

Mondelēz  
International



# WOMEN'S EMPOWERMENT ACTION PLANS

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Photo Credit: VSO / Nick Adatsi

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# ABBREVIATIONS

**CAP:**

Community Action Plan

**CODEC:**

Community Development Committee

**GAP:**

Good Agricultural Practices

**GEP:**

Good Environmental Practices

**SIWEE:**

System Innovation for Women's  
Economic Empowerment

**VSLA:**

Village Saving and Loan Association

**WEV:**

Women Extension Volunteer



# INTRODUCTION

**Women’s empowerment is one of the most persistent social challenges and opportunities. Gender inequalities manifest themselves in countless ways in every country and community across the globe. A concerted effort is needed to ensure that future generations of women aren’t burdened by the same barriers to maximizing their potential.**

For Mondelez International (MDLZ), there is a clear case for us to improve women’s empowerment. As one of the world’s largest chocolate manufacturers, our supply chains reach smallholder cocoa farming communities in many countries around the world. We have been privileged with the power and responsibility to accelerate gender equity and equality through our supply chains, employees and customers. It’s also a commercial necessity for us. Women play an important role in the cultivation of our essential raw material: the cocoa bean. By empowering women, we’re helping to ensure the sustainability of our most important ingredient.

Women’s empowerment is increasingly recognized as a smart economic move for businesses and nations alike. A growing body of evidence suggests that gender inequalities hamper growth and development. Societies and organizations that are more inclusive of women in decision-making do better than those that don’t across a range of critical indicators and outcomes, yet still 90% of countries around the world set legal restrictions on women’s economic activity.<sup>1</sup> Raising awareness of the economic benefits of women’s empowerment can accelerate the removal of these restrictions.

In business, this ‘gender dividend’ – the additional output gained for including women – is clear in enterprise growth, productivity and innovation. The economy benefits from access to previously untapped talents, perspectives and ideas when women join the fold. At a macro scale, the potential for impact is huge. Closing the gender gap in access to agricultural inputs could increase yields on women’s by 20% to 30%. This increase in output would feed between 100 million and 150 million more people worldwide – people who otherwise would remain hungry.<sup>2</sup>

Investing in women’s empowerment is a strategic investment for us. Women play a critical role across the whole cocoa value chain, with particular responsibility for work that is essential to ensuring sustainable production and quality of output. This essential input, however, often goes unrecognized. As such, women’s empowerment is a core part of our Cocoa Life program.

The report begins with a short section giving the context to these country specific plans, including detail on Cocoa Life’s strategy and objectives for women’s empowerment, our theory of change, and some comments on the measurement and evaluation report. A chapter for each of the origin countries then follows, including a short briefing on the state of women’s empowerment in each country, a description of Cocoa Life’s activities to date, and a breakdown of the revised women’s empowerment plans.

<sup>1</sup> World Bank. (2016). Women, Business and the Law 2016: Getting to Equal.

<sup>2</sup> Food and Agriculture Organization of the United Nations. (2011). The State of Food and Agriculture 2010-11.

# COCOA LIFE AND WOMEN'S EMPOWERMENT

**Cocoa Life is a movement for change, committed to building a cocoa world that grows opportunities for all. We do this by working with farmers to build better futures for their families and protect the fragile land where cocoa is grown. Growing opportunities for the communities that produce the cocoa that goes into our products is a sensible business move for MDLZ. Without guaranteeing a sustainable future for these communities, it's unlikely that the smallholder farms that produce the cocoa essential for our products will remain viable.**

From our experience, women are catalysts for change and amplify the impact of Cocoa Life. Cocoa Life's programs are designed on the premise that an increase in women's leadership and responsibility in cocoa communities leads to better management of family finances, more children attending school, increased income from sources other than cocoa and more sustainable, thriving communities.

Our activities aim to change social norms and attitudes, thus enabling women to gain greater access to and control over resources – household resources, farming resources and those for wider economic activities – and strengthening their capability to lead their communities. Creating this systemic change will result in positive returns for women, their families, and their communities. Structures and processes put in place by Cocoa Life have enhanced opportunities for women to participate, have their voices heard and to exercise their agency.



We continue to engage our partners to improve women's access to training, farm inputs and finance, as well as to ensure their inclusion in decision-making processes and environmental programming. This report presents updated plans to incorporate improved gender sensitization programming in Cocoa Life activities in four countries where Mondelez sources cocoa: Cote d'Ivoire, Dominican Republic, Ghana and Indonesia. The plans for Ghana and Cote d'Ivoire build on earlier ones published in 2014. This is the first time we have published specific plans for Indonesia and Dominican Republic. These have been prepared as part of a commitment to Oxfam to deepen our engagement with women's empowerment. Two other countries from which we source cocoa: Brazil and India, are not included in this report at the current time.

## THE COCOA LIFE WOMEN'S EMPOWERMENT THEORY OF CHANGE

The Cocoa Life women's empowerment program has been designed according to a robust theory of change. In developing this theory of change, we recognize that achieving women's empowerment is a complicated challenge and we don't have all the answers.

To provide a simple overview, our theory of change flows sequentially from resource inputs and activities through to outcomes and impacts. Our theory of change conveys how inputs and activities lead to the change we want to see for women in cocoa growing communities. This is summarized below. Further detail on the activities in each origin country are presented in the relevant section.



- **Resources:** MDLZ works with partners to deliver programs designed to address key barriers and issues related to women's empowerment. These resources include the time spent researching the local context to design locally suitable interventions, the development of a robust implementation plan, and the human and financial resources required to deliver this plan.
- **Activities:** Cocoa Life activities focused on women's empowerment are designed to fit with the local context. These interventions usually encompass training, awareness-raising and facilitating the set-up of platforms for women to have their voices heard and influence decisions of local importance.

## WHAT BARRIERS TO GENDER EMPOWERMENT IS COCOA LIFE ADDRESSING?

- Women are underrepresented in leadership positions and in decision-making at household, community, district and national level. There is a lack of suitable forums for women to have their voice heard and acted upon.
- Women often struggle to access the training and education that will help them understand how to improve their own situation and gain empowerment and autonomy in affairs at home and in their community.
- Women typically face greater challenges than men in achieving economic empowerment and sustainable livelihoods. This includes obstacles around accessing finance, farm inputs, ownership of their own land, and participating in farming collectives and cooperatives.
- Greater emphasis could be put on helping women take advantage of other forms of earning income outside cocoa farming. This help to diversify income streams will help to make communities more resilient to external shocks.

- **Outcomes:** These are the tangible things that happen because of the resources we put in and the activities included in the program. The outcomes of activities focused on improving women's empowerment include an increased proportion of women involved in important community meetings, an increased proportion of women being able to access financial skills or resources to improve the productivity of their farm, or the proportion of women able to diversify their economic activity away from cocoa farming alone.

- **Impacts:** These are the higher level strategic goals of Cocoa Life – the ultimate, bigger picture benefits to the individuals and communities that are affected by the program. These include improved gender equity, equality and a greater sense of empowerment among women in cocoa growing communities.

However, women’s empowerment does not necessarily progress in this linear fashion. Women do not just become empowered by receiving training and access to new platforms. Structural societal issues and norms must be addressed. This takes time, and progress happens at different rates in different places, according to local contexts and circumstances. It’s important to acknowledge that supporting factors need to be present for inputs to produce the desired outputs. For example, while an intervention such as training on how to increase farm productivity may help local women to increase their income, without other factors being addressed, such as social norms and attitudes around a woman’s household responsibilities, they may still lack the autonomy to decide how to spend this income.



## ARENAS OF EMPOWERMENT

	INDIVIDUAL	HOUSEHOLD	COMMUNITY
HER OBJECTIVE REALITY	A woman’s individual circumstances: Her education, skills, and work status, her access to technology and financial services, and her individual legal rights.	A woman’s role within her household: Her influence over financial and non-financial decisions and assets, how she is regarded and treated, her ability to move freely and safely.	A woman’s role in her community: Her participation in community activities, how she is regarded and treated, her ability to move freely and safely.
HER SELF-PERCEPTION	How does she feel about herself? Does she believe in herself? Does she have confidence in her abilities? Is she satisfied with her circumstances and the possibilities for the future?	How does she feel about her role and responsibilities? Does she feel confident in her ability to make decisions on behalf of her household? Does she feel heard and respected? Are her rights taken seriously?	How does she feel about her role and responsibilities? Does she feel confident that she is able to participate in community activities? Does she feel heard and respected? Are her rights taken seriously?
THE CULTURAL NORMS OF HER COMMUNITY	How should women be treated as individuals? Should women be educated and have access to employment? Should women have equal access to technology and financial services? Should women be treated equally by law?	What should be the role of women in the household? Should women be an equal participant in household decision-making? Should she be safe from harm, and able to express her opinions freely?	What should be the role of women in the community? Should women participate in community decision-making? Should she be respected and able to move freely without harassment?

Source: IPSOS. (2018). Measuring women’s economic empowerment.

IPSOS have developed a useful framework, featured on the previous page, which articulates how various elements of women's empowerment overlap. At the heart of empowerment is how empowered individuals feel themselves, how they experience their interaction with society, and the agency they have in their own lives. How empowered someone feels will depend on how empowered they believe they have the right to feel.

We have incorporated this framework in our Cocoa Life evaluation approach and incorporated additional qualitative research and survey components to measure subjective impacts, such as how women's confidence and attitudes change over time. This will yield important insights into program impact and enables us to strengthen the impact Cocoa Life has on women in cocoa communities.

## GENDER DISAGGREGATED DATA

Ensuring the availability of appropriate data for measuring women's empowerment outcomes and impacts can present significant hurdles. Relevant data must be gender disaggregated to give accurate insight into the difference in outcomes between male and female Cocoa Life participants. Due to the scale of the program and the breadth of program partners we work with, this remains a challenge that we are putting concerted effort into addressing.

## OUR APPROACH TO WOMEN'S EMPOWERMENT

Mondelēz' women's empowerment approach has clear strategies defined for each of Cocoa Life's five focus areas: farming, community, livelihoods, youth and environment. The action plans for each country outline the activities for each of the focus areas. However, there are core programming values we are committed to that are relevant across all five focus areas. These values include:

- **LEADERSHIP:** Mondelēz is committed to being a leader on women's empowerment in the cocoa sector - applying a gender lens to all programming.
- **INCLUSION:** We are deliberate about including women in all our Cocoa Life interventions with our implementing partners and we use transformative approaches to the greatest extent possible.
- **RESILIENCY:** We are applying an integrated gender and environment lens to all our programming to accelerate the pace of resiliency programming in communities.
- **INNOVATION:** We seek groundbreaking, disruptive solutions with existing and new partners that bring accelerated benefits to cocoa-growing communities through women's empowerment.
- **POLICY:** We engage with district and national government institutions to shape policy issues affecting women, such as land and passbook ownership, and to promote gender goals for the greater good of communities such as access to knowledge and resources including land and labor and financial resources.
- **LEARNING:** We gather extensive gender disaggregated data internally and through external partners to ensure on-going and robust learning loops.

# GHANA WOMEN'S EMPOWERMENT ACTION PLAN

## WOMEN'S EMPOWERMENT IN GHANA

**The government of Ghana has formulated plans to enhance women's participation in decision-making and promote affirmative action to reduce gender disparities in decision-making. Additionally, strategic actions have been outlined at the regional, sub-regional and national levels with government as the principal actor to bear responsibility for the empowerment of women. Legally, women have a right to equal place with men in decision-making bodies such as the boardroom, Parliament and executive councils. However, the position is not that simple: there is a wide gap between theory and practice. The government has formulated national initiatives with specified gender considerations to address the low representation of women in Parliament, though no specific initiatives have been undertaken.**



Ghana inaugurated a new government in January 2017. A key commitment of this new government is to ensure gender equality and women's empowerment through the passage of the Affirmative Action bill into Law in this Fourth Republic. The Affirmative Action Bill proposes a minimum 30% representation of women in the Legislature (Parliament), the Executive (cabinet), the district assembly as well as the public and private sectors. As a result, civil society has taken advantage of these entry points and engaged with both the sector ministry, the Ministry of Gender, Children and Social Protection (MoGCSP) and the President on the passage of the Affirmative Action Bill. More recently, the President was appointed as the African ambassador on gender equality. These provide an enabling environment for the advancement of women's empowerment and gender equality. Currently, the Affirmative Action Bill has received cabinet assent and is awaiting to be sent to Parliament.

However, various challenges and barriers persist. The patriarchal nature of Ghana's society has produced various limitations against the passage of the Affirmative Action Bill and other gender equality interventions. It is therefore critical that the Affirmative Action Law be passed and implemented in order to increase advocacy and sensitization amongst stakeholders. It is essential that the key state and non-state actors are informed and educated on the need for gender equality interventions for increased women's representation in decision-making spaces as well as on the promotion of women's rights.

## COCOA LIFE IN GHANA

Cocoa Life launched in Ghana – the world’s second-largest cocoa-producing country – in 2008. As part of the program, a gender lens has now been built into all components of Cocoa Life, which include elements to empower women in the cocoa farming communities.

One example of this is the introduction of Community Animators (formerly Women Extension Volunteers) into Cocoa Life’s operational areas. This element of the program sees local female leaders trained to support themselves and other women at community level. Through this process, more women are empowered to support their families by actively taking part in the decisions that affect them. Most women in the program have become more assertive in accessing the resources they need and the benefits that accrue from them. To date the Cocoa Life program in Ghana has more than 450 Community Animators who are women and 200 Women’s Groups formed in all 447 operational areas.

Alongside activities that focus specifically on cocoa farming, Cocoa Life in Ghana offers women business and entrepreneurial skills training. Special attention is paid to credit schemes that target women, and helping those that particularly need to diversify income streams away from cocoa to do so.

## GHANA ACTION PLAN

### Overall program

The overall program direction of Cocoa Life in Ghana for 2018 is to strengthen collaboration with key stakeholders (both government and non-governmental) to create a stronger enabling environment to deliver Cocoa Life’s women’s empowerment goals. The overall programming action plans aim to achieve the following objectives:

- Collaborate with Oxfam to pilot SIWEE in selected districts in Ghana.
- Liaise with Ministry of Gender, Children and Social Protection on gender awareness and women’s empowerment.
- Establish and strengthen Gender Dialogue Platforms to be able to take on advocacy issues in cocoa growing communities.
- Train the Cocoa Life team and implementing partners on gender programming and mainstreaming.
- Tailor interventions to address gender gaps in areas such as training content, materials and methods.



## FARMING

**Objective:** Increase women's access to training, farm inputs and access to land, and land ownership.

**Actions:**

- Improve training approaches and content for female farmers and women working on cocoa farms.
- Increase women's documentation of sale of beans as a critical enabler to be recognized as cocoa farmer, and provide access to inputs and resources.
- Increase women's access to finance, farm inputs, land ownership and membership of producer groups and cooperatives.

## COMMUNITY

**Objective:** Including women in decision-making processes.

**Actions:**

- Promote leadership positions for women as part of the Community Development Committees and Community Action Plan processes and include a floor of 30% for women representatives in the process.
- Ensure women are equally represented on all the committee levels such as chairperson and other key positions.
- Mentor women to help them take up leadership positions.
- Empower women through continued capacity building to play an active role in decision-making in households, communities and district and national farmer forums.

## YOUTH

**Objective:** Include youth in our programming.

**Actions:**

- All youth-oriented programming will have quotas for 20%, to progressively attain 30% of participation by young women (15+ years old).
- Explore innovative new gender transformative programs through existing and new partners.
- Support literacy programs in collaboration with the Ghana Education Service and community reading clubs.

## LIVELIHOODS

**Objective:** Increase access to finance and development of additional livelihoods.

**Actions:**

- Help women develop other livelihoods by increasing their access to finance, improving business and entrepreneurial skills, and teaching the importance of household food security.
- Expand access to Village Savings & Loan Associations (VLSAs) and include other financial products tailored to women's needs.

## ENVIRONMENT

**Objective:** Ensure inclusion of women in environmental programming

**Actions:**

- Ensure that extension services (farmer field schools, etc.) for women are aligned with current environmental best practices (from UNDP, etc.).
- Evaluate opportunities for collaboration with additional gender and environment experts.
- Review all current farm training materials and manuals to ensure that they are best in class on both gender and environment, and are inclusive for illiterate farmers.



# CÔTE D'IVOIRE WOMEN'S EMPOWERMENT ACTION PLAN



## INTRODUCTION

**A series of political and social crises over the past decade has aggravated the vulnerability of women and contributed to deepening gender inequalities in Côte d'Ivoire.**

**Recent data indicate significant gaps in terms of securing basic rights for women and girls and improving their economic and social wellbeing. Administrative data show inequality in prevalence of poverty. At a national level, 47.4% of women are poor against 45.5% of men.<sup>3</sup> In terms of accessing jobs, women typically occupy low-paid jobs with insufficient private or public benefits to allow them to live in an autonomous way. Ivorian women are also underrepresented in positions of management and decision-making.**

Seeking to address this, the government created a ministry responsible for the promotion and protection of women's rights, ultimately aiming for gender equity and equality. The ministry and its services are committed to furthering women's empowerment, child protection and family well-being, with a focus on the full participation of rural and urban women in national development. For this reason, the government of Côte d'Ivoire, along with its partners, intends to continue making efforts to eliminate the structural and economic barriers that hinder women's empowerment. The financial inclusion of women in rural areas is also a major socio-economic issue that is included in local development strategies.

## COCOA LIFE IN CÔTE D'IVOIRE

Cocoa Life launched in Côte d'Ivoire in 2013 and now operates in 453 communities in the world's largest cocoa growing nation. In 2016, Cocoa Life launched its women empowerment strategy as a transformative approach to address gender issues in cocoa communities. Since the launch of this strategy in Côte d'Ivoire, we have helped with the formation of 653 women's groups and provided 2,600 community members with training on women's empowerment.

Our approach to women empowerment in Côte d'Ivoire follows a model for fostering financial inclusion that has proven an effective tool for improving financial literacy and management skills, and for creating the opportunities for women to engage in more economic activities. Appropriate financial products suited to the business needs of women-run farms and enterprises will be offered based on local realities, with the approach refined from our experiences in more mature Cocoa Life communities. The approach combines different models, first considering the available options in terms of cocoa production financing and small business financing, with a focus on cocoa-related enterprises. Following from this, women clients are organized into associations and provided with the financial literacy training and tools necessary for managing their own lending and saving activities. Reports indicate that women become more empowered to support their families by being able to play an active part in community decisions that affect them.

<sup>3</sup> African Development Bank. (2016). Abidjan Urban Transport Project: Project Appraisal Report.

Cote d'Ivoire's approach over the next programming cycle will focus on strengthening the participation of women in decision-making roles and extending opportunities for women to access knowledge, skills, productive resources and income. In addition, our actions contribute to the national policy of valuing gender by promoting women's rights and gender equality in household decision-making through couple's seminars, and access to lending and saving services for investment in activities contributing to household financial and food security.

## COCOA LIFE IN CÔTE D'IVOIRE

### Overall program

In 2018, the Cocoa Life Program in Côte d'Ivoire will prioritize the following activities:

- Liaising with Ministry of Women, Children, and Solidarity Social Protection on gender awareness and women's empowerment.
- Establishing and strengthening of Gender Dialogue Platforms in the various communities.
- Training the Cocoa Life team and Cocoa Life Implementing Partners staff on gender programming and mainstreaming.
- Developing and offering a financial scheme for women entrepreneurs to access credit and saving opportunities along with promotion/sensitization activities.
- Fostering the participation of men in VSLA.
- Fostering female participation in community development initiatives.
- Promoting available training programs to support out-of-school girls.

## FARMING

**Objective:** Increase women's access to training, farm inputs & access to land/ land ownership.

### Actions:

- Improve cocoa production training for female farmers and women working on cocoa farms.
- Increase women's access to finance, farm inputs, land ownership and membership of farmer groups and cooperatives.
- Increase women's access to passbooks as a critical enabler to be recognized as cocoa farmers, and access to inputs and resources.
- Sensitize men and women farmers on the importance of passbooks and land ownership.

## COMMUNITY

**Objective:** Include women in decision-making processes.

### Actions:

- Promote leadership positions for women as part of the Community Development Committees and Community Action Plan processes and include a floor of 30% (at least) for women in the process.
- Ensure women are equally represented on all the committee levels such as chairperson and other key positions.
- Mentor women to help them take up leadership positions.
- Empower women through continued capacity-building to play an active role in decision-making in households, communities and district and national farmer forums.



## YOUTH

**Objective:** Include youth in mainstream programming.

- All youth oriented programming will have quotas for 20%, to progressively attain 30% of participation by young women (15+ years old).
- Explore innovative new gender transformative programs through existing and new partners.
- Support literacy programs through reading clubs and community centers in collaboration with Cote d'Ivoire's Education Ministry.

## LIVELIHOODS

**Objective:** Increase access to finance and development of additional livelihoods.

### Actions:

- Expand access to Village Savings and Loan Associations (VLSAs) and include other financial products tailored to women's needs.
- Help women develop other livelihoods by increasing their access to finance, improving business entrepreneurship skills, and teaching the importance of household food security.

## ENVIRONMENT

**Objective:** Ensure inclusion of women in environmental programming, particularly against deforestation and for the preservation of forest resources.

### Actions:

- Explore additional UN collaborations that bring together UNDP and UN Women in support of strengthened gender-transformative environmental programming.
- Ensure that extension services (farmer field schools) for women are aligned with current environmental best practices (from Codinorm, Conseil du Café Cacao, Ministry of Environment, Ministry of Forests, etc.).
- Evaluate opportunities for collaboration with additional gender and environment experts.
- Review all current farm training materials to ensure that they are best in class on both gender and environment and are inclusive for illiterate farmers.





# INDONESIA WOMEN'S EMPOWERMENT ACTION PLAN

## INTRODUCTION

**The Indonesian Government, through the Ministry of Women's Empowerment, affirmed that women's empowerment is a cross-cutting issue that must be resolved by involving all stakeholders. To ensure women's participation in decision-making, the government passed a law in 2003 that stipulates a minimum of 30% for women's representation in parliament. Further legislation followed in 2007, when the Ministry of Home Affairs issued a ministerial regulation stating that women must make up at least 30% of participants in community action meetings. District governments showed their support for this by issuing parallel legislation for their local areas.**

Women are increasingly taking leadership and decision-making positions, but there are still major cultural barriers to address. This includes changing prevailing gender stereotypes in the minds of both men and women, many of whom see women as lacking the autonomy and leadership skills needed to guide their communities. Continuing government support aims to ensure that progress in this domain continues.

## COCOA LIFE IN INDONESIA

Cocoa Life launched in Indonesia in 2014, incorporating a focus on women's empowerment based on analysis conducted with our partners the International Finance Cooperation and Care Indonesia International. These gender and need assessment reports identified gender gaps in access to resources and benefits and gender inequality in local decision-making and community-level participation.

Based on the gaps identified in this analysis, Cocoa Life women's empowerment activities in Indonesia have focused on several areas, from supporting the community in changing attitudes and mindsets around the role of women in the household and community through training sessions, to improving incomes through training on improving cocoa production and quality, and include a focus on value chain improvement activities. Other key areas for Cocoa Life in Indonesia include increasing the capacity of women to start their own businesses outside of cocoa, and increasing the participation of women in village meetings (musrenbang) and in other community-level structures and organizations, such as via VSLAs, CAPs and GAPs.

## INDONESIA ACTION PLAN

### Overall program

Moving forwards, the focus of the general program will include the following areas:

- We will train Cocoa Life team and Cocoa Life Implementing partners' staff on gender awareness.
- We will train community leaders and implementing partners' staff in applying a gender lens to all programming.
- We will ask, where relevant, for gender disaggregated data to be able to track progress against key performance indicators and local metrics.
- We will tailor interventions to address gender gaps in areas such as training content, materials and methods.

## FARMING

**Objective:** Increase women's access to training, farm inputs and access to land, and land ownership.

### Actions:

- Continue to conduct annual gender awareness training for field facilitator farming and Community development and monitor ratio staff men and women.
- Continue Training on GAPs for men and women Cocoa Life farmers.
- Continue support for GAP application of men and women Cocoa Life farmers.
- To tailor training to include women thru women Farmer Field School (PILOT).
- To provide training on specific technical training needs (post-harvest, pruning, Fertilizing) for women.
- To conduct mapping and baseline on financial literacy training and land ownership sensitization to set the target (PILOT).
- To have all data disaggregated by gender and provide analyses on the data narrative report, and to have categories segregated into i) female farmers ii) women in cocoa farming, and iii) women in cocoa growing households who are not involved in cocoa farming.

## COMMUNITY

**Objective:** Include women in decision-making processes.

- Continue to increase women's participation in local development planning from village to district level.
- Continue to increase women leadership in community meetings or community associations.
- Continue to conduct gender awareness seminars at community level including farm households and village leaders.
- Continue the gender dialogue platforms at village and district level.

- Continue to provide equal opportunities for men and women to access training and opportunities.
- Improve monitoring of effectiveness of women-focused and gender-focused interventions.

## YOUTH

**Objective:** Include youth in our programming.

### Actions:

- Continue to give equal access to current training.
- Continue to provide gender awareness training for youth.
- Conduct more mapping on potential women youth-oriented program to set the target.
- Pilot women youth champion in cocoa related business and in Vocational Agriculture Schools (PILOT).
- To have all data disaggregated by gender and provide analyses on the data narrative report.

## LIVELIHOODS

**Objective:** Increase access to finance and development of additional livelihoods.

- Continue to assist project proposal writing and fundraising activities emerging from CAPs to strengthen livelihood assets.
- Continue improving women's entrepreneurial skills (PERT, access market, business skill).
- Expand VSLA group in Farmer groups.

## ENVIRONMENT

**Objective:** Ensure inclusion of women in environmental programming.

### Actions:

- Continue Training on GEPs for men and women Cocoa Life farmers.
- Pilot a gender transformative program on green livelihoods (home garden and nutrition program).

# DOMINICAN REPUBLIC WOMEN'S EMPOWERMENT ACTION PLAN



## INTRODUCTION

**Dominican Republic has made recent advances across a range of human development indicators. However, deep gaps and inequalities remain in some areas, especially among young people and, above all, women. The most pressing are linked to unequal distribution of income, including a lower participation of women in the labor market, the provision of services in sexual and reproductive health, high rates of teenage pregnancy (20.3%), high rates of maternal mortality (100 per 100 thousand live births) and low participation in the congressional seats.**

In employment, segregation by gender persists. Women are concentrated in traditional sectors such as services (88.2%), and in activities similar to those carried out in domestic and community spheres, following established roles aligned with prevailing social norms. These include employment as caregivers, in high-vulnerability work (such as paid domestic work, for example) and other types of services, and in agriculture in a smaller proportion (2. %).

Recent administrations have revised the National Constitution to incorporate key elements to continue advancing gender equality and women's human rights. This includes the state legislating on the fundamental equality of rights between women and men, maternity and responsible fatherhood and the value of working from home.

Currently, the country shows a willingness to work towards gender equality. This willingness is embodied in the National Development Strategy 2030, where it appears as one of the crosscutting axes. Currently, the Ministry of Women is in the process of building the National Gender Equality and Equity Plan (PLANEG III), which will last twelve years: from 2018 to 2030, with the aim of linking it to the Sustainable Development Goals and to the National Development Strategy. The plan will cover the national, provincial and municipal levels, reaching different governmental sectors.

This said, it should be noted that the Ministry of Women has, at RD\$ 654.6 million, the second lowest budget of government departments, after the Ministry of Youth. The country continues to show a low participation in the representation of women in the political decision-making spaces, despite the increase of women in candidacies and having a higher educational level in relation to men. The upcoming government elections in 2020 represent an opportunity to work on advancing proposals to overcome structural barriers, discriminatory social norms and gender-insensitive policies; as well as strengthening current plans and regulations to overcome patriarchal beliefs rooted culturally in the Dominican context.



## COCOA LIFE IN DOMINICAN REPUBLIC

In 2016, Cocoa Life launched in three Dominican cocoa communities located in Sanchez Ramirez province. In 2018, the program was expanded to seventeen new communities located in the Sanchez Ramirez, Monte Plata, Puerto Plata and María Trinidad Sánchez provinces.

In the Dominican Republic, Cocoa Life promotes the empowerment and development of women involved in the cocoa value chain in several ways. Mainstreaming women's empowerment into all activities has been a priority alongside strengthening women's participation in local decision-making processes. Different strategies are used to support these goals, such as raising awareness, promoting literacy and vocational training, and encouraging the participation of women in group activities.

To help ensure the impact of our approach on the outcomes we are aiming for, local women's concerns and opinions are identified in need assessment processes and incorporated into the design of community action plans. In practice, efforts towards women's empowerment are entwined with efforts towards changing values of male chauvinism. Changing men's ways of thinking, being, feeling and acting is an essential contribution to changing gender equality.

## ACTION PLANS

### Overall program

**Objective:** To strengthen and match the implementing partner abilities for the deployment of women's empowerment programs.

### Actions:

- Train Cocoa Life staff and program partners on gender approach strategies and awareness.
- Establish training for community leaders and CODEC members on gender approach (raising awareness of basic issues such as power relations, cultural perceptions of gender, differences between gender and sex, participation of women in decision-making gender and sex, participation of women in decision-making).
- Identify indicators and register data segregated by sex for the actions developed by the program.

## FARM

**Objective:** To increase women's participation and training in Farmer Field Schools.

### Actions:

- Ensure the access of information to women and young people on the running of the schools and the opportunities that they bring.
- Develop an information, educational and awareness campaign on the methods and opportunities that Farmer Field Schools represent, to increase women's participation.
- Provide women with educational opportunities and advice to enhance their participation and promote empowerment.
- Establish registers disaggregated by sex in the context of Cocoa Life-related activities among partners, to have capacity for measuring progress of men and women. The following variables will need to be disaggregated by sex:
  - Farmer men / women
  - Men / women involved in cocoa production
  - Women in cocoa households not involved in cocoa production.
- Carry out a study on knowledge, attitudes and practices (KAP) among farmers who participate in the Farmer Field Schools, as well as with women and young people potentially interested to participate in new formation processes. (Such study should precede the start of the FFS to analyze the adjustment of its contents and methods).
- Design internal policy measures in the CL projects in Dominican Republic to facilitate the participation of women cocoa farmers in the program.

## COMMUNITY

**Objective:** Include women in the decision-making processes of their community.

### Actions:

- Provide support to CODECs to include gender approach in their activities.
- Support already formed women's community organizations to strengthen their roles in community organizations.
- Train both men and women community leaders as facilitators of community participative and decision-making processes with an emphasis on (young) women.
- Carry out a diagnostic of the most critical gender gaps regarding gender inequalities in the productive development of their communities.
- Include awareness development actions on "new masculinities" into analytical and training processes with men.

## YOUTH

### Objectives:

- Create actions to enhance young women's participation in the development of their communities.
- Contribute to a reduction in the number of youngsters migrating from the Cocoa Life communities by promoting economic empowerment and autonomy development actions.
- Develop the conditions needed for the proper development of local entrepreneurship (agriculture or other activities).

## YOUTH *continued*

### Actions:

- Establish strategies to prevent women's reluctance (shyness) to participate and promote their engagement in youth-related activities within cocoa communities (in and out of the cacao value chain).
- Promote inclusion of young people who are not attending school in technical trainings provided by Cocoa life partners.
- Support formative programs targeted to establish/expand a "Cocoa Life program for young entrepreneurs", with a special focus on young women.
- Contribute to the empowerment of young people within cocoa communities with a "young entrepreneur" approach.
- Contribute to the identification and promotion of alternatives and opportunities provided by the Savings and Loan groups to young people.
- Support the involvement of young men and women into farmer organizations (at different levels) to identify and implement measures to enable generational renewal among cocoa farmers and strengthen cooperatives.
- Support the training of young men and women to develop autonomous economic activities by strengthening their technical knowledge and improving their skills.

## LIVELIHOODS

**Objective:** Support identified strengths in communities as alternative livelihoods"

### Actions:

- Support women capacities to participate in the "saving and loan groups", to provide new opportunities for small enterprises led by women.
- Establish / strengthen support structures to promote micro-entrepreneurship related with cocoa farms and other associated products, including small businesses.
- Support livelihood initiatives related with ecotourism and fruit production in cocoa life communities (especially for women's income creation).



## ENVIRONMENT

**Objectives:** Identify inclusive measures to foster women's participation.

### Actions:

- Support activities to enhance women's participation in environment conservation actions (such as participation in community nurseries, appropriate water management actions, sound waste management).
- Strengthen women's skills and knowledge (individually and in groups) on natural resources management through training.
- Incorporate gender approach into training courses for environment promoters and natural resources users.
- Establish inter-institutional partnerships, collaboration agreements and the exchange of knowledge and experiences, to facilitate the development of projects and processes. These actions should result in joint actions for sustainable development and gender equality.
- Promote and support programs for sustainable management of natural resources and biodiversity rehabilitation through sustainable production initiatives that benefit women (e.g. reforestation and nursery maintenance).

# APPENDIX

These women's empowerment action plans outline activities that ultimately will impact our ten global program KPIs, which we measure the progress towards with our partners.



## FARMING

1. Increase net income from cocoa.
2. Increase cocoa productivity.



## COMMUNITY

3. Increase women's participation in decision-making processes.
4. Increase capacity in the community to plan and advocate for their own social development.



## LIVELIHOODS

5. Increase net income from sources other than cocoa.
6. Reduce cocoa farmers' vulnerability to external shocks.



## YOUTH

7. Reduce child labor and forced child labor.
8. Increase career opportunities for youth in cocoa sector.



## ENVIRONMENT

9. Help future farming generations through sustainable natural resource use on the farms.
10. Increase conservation of forests and maintenance of ecosystems.