respect to content and delivery mechanism (FLA 4), and strengthening women's capacities regarding	start in 2014.	Commitment to trial Digital Green within framework of CLP	% Women in training	Farmers being trained: % women: 4% Cote d'Ivoire, 27% Ghana, 13% Indonesia
Sector wide changes, health and safety		Help change in sector through working with WCF CocoaAction (and thence with certifiers and the PPPP): agree priorities for areas for work with governments, KPIs, training gaps for women, improve curriculum (FLA 4)	OXFAM recommendation	Work within CocoaAction workstream to ensure gender is included in the core		CocoaAction incorporates gender	CocoaAction is not finalised yet but gender is in the core	
		Improving training content: Needs an industry wide initiative: we'll work within WCF/CLP to improve curriculum. To improve delivery we'll trial use of video for training in NCP (Digital Green with Olam)	Improve training with respect to content and delivery mechanism (FLA 4)		Nestlé to review training curriculums for relevance to women			
		First aid kit provision in coop sections: Ongoing as part of UTZ certification and FLA audits	First aid kits in communities (FLA 8)	ongoing	ongoing	# coops with first aid kits		

Appendix 2



Agence Nationale d'Appui Au Développement Rural

Direction Genre et
Développement

SEMINAIRE DE FORMATION GENRE A L'ATTENTION DES DIRIGEANTS DE COOPERATIVES,
DES LEADERS COMMUNAUTAIRES ET DES PARTENAIRES DE LA FILIÈRE CACAO.
Du 18 au 21 Aout 2014 Au Centre de Formation de la Station Expérimentale de **Nestlé** (Zambakro)

RAPPORT SUCCINCT DE FORMATION



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AOUT 2014

INTRODUCTION

La femme dans les communautés cacaoyères en Côte d'Ivoire joue d'importants rôles tant dans la survie quotidienne que dans la création de richesse dans sa communauté. En dépit de cette importante contribution, ces rôles sont peu reconnus et valorisés. Par ailleurs les talents des femmes sont faiblement exploités dans les coopératives.

C'est dans ce contexte que **M. BELLO Nathan**, Cocoa plant Project Manager à **Nestlé** a initié ce séminaire de formation sur le genre à l'attention des dirigeants de coopératives, des leaders communautaires et des partenaires dans la chaîne d'approvisionnement de la filière cacao, dans le cadre de son principe de valeur partagée.

Le séminaire de formation s'est déroulé du lundi 18 au jeudi 21 Aout 2014 au centre de formation de la station expérimentale de **Nestlé** à Zambakro. (Yamoussoukro, Côte d'Ivoire) avec 25 participant(e)s dont six (6) femmes soit 24 %.

Cette formation a été assurée par Mme ASSIENAN KOKOLA CHO Juliette, assistée de M. YAHA Frédéric respectivement Directrice Genre et Développement (DGED) et Chef de Division à la DGED (tous deux de l'ANADER).

RAPPEL DES OBJECTIFS ET DES RESULTATS ATTENDUS DE LA FORMATION

Le but de l'intervention est de renforcer les capacités des participants à reconnaître et à mieux valoriser les rôles joués par les femmes dans les coopératives et les communautés de production de cacao afin de lutter contre la pauvreté.

OBJECTIFS

L'objectif général de la formation est d'amener les responsables des partenaires de Nestlé dans la filière cacao à circonscrire et à adopter un comportement constructif sur les questions liées au genre.

De façon plus spécifique il s'est agi de :

- Animer une séance de formation sur le concept du genre et son application dans le contexte de la filière cacao en Côte d'Ivoire ;
- Animer une séance de sensibilisation sur l'implication des concepts dans les communautés et les coopératives et les leçons à en tirer dans le contexte de la filière cacao en Côte d'Ivoire ;
- Initier les participants à aborder les questions de genre dans leur contexte professionnel et de vie (la gestion des coopératives, des communautés, etc.) ;
- Faciliter la définition de plans d'action intégrant le concept du genre.

RESULTATS ATTENDUS

A l'issue de la formation, les participants :

- ont renforcé leur capacité de compréhension du bien-fondé de la prise en compte du genre dans la cacaoculture en Côte d'Ivoire ;
- sont capables de comprendre et de reconnaître les inégalités genre dans la cacaoculture en Côte d'Ivoire ;
- sont motivés à prendre en compte le genre dans les coopératives de la filière cacao ;
- sont capables de définir les principales notions de l'approche genre ;
- ont capitalisé des stratégies et approches pour mener la sensibilisation sur la réduction des inégalités genre dans leur contexte d'intervention ;
- sont capables de concevoir des plans d'actions intégrant le concept du genre.

MÉTHODOLOGIE

Le séminaire s'est déroulé avec une approche très participative. Les exposés des formateurs ont été alternés de questions réponses, d'échanges d'expériences, de collecte d'idées par brainstorming.

La méthodologie a utilisé des exercices pratiques en plénière, des travaux de groupe avec séance de restitution et des jeux de rôle.

DEROULEMENT

Le séminaire s'est déroulé en six (6) grandes étapes.

ETAPE 1 : OUVERTURE DE LA FORMATION

Une cérémonie d'ouverture destinée à présenter le contexte, les objectifs et les résultats attendus de cette formation a consacré le démarrage du séminaire le 18 août 2014. A cette cérémonie, M. BELLO Nathan, Coco Plant Project Manager à Nestlé, initiateur du séminaire a présenté le contexte de la formation. Il a dans ce cadre situé l'importance du Cacao en Côte d'Ivoire et dans le monde. Il a ensuite présenté les principaux problèmes et les réponses adressées par Nestlé. Il a par ailleurs présenté le principe de « valeur partagée » de Nestlé.

La session d'ouverture a été suivie de la présentation des formateurs et des participants, l'expression de leurs attentes, la définition des dispositions pratiques et des règles de conduite pendant la formation.

La première étape de l'atelier s'est achevée par un test pour connaître les pré-requis et établir une situation de référence du niveau de connaissance des apprenants sur le genre ainsi que leur perception des différentes normes et préjugés dans leur milieu de vie.

Les résultats de ce test montrent que très peu de participants ont été formés sur le genre. Les connaissances au niveau du genre sont approximatives et souvent erronées. On note également des perceptions figées sur la transformation des relations de genre et visant à confiner les femmes à une position de subordination.

ETAPE 2 : STEREOTYPES ET DEFINITION DU CONCEPT GENRE

Les apprenants ont été amenés à prendre conscience à travers des exercices pratiques que les problèmes de Genre naissent des idées préconçues. Sept (7) exercices pratiques ont été traités individuellement et exploités en plénière pour servir à tirer des leçons sur les stéréotypes et à définir le concept genre.

Ces exercices ont fait prendre conscience aux participant(e)s des clichés qu'ils/elles ont intériorisés durant le processus de socialisation.

Un exposé illustré sur les stéréotypes a été diffusé et les participant(e)s ont été invités à ressortir des stéréotypes de leur communauté ou coopérative qui sont défavorables aux femmes ou aux hommes ou qui constituent des contraintes dans la filière cacao.

Les participants ont donc appris les sources de génération des inégalités entre l'homme et la femme. Ils sont capables de faire la différence dans le Genre entre les attributs biologiques et les constructions sociales.

ETAPE 3 : PRINCIPALES NOTIONS DE GENRE

Le concept et l'approche genre ont été définis. Le genre est une stratégie qui se caractérise par la reconnaissance, l'examen et le traitement des inégalités et des disparités entre hommes et femmes à

toutes les étapes d'une action de développement. Le genre peut donc aider à mesurer les effets et impacts des interventions des hommes et des femmes dans la cacaoculture.

Les principales notions ou outils conceptuels de genre ont été diffusés.

Le support de l'exposé est en Annexe du cahier de l'apprenant distribué à la fin de la formation à chaque participant(e).

Les besoins pratiques et intérêts stratégiques ont fait l'objet d'approfondissement.

Les formateurs ont fait comprendre aux participant(e)s l'intérêt de déceler et d'adresser les intérêts stratégiques qui touchent aux statuts des personnes, et qui peuvent remettre en cause les relations de genre.

EXEMPLES D' ACTIONS POUR ADRESSER LES INTERETS STRATEGIQUES

- Définir une ligne de crédit systématique pour soutenir les activités des femmes dans la coopérative
- Définir un poste statutaire des femmes dans le conseil d'administration de la coopérative cacao
- Reconnaître les femmes comme productrice
- Réaliser des plantations de cacao pour assurer la retraite des planteurs du troisième âge
- Créer un organe spécifique pour adresser les besoins en production et commercialisation des vivriers
- Définir un quota pour la participation des femmes /représentation des femmes dans les différentes interventions de la coopérative
- Besoins d'échanges et d'informations

L'exposé des notions de Genre a été entrecoupé d'exercices en plénière et en sous-groupes qui ont permis aux participants de faire des contributions et d'échanger des expériences acquises de la gestion de leurs coopératives ou de l'animation de la communauté en rapport avec chaque notion de Genre.

ETAPE 4 : APPLICATION DES DIFFERENTES NOTIONS AUX VECUS DES PARTICIPANT(E) S

Des principales notions de genre expliquées par les formateurs ont aidé les apprenants à concevoir leurs utilisations pratiques dans le cadre de leur travail quotidien et leur propre contexte de vie.

Cette étape s'est déroulée en trois (3) phases :

- Une analyse genre du ménage, des communautés et des coopératives ;
- Une étude de cas intitulée « Je ne fais rien, j'aide mon mari » a fait l'objet d'un travail de groupes ; Les participants se sont répartis en quatre groupes de travail par fonction (leaders communautaires, Directeurs de coopératives, femmes leaders, et présidents de conseils d'administration)
- Des exercices en plénière pour identifier les enjeux genre et définir des stratégies d'action.

Les activités réalisées par les hommes et par les femmes dans la production et la commercialisation du cacao ont fait l'objet d'une analyse détaillée.

Un film relatant l'expérience d'une femme leader dans le domaine de la production du cacao a été également diffusé et suivi d'échanges.

L'analyse des relations de genre dans la coopérative a montré que les femmes avaient une faible participation (AGR et collecte). L'essentiel des activités et de la vie de la coopérative est assuré par les hommes. Les coopératives CACAO analysées par les participant(e)s au cours du séminaire ne développent pas de services spécifiques pour les femmes. Les femmes y sont rarement représentées. Certaines femmes, productrices de cacao, se font représenter par leur fils ou leur frère. C'est le résultat

de la construction sociale qui conçoit le cacao comme une spéculation masculine. Les services développés par les coopératives ne prennent pas en compte les activités des femmes dans les productions vivrières. Les appuis apportés par les services de vulgarisation et d'organisation coopérative prennent faiblement en compte les besoins spécifiques des femmes.

Les contraintes rencontrées par les hommes et les femmes ont été analysées et classées. Les principales contraintes des hommes sont relatives à la main d'œuvre et au matériel végétal performant. Les femmes font face à la disponibilité de la terre et aux difficultés d'écoulement de leur production.

Les participants ont fait des propositions pour :

- La réduction du travail et de la pénibilité du travail de la femme surtout dans la sphère domestique
- La manière dont l'homme peut contribuer aux travaux effectués par la femme
- La modification de la division sexuelle du travail

Les contraintes et discriminations subies par la femme ont également été identifiées. Les problèmes majeurs relevés au cours des différentes études, échanges d'expériences et discussions sont :

- Manque de communication dans le couple ;
- Travail des femmes minimisé / dévalorisé ;
- Manque de planification familiale : grossesses rapprochées ;
- Blocage des hommes à cause du manque d'encouragement des femmes ;
- Faible accès à l'information par les femmes ;
- Faible niveau de scolarisation des femmes, analphabètes pour la plupart en milieu rural.

Bien que la plus la plupart de ces problèmes soit en défaveur de la femme, les expériences partagées par certains participants montrent que les hommes subissent des frustrations et discriminations qui ne sont pas suffisamment documentées.

ETAPE 5 : PLAN D'ACTION

Les participant(e)s repartis par coopérative ont élaboré un plan d'action à partir d'un canevas mis à leur disposition par les formateurs. Les principales stratégies portent sur les points suivants :

- Elaborer et exécuter un programme de sensibilisation et de formation en genre dans les coopératives ;
- Identifier les leaders communautaires pour accompagner les programmes de sensibilisation sur le genre ;
- Intégrer le genre dans les programmes de sensibilisations déjà existantes des coopératives ;
- Sensibiliser la coopérative sur la surcharge de travail des femmes ;
- Intégrer des femmes dans le Conseil d'Administration ; en nommer Producteur Relai (PR)
- Fournir des services répondant aux besoins des femmes ;
- Organiser les femmes en groupement ;
- Organiser des visites d'échanges pour les femmes ;
- Sensibiliser les femmes et les hommes sur la santé de la reproduction et le planning familial ;
- Créer un cadre d'échanges avec des groupes de paroles à différents niveaux pour débattre et sensibiliser sur les inégalités de genre ;
- Octroyer des financements aux femmes pour développer des AGR visant leur autonomisation ;
- Améliorer le niveau d'information des femmes et soutenir leur niveau de participation dans les réunions ;
- Voter un budget pour la prise en compte du genre par la coopérative ;
- Créer et former un comité de suivi pour la prise en compte du genre.

Deux jeux de rôle ont été réalisés. Ils portent sur :

- Une séance de plaidoyer pour l'intégration d'une femme dans un Conseil d'Administration d'une coopérative de cacaoculteurs/trices ;
- Une séance de restitution de la formation dans une communauté avec des personnes résistantes au genre.

L'analyse de ces deux séances a permis d'appréhender les difficultés, de recenser les arguments et intérêts pour motiver l'intégration du genre et surtout les stratégies pour une meilleure prise en compte du genre dans les communautés et coopératives.

ETAPE 6 : CLOTURE DU SEMINAIRE

La dernière étape du séminaire a été marquée par :

- La validation des recommandations ;
- L'évaluation finale de la formation ;
- La remise des diplômes ;
- Et la cérémonie de clôture.

RECOMMANDATIONS

Au terme de cette formation, les participants ont arrêté de manière consensuelle les recommandations dont les plus importantes sont :

- Restituer la formation dans les sections de base
- Prévoir des ressources (Budget ; expertises ; temps) pour adresser les questions de genre
- Développer des services au profit des femmes
- Développer des projets spécifiques pour les femmes
- Se mettre en contact avec l'ANADER pour accompagner les coopératives au cours des restitutions, pour l'organisation des femmes en Associations, dans l'assistance à la production vivrière et à la commercialisation des vivriers.

RESULTATS DE L'EVALUATION DE LA FORMATION

Il ressort de l'évaluation que les participant(e)s sont satisfaits de la formation. La moyenne générale est estimée à 4 sur 5 correspondant à un bon niveau de satisfaction. En dehors de la durée de la formation pour laquelle près de la moitié (9/19) des évaluateurs ont jugé non adaptée au programme (question 3), toutes les questions ont reçu des notes supérieures ou égales à 3 sur 5 pour plus de la moitié des évaluateurs.

REMISE DES DIPLOMES

Un diplôme de participation a été remis à chaque participant(e).

Image 1 : Remise de diplôme aux participants



CONCLUSION

Les hommes et les femmes contribuent à la chaîne valeur du cacao, mais cette spéculation est perçue comme masculine et le travail de la femme tend à être invisible et moins reconnu et valorisé par les acteurs impliqués. Dans un tel contexte le genre apparaît comme une stratégie appropriée pour analyser, mettre en évidence les disparités et identifier des stratégies de correction en vue d'une meilleure synergie des interventions.

L'atelier a permis de comprendre le processus de construction sociale et les stéréotypes comme source des inégalités entre homme et femme.

Pour atteindre l'égalité et l'équité de genre, il est nécessaire de savoir identifier les enjeux genre dans la cacaoculture. La chaîne valeur cacao présente de nombreux enjeux genre que les participant(e)s ont commencé à percevoir. Les échanges et les travaux de groupe ont permis d'identifier des stratégies pour accroître la participation des femmes dans les coopératives et contribuer à changer les mentalités des femmes et des hommes sur les capacités avérées des femmes. En outre les participant(e)s ont très bien compris la différence entre les notions de situation et condition et entre celles liées aux besoins pratiques et intérêts stratégiques. Ils/elles ont également perçu la nécessité de développer des actions visant des intérêts stratégiques pour atteindre des résultats de long terme.

Parmi les différentes stratégies discutées, il s'est avéré important de continuer les formations sur le genre, de créer des cadres d'échanges dans les communautés pour discuter sur inégalités entre hommes et femmes, de développer des services adaptés aux besoins des femmes et surtout de promouvoir les bonnes pratiques et les modèles souhaités par des échanges d'expériences et des actions de discrimination positives.

L'atelier a connu un bon déroulement. Tous les objectifs fixés ont été atteints. Les apprenants ont été sensibilisés et formés sur le genre. Le point des évaluations montre une bonne appréciation de la formation par les participant(e)s. En outre, l'atelier a contribué à renforcer non seulement leurs capacités de lecture des contraintes et opportunités de leur milieu, mais a constitué aussi une ouverture d'esprit et des échanges fructueux par rapport à une autre manière de concevoir le développement des coopératives dans leur communauté.

Toutes/tous les participant(e)s se réjouissent de leurs acquis et promettent d'en faire un bon usage à travers les actions « petits pas » qu'ils/elles ont défini.

Certaines questions évoquées durant l'atelier méritent une attention par Nestlé. Il s'agit entre autre de :

- Lien entre le genre et la lutte contre les pires formes de travail des enfants. Ces deux thématiques seront-elles adressées par la même personne avec le même dispositif ?
- Les indicateurs utilisés par les auditeurs dans le processus de certification du cacao sont jugés restrictifs par rapport à la prise en compte du genre. A la lumière de cette formation, la question était de repenser les indicateurs;
- La question de la polygamie et de la situation des différentes coépouses dans les analyses genre n'a pas été discutée;
- Les questions relatives au droit, à la législation ... n'ont pas été abordées.

La durée de la formation a été jugée trop courte pour le contenu dispensé. Pour les séminaires à venir (Autres coopératives partenaires de Nestlé), il est souhaitable d'augmenter la durée d'un jour.

Au niveau des participants il faut prévoir deux femmes par coopérative pour éviter qu'elles soient en minorité et que leurs perceptions et propositions soient plus visibles.

Enfin, après cette étape de formation des leaders, il est important de descendre à la base pour former tous les membres des coopératives et sensibiliser les communautés dont elles sont issues sur le genre.

Appendix 3 – Extracts from ICI report on 16 income generating group activities

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I. BACKGROUND AND OBJECTIVES

1.1/ Background

The ICI Foundation, as part of its strategy of contributing to the prevention and mitigation of child labour in cocoa-growing communities on an integrated and lasting basis, initiates measures aimed at enabling group income generation through appropriate activities. To enable the community structures (women's groups in particular, community service groups (Groupes de Services Communautaires – GSC)) to adopt these measures for themselves, the ICI Foundation has recruited an agent responsible for income-generating activities (Responsable des Activités Génératrices de Revenus (R_AGR)).

This document reports on the actions taken by this agent between 15 June and 30 September 2014.

1.2/ Objective

The overall objective is to support the empowerment of cocoa-producing communities and the protection of their children.

Specifically, this means:

- Establishing a baseline;
- Motivating the entire community to participate in and support the activities of the beneficiaries;
- Motivating the beneficiaries to create functional groups;
- Training the groups with a view to making them economically viable and reducing the economic fragility of the beneficiaries;
- Coordinating and monitoring activities.

II. WORKING METHODS

The working methods are organised around visits to the cocoa-producing communities (producers, cooperatives) and to the National Rural Development Agency (Agence Nationale d'Appui au Développement Rural – ANADER), which is responsible for providing agricultural advice. A participatory approach has been used for plenary discussions.

The following regions are the focus of measures and visits:

Divo: Attokro, Babokon, Dioligbi and Yobouekro;

Gagna: Alphonsekro, Amanikro, Kopakro, Kouamekro, Ouagalilié, Ouikao, Pokoukouamekro, Valoua-kangakro, Yaokouakoukro, Zérétikro, Zibouyaokro and Zokouhio.

Soubré Buyo: Gribouo

III. STATUS

3-1 Discussions with the communities



Members of women's groups do not regularly participate in the activities of their association. They also refuse to submit to the rules of procedure. It therefore made sense to teach them cooperative values and principles.

Development of the gender profile with the whole community in attendance, including the leaders

Training on the principles of the women's group in Attokro

Meetings focused on the importance of income-generating activities and schooling were held in the communities. Community leaders and the various women's and men's associations took part in these discussions. Following the discussions, the constraints and needs of the communities were listed and recorded in the table below.

Listed constraints	Lifting of constraints	Observations
Lack of available plots of land suitable for cultivation.	Lobby on behalf of women with a view to acquiring plots of land, using the community profile as a basis.	To date, all the communities have benefited from this lobbying, and plots of land have frequently been granted to women either free of charge or at flat-rate rental costs.
Poor organisation (meetings, roles of members and directors, etc.).	16 women's groups and the four community service groups have been trained in: *Establishment of governing bodies *Roles of directors and members *Holding of meetings *Simple accounting Rules of procedure have been established and administrative and accounting documents have been introduced. In total: 330 members have been trained, of whom 216 are women.	Two community groups in Touanié and The leg status of the groups is currently being established.
Poor knowledge of the process for setting up income-generating activities (idea for income-generating activity, accounting, price-setting concept, etc.).	This training is in progress.	Groups have been trained on simple accounting (keeping the cash book, preparation of cash receipts). Before the products are marketed, there are plans to offer training on concepts related to price setting, marketing the products and saving. NB: If this training is offered now, there is a risk that the women will forget everything because they have not put it into practice.

NB: The community service groups (Groupes de Services Communautaires – GSC) have received some training.



Casava plot in Ouikao



Amanikro group

The women in Amanikro at work. They have just been given a plot of land and are planting crops using the crop management techniques they have learned.

The measures taken have enabled the constraints to be lifted. The constraints identified during field visits are turned into training themes to help beneficiaries to address them.

In addition, particular focus has been placed on lobbying the leaders, officials and entire community on behalf of women, to ensure that women receive ongoing support and the project is successful over the long term. Community leaders and land chiefs are regularly made aware of the need to cater for women's need to have access to land in order to run income-generating activities.



Problems of access to or control of land depend on the sociocultural context. Social norms assume that work and resources generated by a couple belong to the husband. In view of this, women can more easily access land in their husband's family than in their own family.

Women's organisations have difficulties in accessing land. Community leaders (traditional chiefs and land chiefs) are lobbied on the subject of access to land; this access is an essential prerequisite for participation in income-generating activities.

Development of the gender profile of the Babokon women's group, with the leaders in attendance.

In all communities, following the development of the profile, groups have received plots of land to run income-generating activities. The activities initially take place on community plots of land that serve as training sites for crop management techniques. Eventually, each learner/member of the group is required to reproduce the techniques they have learned on their own plot of land.



The Guitry “akaletchué” group
at work.

The R_AGR giving them advice after
congratulating them on the work completed.

The R_AGR is responsible for all activities related to community mobilisation and income generation in all the regions covered by ICI. The objectives of the groups are to produce and market the supplies (for the women) and to provide agricultural services (for the men).

Diversification of activities: There are plans to extend the objective of the groups to include breeding and marketing of goods. The latter is being investigated. The group can market goods in two (2) different ways:

- The group has an overall amount and all members carry out the marketing.
- The group has an overall amount and makes internal loans to its members, which are repayable at a rate of interest set by common agreement. These loans enable each beneficiary to develop their activities and therefore grow their income.

The planning has been carried out so that the first activities are focused on strengthening the economic conditions of the groups of the Nestlé supply chain.

Conclusion:

It was not very easy to carry out these activities. There were frequently serious problems related to the availability and transfer of the resource that is indispensable in rural areas – land. We had to engage in lobbying and raise awareness to achieve our aims. Today, all the groups have plots of land. An area of 10.25 ha has been established for casava and 15.5 ha will be made available for corn.

The groups are in their infancy and to expand they will require close supervision and patience.

Climate change, unsuitable transport conditions, late delivery of cuttings and non-availability of land have had a negative effect on the emergence rate, the number of plants that have died and the loss of seedlings. In agreement with the beneficiaries and ANADER, corn has been introduced in the plots of land in order to compensate for the losses.

Outlook:

The groups in Divo, Gagnoa and Soubré are assessed as having a satisfactory level of local adoption. The months of November and December 2014 will be dedicated to communities in which the project has not yet been introduced: Bonoua, Aboisso, Doukoué and others. The first activities will involve raising awareness of community mobilisation, the issue of child labour and participatory analysis with a view to identifying the skills and resources for immediate implementation.

In addition, due to the tendency of groups to opt for food-producing crops in their income-generating activities, it is important to consider recruiting a specialist in plant and livestock production to support these activities.

Example of update from one of the coops following the training

Report on the implementation status of gender-related measures

Document completed by the group administrator (administrateur de groupe – ADG)

Name of the Cooperative: **'COOP Z'**

Action	Execution	Explanation
Developing and executing a gender awareness-raising and training programme in the cooperatives.	Three awareness-raising meetings have already been held in Zaranou at the cooperative headquarters.	After returning from the Gagnoa training, the women of the Association of Dynamic Women of Zaranou (Association des Femmes Dynamiques de Zaranou – AFEDEZ) held awareness-raising meetings to reach the maximum number of women.
Identifying the community leaders who will support the gender awareness-raising programmes.	An office for the AFEDEZ was set up before the last working session with Mr Natan Belo in Zaranou.	Coop Z had already organised the women to form the association and founded the office of the AFEDEZ before this was requested in the context of the NCP.
Integrating gender into the awareness-raising programmes that already exist in the cooperatives.	The Coop Z producers comprise 175 women among the 629 members.	While awareness is being raised during the certification programmes, the producers are all trained in the field schools without any gender discrimination.
Raising the cooperative's awareness of women's excessive workloads.	The cooperative has been made aware of child labour and women's excessive workloads.	During the efforts to raise awareness in the plantations and camps, the lead farmers and the group administrator have always made the producers and their labourers aware of this issue, and the practice has been greatly reduced.
Integrating women in the Board of Directors.	Coop Z has two women in its Board of Directors (the deputy treasurer and the administrator).	Since its establishment in 2011 the Board of Directors of Coop Z has included two women.
Recruiting female PR employees, team leaders, directors, accountants, etc.	The team of three permanent employees recruited to work on the tree nursery that Nestlé donated to Coop Z includes two women.	The team leader is a man and the two employees reporting to him are women.
Providing services that meet women's needs.	Diversification of women's income by creating spaces for growing food-producing crops.	The cooperative requested and obtained space from the village traditional authorities to enable women to create fields of food-producing crops: casava, chilli pepper, aubergine, okra, peanuts, beans.
Organising women into groups.	The women's association of Zaranou is called AFEDEZ.	

Organising exchange visits for women.	IN PROGRESS	
Making women and men aware of reproductive health and family planning.		
Creating a framework for discussions with support groups at different levels to debate and raise awareness of gender inequality.	IN PROGRESS	
Granting financing to women to develop income-generating activities aimed at supporting their empowerment.	The women of AFEDEZ are currently being trained at Agnibilékro to learn practical methods of growing food-producing crops at the sister association in Zezenou, which is already experienced in this area because it has been involved in growing food-producing crops for several years.	
Improving women's knowledge and boosting their level of participation in meetings.	Awareness-raising in progress.	
Approving a budget for the cooperative to focus on gender.	AFEDEZ has funds for executing the programme.	
Establishing and training a monitoring committee to focus on gender.	In progress.	