



**USAID**  
FROM THE AMERICAN PEOPLE



# WOMEN'S LAND RIGHTS AND EMPOWERMENT IN COCOA COMMUNITIES IN GHANA

## IMPLEMENTATION PLAN

### INTEGRATED LAND AND RESOURCE GOVERNANCE TASK ORDER UNDER THE STRENGTHENING TENURE AND RESOURCE RIGHTS II (STARR II) IDIQ

Contract Number: 7200AA18D00003/7200AA18F00015

COR: Sarah Lowery

USAID Land and Resource Governance/DDI

Contractor Name: Tetra Tech

Author(s): Tetra Tech

**JUNE 2021**

This document was produced for review by the United States Agency for International Development. It was prepared with support from the Integrated Land Resource Governance Task Order, under the Strengthening Tenure and Resource Rights II (STARR II) IDIQ. It was prepared by Tetra Tech.

Cover Photo:

Tenure and Global Climate Change/Ghana

Tetra Tech Contact(s):

Megan Huth, Program Manager  
159 Bank Street, Suite 300  
Burlington, VT 05402  
Tel: (802) 495-0282  
Fax: (802) 658-4247  
Email: [megan.huth@tetratech.com](mailto:megan.huth@tetratech.com)

Suggested Citation:

Tetra Tech. (2021). *Women's land rights and empowerment in cocoa communities in Ghana: Implementation plan*. Washington, DC: USAID Integrated Land and Resource Governance Task Order under the Strengthening Tenure and Resource Rights II (STARR II) IDIQ.

# WOMEN'S LAND RIGHTS AND EMPOWERMENT IN COCOA COMMUNITIES IN GHANA IMPLEMENTATION PLAN

INTEGRATED LAND AND RESOURCE GOVERNANCE TASK  
ORDER UNDER THE STRENGTHENING TENURE AND RESOURCE  
RIGHTS II (STARR II) IDIQ

Submission Date: 24 June 2021  
Submitted by: Thais Bessa, Gender Advisor  
Tetra Tech  
159 Bank Street, Burlington VT 05401, USA  
Tel: (802) 495-0282  
Fax: (802) 658-4247

Contract Number: 7200AA18D00003/7200AA18F00015  
COR Name: Sarah Lowery  
USAID Land and Resource Governance/DDI  
Contractor Name: Tetra Tech  
Author(s): Tetra Tech

## **DISCLAIMER**

This publication is made possible by the support of the American People through the United States Agency for International Development (USAID). The contents of this publication are the sole responsibility of Tetra Tech and do not necessarily reflect the views of USAID or the United States government.

# TABLE OF CONTENTS

<b>TABLE OF CONTENTS</b> .....	<b>I</b>
<b>LIST OF ACRONYMS</b> .....	<b>II</b>
<b>1.0 BACKGROUND</b> .....	<b>1</b>
<b>2.0 VISION AND APPROACH</b> .....	<b>2</b>
2.1 BARRIERS, OPPORTUNITIES, AND PROPOSED RESPONSES.....	2
2.2 OBJECTIVES AND THEORY OF CHANGE .....	4
2.3 SCALABILITY AND SUSTAINABILITY .....	4
2.4 STAFFING.....	5
<b>3.0 PROPOSED ACTIVITIES</b> .....	<b>6</b>
3.1 STRATEGIC APPROACH 1: BUILDING ECOM STAFF CAPACITY AT MANAGEMENT AND FIELD LEVELS AND INTEGRATING GENDER EQUALITY AND WOMEN’S ECONOMIC EMPOWERMENT INTO ECOM’S CORE BUSINESS OPERATIONS.....	6
3.1.1 Gender Expertise in the ECOM Ghana Team .....	7
3.1.2 Country-Level Gender Equality Strategy, Policies, and Practices .....	7
3.1.3 Capacity Building at Management and Field Levels .....	8
3.2 STRATEGIC APPROACH 2: PROMOTE WOMEN’S ECONOMIC EMPOWERMENT THROUGH INCREASED ACCESS TO RESOURCES AND GENDER NORMS CHANGE.....	8
3.2.1 Integrated Household Level Gender Norms Change and Good Social Practices Training.....	8
3.2.2 Women’s Empowerment and Entrepreneurship Curriculum.....	9
3.2.3 Community Extension Agents/Farmer Promoters.....	9
3.2.4 Training and Technical Assistance to Local Stakeholders.....	9
3.3 STRATEGIC APPROACH 3: PROMOTE INCOME DIVERSIFICATION AND ECONOMIC RESILIENCE FOR WOMEN FARMERS .....	10
3.3.1 Identify and Support Alternative Economic Opportunities for Women.....	10
3.4 COMMUNICATIONS AND DISSEMINATION .....	11
<b>4.0 MONITORING, EVALUATION, AND LEARNING (MEL)</b> .....	<b>12</b>
<b>5.0 ACTIVITIES AND TIMELINE</b> .....	<b>15</b>
<b>ANNEX I: JOB DESCRIPTION FOR ECOM GENDER &amp; SUSTAINABILITY SPECIALIST</b> .....	<b>20</b>

# LIST OF ACRONYMS

Cocobod	Ghana Cocoa Board
ECOM	Ecom Agroindustrial Corp.
FGD	Focus Group Discussion
GBV	Gender-Based Violence
GESI	Gender Equality and Social Inclusion
GSP	Good Social Practices
IDIQ	Indefinite Delivery/Indefinite Quantity
ILRG	Integrated Land and Resource Governance Task Order
MoFA	Ministry of Food and Agriculture
STARR II	Strengthening Tenure and Resource Rights II
USAID	United States Agency for International Development
VSLA	Village Savings and Loan Association
WEE	Women's Economic Empowerment

## I.0 BACKGROUND

Cocoa has a particularly important position in Ghana's economy and within the culture of cocoa growing regions. Due to its commercial value, cocoa is considered a man's crop and gender inequality is pervasive within the cocoa sector. Although women are involved in nearly all activities of cocoa production in Ghana, their role and contributions remain unrecognized, undervalued, and often unpaid. This is caused by a combination of unequal access to productive resources, unbalanced power relationships, and harmful gender norms. Land ownership is a key factor and because women typically do not own or lease land on their own, they are not perceived as farmers by themselves, by others within the community, or by the commercial firms within the supply chain. Women have low representation in cocoa producer groups, which are an important vehicle for receiving inputs, extension services, financial services, and technology. Women also have little to no involvement in the sale of cocoa and limited decision-making power over use of income from cocoa production.

To address these barriers, the United States Agency for International Development (USAID), through the Integrated Land and Resource Governance (ILRG) program, is working with Ecom Agroindustrial Corp. (ECOM), a global commodity trading and processing company specialized in coffee, cocoa, and cotton, as well as brands who buy cocoa from ECOM such as Hershey, to strengthen women's land rights, promote gender equality, and empower women in the cocoa value chain in Ghana. The proposed 18-month activity is informed by an initial gender assessment carried out between November 2020 and March 2021 that provided a better understanding of ECOM's current practices and capacity on gender equality and women's empowerment, as well as the barriers and opportunities for women's empowerment, access to productive resources, and income diversification. The assessment included a review of existing primary and secondary data, interviews with 40 ECOM staff and local stakeholders, and focus group discussions (FGDs) with 122 women and men farmers in Assin Fosu and Antoakrom Districts.<sup>1</sup>

The activity will draw from other ILRG partnerships with large agribusiness investors to promote women's land rights and women's empowerment in value chains in India and Mozambique. Private sector actors have an influential role in the cocoa sector and are strategically positioned to lead efforts to empower women by adopting sourcing policies that recognize and respond to women's needs and providing gender-responsive training and resources. Inclusive business models make social and economic sense through increased profitability for farmers and companies, greater compliance with sustainability goals, and positive brand image.

---

<sup>1</sup> Although the gender assessment was carried out in the Assin Fosu and Antoakrom districts, implementation will focus on the Assin Fosu and Asamankese districts to leverage existing field infrastructure for efficient start-up and implementation. The data gathered during the gender assessment applies to Asamankese due to similar contexts and stakeholders involved.



## 2.0 VISION AND APPROACH

### 2.1 BARRIERS, OPPORTUNITIES, AND PROPOSED RESPONSES

The overall vision, approach, expected results, and areas of work are built upon the findings of the gender assessment carried out by ILRG, which was organized according to five domains: 1) laws, policies, regulations, and institutional practices; 2) social norms and beliefs; 3) gender roles, responsibilities, and time use; 4) access to and control over assets and resources; and 5) patterns of power and decision-making. The main barriers and opportunities and proposed responses are summarized in the table below.

**TABLE I. BARRIERS, OPPORTUNITIES, AND PROPOSED RESPONSES**

Domain	Barriers and Opportunities	Proposed Responses
Laws, policies, regulations, and institutional practices	ECOM is finalizing a framework of sustainability commitments that include gender equality	<ul style="list-style-type: none"> <li>Support ECOM to operationalize global-level sustainability commitments related to gender equality in Ghana by developing a country gender and social inclusion strategy</li> </ul>
	ECOM lacks clear policies, strategies, and expertise to guide efforts to promote gender equality in its supply base	<ul style="list-style-type: none"> <li>Support ECOM to identify management-level gender champions</li> <li>Develop internal gender capacity at the management and field levels, including potential collaboration with other USAID-funded programs, such as Engendering Utilities, focused on corporate change management</li> <li>Support ECOM to review and develop policies and operational procedure guides on gender equality and social inclusion, including sexual harassment policies that include safeguarding of cocoa farmers</li> <li>Provide training and resources for ECOM staff on gender-based violence (GBV) in the cocoa value chain</li> </ul>
	ECOM employs a “gender neutral” approach to engage with farmers, for instance signing contracts with individual farmers according to land ownership, which means most contracts are signed with men	<ul style="list-style-type: none"> <li>Review ECOM’s farmer engagement and training procedures to identify gaps and opportunities for integrating gender equality and women’s empowerment</li> </ul>
Social norms and beliefs	Women’s identification as cocoa farmers depends on land ownership and not on working in cocoa production. Men are considered heads of household and have more mobility and authority to engage with buying agents and other actors. Women are expected to take a passive role and allow men to lead the sale of cocoa	<ul style="list-style-type: none"> <li>Adapt and integrate household norms change methodologies that have been implemented by ECOM and ILRG in other countries into ECOM’s Good Social Practices (GSP) training programs, promoting shifts in gender norms around control over resources and distribution of labor in the household</li> <li>Engage key reference groups in norms change, particularly influential men such as</li> </ul>

		extension officers, male partners, local leaders, and government stakeholders
	Gender-based violence (GBV) is accepted in the target cocoa communities	<ul style="list-style-type: none"> <li>● Include GBV topics in norms change training and dialogues</li> </ul>
Gender roles, responsibilities, and time use	Women are mostly excluded from activities that are considered physically strenuous, require expert knowledge, and/or have a high decision-making and economic value	<ul style="list-style-type: none"> <li>● Offer gender-sensitive joint training and/or separate training for women on all areas of cocoa production, including those that normally exclude women, such as pruning</li> </ul>
	Women are primarily responsible for unpaid household and caring tasks. Women's time poverty is high and they have less availability to work in cocoa farming (producing less cocoa as a result), attend training, and engage in income diversification activities	<ul style="list-style-type: none"> <li>● Support ECOM and other stakeholders to adopt measures that address women's practical and social limitations to access training and extension services and to join relevant groups</li> </ul>
Access to and control over assets and resources	Women normally rely on men to access land and other resources and even when they own land, they defer control and decision-making to husbands. Most women do not see the need for joint ownership of land	<ul style="list-style-type: none"> <li>● Encourage men to register women as joint farmers with ECOM and farmers' groups, and in the case of multiple farming plots, to name their wives as lead farmer for one of these plots</li> <li>● Include land rights and land literacy training in ECOM's GSP training for men and women</li> </ul>
	Land ownership is the pathway for accessing other productive resources. Farm inputs like fertilizer, pest control chemicals, and agricultural equipment/tools are typically distributed (on credit) to cocoa farmers registered in groups and according to farm size. Women participate less in extension training	<ul style="list-style-type: none"> <li>● Liaise with local governmental, non-governmental, and private sector actors for partnerships to provide promising technologies and training in good farming practices that can benefit women, including the Ghana Cocoa Board (Cocobod), Ministry of Food and Agriculture (MoFA), the Cocoa Research Institute of Ghana, and others</li> <li>● Promote joint registration and inputs distribution to both spouses</li> <li>● Explore models such as women farmer promoters to disseminate knowledge and reinforce acceptance of women as sources of agronomy knowledge</li> <li>● Explore disseminating training content and information in alternative ways such as pre-recorded video/ audio and cell phone text messages that enable women to access on their own time</li> </ul>
	Women in cocoa communities are eager to engage in vertical and horizontal (i.e., within and outside of cocoa) income diversification opportunities, but lack start-up capital and access to markets	<ul style="list-style-type: none"> <li>● Use ECOM's available market needs assessments to inform income diversification activities and build partnerships for input provision, extension, tools, technology, and linkage with markets</li> <li>● Promote the establishment of commercially oriented women's groups that can pool funding to purchase inputs, and to start</li> </ul>



		businesses in the cocoa value chain and beyond
Patterns of power and decision-making	Women lack the confidence to participate in joint associations. There are three all-women associations in the operational areas. Membership is not free, and the monetary commitment is frequently a constraint for women	<ul style="list-style-type: none"> <li>● Consider establishing quotas to increase women's participation in cocoa groups, including quotas for leadership positions</li> <li>● Promote existing women's groups to increase membership and facilitate women's access</li> </ul>
	Men are perceived to be more experienced and skilled and dominate decision-making inside and outside the household. Women often believe that cocoa sale and financial matters are men's domain. Women would like to have more autonomy and decision-making power on managing household expenditures and pursuing income-generating activities	<ul style="list-style-type: none"> <li>● Provide financial literacy, entrepreneurship, and soft skills (decision-making, negotiation, communication) training to develop women's confidence to take a greater role in cocoa farms, join producer groups, take on leadership positions, and pursue alternative income generating opportunities</li> </ul>

## 2.2 OBJECTIVES AND THEORY OF CHANGE

The objective of the activity is to increase the capacity of key private sector partners to reach and empower women, which will lead to social and economic benefits for cocoa farming families and companies in the cocoa value chain, and ultimately contribute to a more productive and inclusive cocoa sector in Ghana. The theory of change for the activity is detailed below:

**FIGURE I. THEORY OF CHANGE**



## 2.3 SCALABILITY AND SUSTAINABILITY

The goal is to invest in “quick wins” that have high scaling potential by building upon and adapting existing ECOM policies and training approaches, as well as de-risking gender equality and women’s empowerment solutions for ECOM by funding their initial deployment for eventual uptake directly by the company. These solutions will focus on changes in how ECOM engages with farmers in a way that addresses practical and social barriers to women’s participation and benefit-sharing in the cocoa sector.

Engagement with other key stakeholders in the cocoa value chain will increase potential for systemic change and leverage partnerships to complement ECOM's efforts.

The activity will engage both the sustainability and commercial branches of ECOM to integrate gender equality into its standard business operations and core training programs offered to farmers. This will provide ECOM with the knowledge, resources, and best practices to empower women in Ghana and potentially more broadly in West Africa, which could ultimately scale benefits to the 125,000 cocoa farmers ECOM engages with in Ghana and over 250,000 in Ivory Coast and Nigeria. Sustainability and scalability will be achieved through integration into ECOM's business operations, adapting existing engagement processes and including gender training methodologies and tools in its core training programs on good agricultural, environmental, and social practices that are provided to farmers in the cocoa value chain in Ghana and West Africa. In addition to integration into ECOM's standard business practices, the partnership envisions women's empowerment activities that ECOM could offer to its range of corporate brand partners.

## **2.4 STAFFING**

The staffing structure focuses on developing internal capacity at ECOM, by embedding a Gender & Sustainability Specialist directly at ECOM, with the assumption that the company will take responsibility for the continuation of this position after the project ends, pending on its internal evaluation of the deliverables and outcomes. This position will coordinate with various internal and external stakeholders, including with ILRG and USAID. Other ECOM staff at the global, country management, and field levels will also lead and engage in specific activities, which will be part of ECOM's in-kind contribution to the activity. Global ILRG staff will provide oversight and technical support. The Gender Advisor (supported by a part-time Gender Assistant) will act as task manager and technical lead. The Senior Agriculture and Gender Specialist and Monitoring, Evaluation, and Learning Specialist will provide support as needed.

## 3.0 PROPOSED ACTIVITIES

The proposed activity will be implemented at different levels, including coordination with ECOM global, developing capacity of ECOM country and field staff, and direct engagement with women and men farmers in up to 100 communities of the districts of Assin Fosu and Asamankese.<sup>2</sup> Implementation will follow three strategic approaches:

- Develop ECOM staff capacity at the management and field levels and integrate gender equality and women’s empowerment into ECOM’s core business operations;
- Promote women’s economic empowerment (WEE) through increased access to resources and gender norms change; and
- Promote income diversification and economic resilience for women farmers.



Location of the two target districts

### 3.1 STRATEGIC APPROACH I: BUILDING ECOM STAFF CAPACITY AT MANAGEMENT AND FIELD LEVELS AND INTEGRATING GENDER EQUALITY AND WOMEN’S ECONOMIC EMPOWERMENT INTO ECOM’S CORE BUSINESS OPERATIONS

ECOM is in the process of finalizing a set of global sustainability commitments that has gender equality as one of the themes. The company’s global sustainability team intends to work with regional and country offices to operationalize these commitments. The proposed activity will capitalize on this commitment and coordinate with ECOM’s global, regional, and country sustainability teams to develop a country strategy that integrates gender equality principles into policies and practices, both internal and related to its engagement with cocoa farmers.

<b>Outcome</b>	Gender equality and women’s empowerment are integrated into private sector policies and practices in the cocoa sector in Ghana.
<b>Outputs</b>	<ul style="list-style-type: none"> <li>• ECOM Ghana country-level gender and social inclusion strategy operationalizing the company’s global sustainability commitments.</li> <li>• New and/or revised ECOM Ghana policies on gender equality and social inclusion.</li> <li>• Gender champions at ECOM Ghana identified and engaged.</li> <li>• 12 ECOM management level staff in Ghana sensitized on gender equality, women’s empowerment, and bottom-line impact.</li> <li>• 135 ECOM field staff trained in gender-inclusive facilitation techniques and women’s empowerment in the cocoa sector.</li> </ul>

Potential activities and deliverables include the following:

<sup>2</sup> The districts have 100 communities and over 4,000 farmers working with ECOM.

### 3.1.1 GENDER EXPERTISE IN THE ECOM GHANA TEAM

Activities	Deliverables	Responsible
Hire and onboard a Gender & Sustainability Specialist at ECOM to coordinate gender equality and social inclusion (GESI) related work and be a bridge between ILRG, ECOM global, and ECOM country teams (management and field). ILRG would recruit and cover the salary for this position for 18 months with the expectation that ECOM would then take over support for the position. A draft job description for the position is available in Annex I.	Gender & Sustainability Specialist hired and onboarded.	ECOM, with ILRG support (interviewing, onboarding, technical support)
Establish a gender champion team of two to three existing ECOM staff to work with the Gender & Sustainability Specialist in leading GESI initiatives and to serve as a resource to management and field staff.	Selection criteria and terms of reference for gender champions.  Initial orientation for gender champions.  Workplan for gender champion team.	ILRG  ILRG, Gender & Sustainability Specialist  ILRG, Gender & Sustainability Specialist, gender champions

### 3.1.2 COUNTRY-LEVEL GENDER EQUALITY STRATEGY, POLICIES, AND PRACTICES

Activities	Deliverables	Responsible
Review of ECOM global sustainability commitments/framework and co-creation of a country-level gender and social inclusion strategy to integrate gender into sustainability and core business areas. The GESI strategy would include targets and accountability mechanisms.	Approved ECOM Ghana GESI strategy.  GESI one- or two-pager and job aids for ECOM staff and subsidiaries explaining the GESI strategy.	Gender & Sustainability Specialist, ECOM global and country sustainability teams, ILRG
Support ECOM to review and develop policies and operational procedure guides on gender equality and social inclusion, including sexual harassment policies that include safeguarding of cocoa farmers, and GBV.	Revised policies and documents like the employee handbook.  Revised/new safeguarding policy.	Gender & Sustainability Specialist, ECOM Ghana sustainability and HR teams, ILRG
Review ECOM's farmer engagement procedures to identify gaps and integrate gender equality and women's empowerment (e.g., signature of contracts, farmers invited to extension training, etc.).	Revised/new operational policy or guidance for a gender-responsive engagement with farmers.	Gender & Sustainability Specialist, ECOM Ghana sustainability team (including ECOM Ghana Cocoa Business Head), ILRG
Share ECOM's updated policies and practices on gender equality and women's empowerment with chocolate brands.	Increased interest and demand from chocolate brands.	ECOM management staff, Gender & Sustainability Specialist

### 3.1.3 CAPACITY BUILDING AT MANAGEMENT AND FIELD LEVELS

Activities	Deliverables	Responsible
Coordinate with USAID-funded program Engendering Utilities for select ECOM management staff to participate in a gender leadership executive program.	Enrollment of ECOM staff in executive course.	ILRG, gender champions
Develop and deliver training programs for management and field staff that include core gender concepts, information about the Ghana GESI strategy, and practical application in staff's daily work. Coordinate with ECOM Human Resources staff to establish a system to have this training as part of the onboarding routine of new staff and periodic refreshers.	Training plan and materials for management and field staff.	ILRG, Gender & Sustainability Specialist
	Training delivered to management level staff in Accra and Kumasi.	Gender & Sustainability Specialist
	Training delivered to field level staff in the districts of Assin Fosu and Antoakrom.	Gender & Sustainability Specialist

### 3.2 STRATEGIC APPROACH 2: PROMOTE WOMEN'S ECONOMIC EMPOWERMENT THROUGH INCREASED ACCESS TO RESOURCES AND GENDER NORMS CHANGE

To increase women's access to resources and shift harmful gender norms that limit women's equal participation and benefit-sharing in the cocoa value chain, ILRG will develop and deliver WEE activities that include addressing key training gaps for men and women farmers, actively encouraging men to include women in land documentation, supporting local women leaders, and engaging key local stakeholders.

<b>Outcome</b>	Women in the cocoa value chain have greater access to and control of land and other productive resources and greater decision-making power in the household and communities.
<b>Outputs</b>	<ul style="list-style-type: none"> <li>• ECOM's core training programs include methodologies and tools on women's empowerment, gender equality, and gender norms change.</li> <li>• 1,363 women farmers receive technical training/extension, including on land rights/land literacy.</li> <li>• 1,000 women join village savings and loan associations (VSLAs) and/or farmers' groups.</li> <li>• 3 women recruited as part-time extension agents/farmer promoters.</li> <li>• Men register their wives as joint farmers with ECOM/farmer's groups (target TBD).</li> <li>• 4,208 men and women farmers trained in gender norms change and GBV.</li> <li>• 350 women trained in empowerment and entrepreneurship.</li> <li>• 20 local stakeholders trained in gender equality and women's empowerment in the cocoa sector.</li> </ul>

Potential activities and deliverables include the following:

#### 3.2.1 INTEGRATED HOUSEHOLD LEVEL GENDER NORMS CHANGE AND GOOD SOCIAL PRACTICES TRAINING

Activities	Deliverables	Responsible
------------	--------------	-------------

Update ECOM's GSP training programs to include gender-sensitive approaches and content on gender equality and gender norms change at the household level, <sup>3</sup> with a focus on recognizing women as farmers, shared control of resources (like land) and decision-making, balanced division of household work, and GBV.	Gender norms matrix with key norms and reference groups. Revised GSP modules, including facilitation guides and materials. Training of trainers for ECOM field staff/facilitators Training men and women farmers in target communities.	ILRG, Gender & Sustainability Specialist  ILRG, Gender & Sustainability Specialist  Gender & Sustainability Specialist  ECOM field staff, Gender & Sustainability Specialist
Identify and give visibility to men champions who have registered women as joint farmers with ECOM and farmers' groups and who have named their wives as lead farmers for one of their plots	Male champions identified and engaged in community sensitization	ECOM field staff, Gender & Sustainability Specialist

### 3.2.2 WOMEN'S EMPOWERMENT AND ENTREPRENEURSHIP CURRICULUM

Activities	Deliverables	Responsible
Develop and deliver a women's empowerment curriculum to develop women farmers' financial literacy, numeracy, entrepreneurship, and soft skills, increasing their confidence to take a greater role in cocoa farms, join producer groups, take on leadership positions, and pursue alternative income generating opportunities. Explore disseminating some of the content via pre-recorded video/audio and cell phone text messages, enabling women to access on their own time. <sup>4</sup>	Women's empowerment facilitation guide and materials.  Training delivered to women farmers in target communities.	ILRG, Gender & Sustainability Specialist  Gender & Sustainability Specialist, ECOM field staff

### 3.2.3 COMMUNITY EXTENSION AGENTS/FARMER PROMOTERS

Activities	Deliverables	Responsible
Identify and recruit women leaders (through VSLAs and/or empowerment training) who can be engaged as part-time community extension agent/farmer promoters to disseminate information on good agricultural practices and increase women's participation in existing groups. They will also serve as role models to others and promote the acceptance of women as sources of agricultural knowledge.	Terms of reference for Community Extension Agents/Farmer Promoters.  Community Extension Agents/Farmer Promoters recruited and onboarded in target communities.	ILRG, Gender & Sustainability Specialist  Gender & Sustainability Specialist, ECOM field staff

### 3.2.4 TRAINING AND TECHNICAL ASSISTANCE TO LOCAL STAKEHOLDERS

<sup>3</sup> This will build upon ECOM's work in the coffee value chain in Kenya and ILRG's experience in India and Mozambique.

<sup>4</sup> This could include platforms like Arist or TalkingBooks.



Activities	Deliverables	Responsible
Provide capacity development on gender equality and women's empowerment to key local stakeholders involved in the cocoa value chain (local government representatives, Cocobod, MoFA) to promote the adoption of measures that address barriers to women's access to inputs and extension services. <sup>5</sup>	Training delivered to stakeholders' representatives in the districts of Assin Fosu and Asamankese.	Gender & Sustainability Specialist, ECOM field staff
Provide technical assistance to local farmers' groups and associations to increase women's participation and leadership, including reviewing membership requirements and by-laws to recommend amendments, supporting the establishment of quotas in membership and leadership, and supporting initiatives to promote joint registration and input distribution to both spouses.	Mapping of target groups or associations in Assin Fosu and Asamankese.  Brief guides on gender equality for farmers' associations produced and distributed.	Gender & Sustainability Specialist, ECOM field staff  Gender & Sustainability Specialist, ECOM field staff, ILRG

### 3.3 STRATEGIC APPROACH 3: PROMOTE INCOME DIVERSIFICATION AND ECONOMIC RESILIENCE FOR WOMEN FARMERS

To promote women's income diversification and economic resilience, as well as improved livelihoods for cocoa families, ILRG will work with existing VSLAs to support women to establish commercial operations processing cocoa by-products or grow alternative crops.

<b>Outcome</b>	Women in cocoa communities in Ghana have greater economic resilience and access to alternative livelihoods, including income diversification opportunities within and outside cocoa.
<b>Outputs</b>	<ul style="list-style-type: none"> <li>Alternative crops and commercial enterprises identified in the target districts.</li> <li>1,363 women receive technical training/extension on alternative crops/enterprises.</li> <li>350 women access financing for alternative enterprises.</li> <li>350 women engaged in alternative crops/enterprises.</li> </ul>

Potential activities and deliverables include the following:

#### 3.3.1 IDENTIFY AND SUPPORT ALTERNATIVE ECONOMIC OPPORTUNITIES FOR WOMEN

Activities	Deliverables	Responsible
Review available ECOM market assessments to identify alternative crops and commercial enterprises and potential off takers/markets.	Mapping of potential alternative crops and commercial activities, off-takers, markets, and partners.	ECOM management and field staff, Gender & Sustainability Specialist
Provide input, extension, tools, and linkage with markets for women to engage in alternative crops identified by ECOM market assessments.	Women trained and engaged in alternative crops.	ECOM management and field staff, Gender & Sustainability Specialist

<sup>5</sup> For efficient use of resources, this capacity development will use training materials developed for ECOM field staff, with minor adaptations.

### **3.4 COMMUNICATIONS AND DISSEMINATION**

In close coordination with USAID, ECOM, and other relevant actors, ILRG will develop communications products to disseminate success stories and lessons learned from the activity, targeted at international and/or local audiences. This will include blog posts, social media posts, media articles, and/or lessons learned briefs/reports that will be planned around strategic events and dates such as International Women’s Day, International Rural Women’s Day, 16 Days of Activism Against Gender-Based Violence, among others.

## 4.0 MONITORING, EVALUATION, AND LEARNING (MEL)

As detailed in the previous section, the three strategic approaches directly relate to the three expected outcomes, which in turn contribute to the broader goal and overall vision.

<b>Vision</b>	A more productive and inclusive cocoa sector in Ghana		
<b>Goal</b>	Key private sector actors in the cocoa value chain in Ghana are able to reach and empower women, leading to social and economic benefits for cocoa farming families and companies		
<b>Outcomes</b>	Gender equality and women's empowerment are integrated into private sector policies and practices in the cocoa sector in Ghana	Women in the cocoa value chain have greater access to and control of land and other productive resources and greater decision-making power in the household and communities	Women in cocoa communities in Ghana have greater economic resilience and access to alternative livelihoods, including income diversification opportunities within and outside cocoa

The MEL approach will follow this results framework to monitor progress towards outputs and assess outcomes and impact. To that end, data will be collected from both private sector partner staff and women and men in target cocoa communities. Data will be collected for USAID indicators included in the broader ILRG MEL plan, as shown in the table below:

**TABLE 2. ILRG INDICATORS FOR GHANA/WEE ACTIVITY**

N°	PERFORMANCE INDICATOR [AND TYPE]	REPORTING FREQUENCY	TARGETS				LOP TARGET
			BASE-LINE	Y3 (JUL 21 - SEP 21)	Y4 (OCT 21 - SEP 22)	Y5 (OCT 21 - DEC 22)	
31	Number of individuals in the agriculture system who have applied improved management practices or technologies with USG assistance [EG.3.2-24]	Quarter	0				
34	Total number of clients benefitting from financial services provided through USG-assisted financial intermediaries, including non-financial institutions or actors [EG.4.2-1]	Annual	0				
23	Percentage of participants reporting increased agreement with the concept that males and females should have equal access to social, economic, and political resources and opportunities [GNDR-4]	Annual	0				
15	Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment) [GNDR-2]	Annual	N/A				60%
32	Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations [GNDR-8]	Quarter	0				

Additional indicators (disaggregated by sex where applicable) will be used by USAID and ECOM to monitor progress against outputs and outcomes:

- Number/percentage of women joining farmers groups.
- Number/percentage of women in leadership positions in farmers groups.
- Percentage of households reporting increased cocoa yield.
- Percentage of women reporting increased income from diversified crops.
- Number of men registering land in the name of women in their families.

Quantitative data will be collected through training attendance sheets and ECOM's field monitoring database that collects demographic and production information from farmers in the target districts. Qualitative data will be obtained through pre- and post-training surveys to assess gained knowledge and shifts in perceptions and attitudes by ECOM staff (management and field), local stakeholders, and men and women farmers. Post training discussions with a small number of people will gather information to further refine training approaches and assess the extent to which learning is applied in practice.

Although the timeframe of the activity will not allow for substantial shifts in gender norms that hinder women's participation in the cocoa value chain, the MEL approach will capture initial shifts in attitudes and behaviors informed by such gender norms, particularly around recognition of women as farmers, equal access to resources (land, training, information), division of unpaid household work, decision-making power, and GBV through baseline and endline surveys and case studies using the Most Significant Change approach. Stories of significant change will be generated and analyzed from interviews with couples before and after activities and FGDs with men and women farmers in the target communities.

ILRG will be responsible for designing data collection tools such as pre- and post- surveys, interview guides, and FGD guides. The ECOM Gender & Sustainability Specialist and field staff will gather data on attendance in training and participation in farmers' groups and alternative economic opportunities. ECOM will provide access to relevant data from its field monitoring database. ILRG and the Gender & Sustainability Specialist will be responsible for analyzing the data and preparing relevant reports and learning products for USAID and ECOM.

This activity builds into ILRG's broader learning agenda on cross-cutting themes related to women's land rights and women's empowerment:

- **Private sector engagement:**
  - What approaches, strategies, and tools are best suited for agribusiness companies to adopt to increase gender equality and women's empowerment in their land-based investment and agricultural value chains?
  - Do in-house gender expertise and gender and social inclusion policies and strategies influence how a company engages with smallholder farmers? If so, why/how? If not, why not?
  - Does engaging women in the cocoa value chain improve production, productivity, and adoption of sustainable farming practices? If so, why/how? If not, why not?
  - Are women extension agents critical to reaching women, or can men effectively take on the same role to reach women?
- **Social norms change:**

- What approaches, strategies, and activities were most effective to change gender norms, empower women and increase gender equality? Why and how?
- Who are the critical groups of influence that need to be engaged to shift gender norms and promote women's empowerment?
- How can women's representation in resource governance entities transition into meaningful participation? Do quotas help? What else is needed?
- What are the particular gaps and needs related to equal decision-making on land and other resources at the household and community levels?
- **Linking land rights to WEE:**
  - How can formalization/recognition of women's rights to land turn into opportunities for economic empowerment and entrepreneurial opportunities? What else besides a name on a certificate or title is needed?
  - Where and how do land rights recognition for women enhance women's access to input, extension, and credit?
- **Gender-based violence:**
  - Are there any unintended negative impacts of increasing women's empowerment in the cocoa value chain? If negative impacts are identified, how can companies best prevent, mitigate, and respond to them?

## 5.0 ACTIVITIES AND TIMELINE

Activities are planned around the cocoa production calendar to avoid overburdening the time of women and men farmers and ECOM field staff at critical production times.

**TABLE 3. ANNUAL COCOA PRODUCTION CALENDAR**

ACTIVITY	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR
Cocoa planting												
Weeding												
Pruning												
Harvesting food crops												
Spraying												
Harvesting and bagging												
Selling												
Land clearing and nursery prep												
Intercropping												



**TABLE 4. ACTIVITY GANTT CHART**

YEAR	2021						2022											
ACTIVITY	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
<b>STRATEGIC APPROACH I: BUILD ECOM STAFF CAPACITY AT THE MANAGEMENT AND FIELD LEVELS AND INTEGRATE GENDER EQUALITY AND WOMEN'S EMPOWERMENT INTO ECOM'S CORE BUSINESS OPERATIONS</b>																		
Hire and onboard a Gender & Sustainability Specialist at ECOM	█	█																
Establish a gender champion team at ECOM		█	█	█														
Co-creation of a country-level gender and social inclusion strategy					█	█	█											
Review and develop policies and operational procedure guides on gender equality and social inclusion			█	█	█	█	█											
Review ECOM's farmer engagement procedures to identify gaps and integrate gender equality and women's empowerment				█	█	█	█											
Share ECOM's updated policies and practices on gender equality and women's empowerment with chocolate brands								█	█	█								
Enroll ECOM management staff in a gender leadership executive program						█												
Develop training programs for ECOM management and field staff					█	█	█											

Deliver training programs for ECOM management and field staff																		
<b>STRATEGIC APPROACH 2: PROMOTE WOMEN'S ECONOMIC EMPOWERMENT THROUGH INCREASED ACCESS TO RESOURCES AND GENDER NORMS CHANGE</b>																		
Revise ECOM's GSP training programs to include content on gender equality and gender norms change																		
Deliver training of trainers for ECOM field staff/facilitators																		
Train men and women farmers in target communities on adapted GSP + gender norms change program																		
Identify and visibilize men champions who have registered women as joint farmers with ECOM and farmers' groups and who have named their wives as lead farmers for one of their plots																		
Develop a women's empowerment curriculum to develop women farmers' financial literacy, numeracy, entrepreneurship, and soft skills																		
Train women in target communities on empowerment and entrepreneurship																		
Identify and recruit women community extension agent/farmer promoters																		
Provide capacity development on gender equality and																		

women's empowerment to key local stakeholders involved in the cocoa value chain																			
Provide technical assistance to local farmers' groups and associations to increase women's participation and leadership																			
<b>STRATEGIC APPROACH 3: PROMOTE INCOME DIVERSIFICATION AND ECONOMIC RESILIENCE FOR WOMEN FARMERS</b>																			
Review available ECOM market assessments to identify alternative crops and commercial enterprises and potential off takers/markets																			
Provide women with inputs, extension, tools, and linkage with markets																			
<b>MEL AND COMMUNICATIONS</b>																			
Publish blog post/social media post/media article about the partnership between USAID and ECOM																			
Pre- and post-surveys with training participants (ECOM staff, local stakeholders, farmers)																			
Follow-up interviews with training participants (ECOM staff, farmers)																			
Couples' interviews/FGDs with men and women farmers on gender norms																			
Lessons learned brief on integrating gender norms into GSP training																			

Inform broader ILRG lessons learned brief on partnerships with the private sector for gender-responsive land and agricultural investment																			
--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

# ANNEX I: JOB DESCRIPTION FOR ECOM GENDER & SUSTAINABILITY SPECIALIST

## Background

To be included by ECOM, in line with other positions in Ghana.

## Job Description

The ECOM sustainability team seeks to hire a Gender & Sustainability Specialist to lead the implementation of a new project aiming to operationalize ECOM's global sustainability commitments in Ghana, with a focus on gender equality, social inclusion, and women's empowerment. The position will be hired for an initial 18-month period with the potential to extend. The position will be based in Kumasi, Ghana, with frequent travel to the districts of Assin Fosu and Asamankese.

The Gender & Sustainability Specialist will be responsible for day-to-day management of the project and coordinate all project activities. They will collaborate with internal and external stakeholders to embed gender equality and women's empowerment into ECOM's policies, standard operational procedures, and practices to engage with cocoa farmers. They will also lead the development of tools and strategies that promote the integration of gender into business activities.

As the liaison between ECOM global sustainability teams, ECOM management, and international stakeholders, the Gender & Sustainability Specialist will advise these parties on project progress and risks and mitigation options. The Gender & Sustainability Specialist will also provide guidance and support to ECOM field staff in two districts on the implementation of specific activities to promote gender equality and women's empowerment in cocoa communities.

## Key responsibilities

- Coordinate project activities to ensure all parties deliver against the project implementation plan.
- Manage internal and external relationships, including global, management, and field business units and teams, international funders, government partners, and others.
- Review existing policies, procedures, and training materials, identifying gaps and opportunities for adapted/new materials that integrate gender equality and women's empowerment themes.
- Coordinate internal and external stakeholders to develop revised/new strategies, policies, procedures, and training materials related to gender equality, social inclusion, and women's empowerment.
- Lead the development of training plans and materials for ECOM staff and cocoa farmers, facilitating direct training and/or training of trainers.
- Support the development of strategic partnerships with governments agencies, civil society organizations, private sector actors, and others, to leverage and complement ECOM's efforts on gender equality and women's empowerment.
- Provide regular (weekly/monthly) project progress updates and highlight critical decision points, anticipating potential setbacks and delays.

- Coordinate the collection, analysis, and reporting of project data according to the monitoring, evaluation, and learning plan.
- Review and ensure the timely submission of all project deliverables.
- Promote the integration of gender equality and women's empowerment in all ECOM's sustainability and commercial activities and deliverables, as a cross-cutting theme.
- Engage with both internal and external stakeholders to communicate the social and business benefits of gender equality and women's empowerment.

### **Qualifications/requirements**

#### ***Required***

- 4-5 years of experience in gender, social inclusion, sustainability, and agribusiness.
- Experience in corporate change management is desirable.
- Excellent project management skills.
- Experience developing and delivering effective training to a variety of stakeholders with different levels of education.
- Effective written and oral communication skills.
- Willingness to travel up to 50% of time.

#### ***Preferred***

- Experience working with the cocoa sector.
- Experience working with smallholder farmers directly.
- Experience in a development project or initiative related to agriculture, value chain development, technical assistance/farmer extension.
- Experience working with implementers of sustainable agriculture projects funded by corporates, donors, and/or government entities.



**U.S. Agency for International Development**

1300 Pennsylvania Avenue, NW

Washington, DC 20523

Tel: (202) 712-0000

Fax: (202) 216-3524

[www.usaid.gov](http://www.usaid.gov)