



NESTLÉ GENDER DIALOGUE PROJECT: INTRODUCTORY VISIT REPORT

Report prepared by Fair Labor Association
March 16 – 27, 2015
Yaokouakoukro, Zaranou

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I. BACKGROUND

In July 2014, the Fair Labor Association (FLA) published a Gender Report¹ based on an independent assessment on women's role in Nestlé's cocoa supply chain in Ivory Coast. In response to a recommendation made by the FLA², Nestlé committed to a pilot to define a methodology to develop and promote local women's associations in its supply chain and "give women a voice." To achieve this objective, Nestlé and the FLA began implementing a two-year pilot project in two cocoa-growing communities supplying to Nestlé: Yaokouakoukro (Gagnoa) and Zaranou (Abengourou). The project activities commenced in November 2014.

Since November 2014, the FLA along with Nestlé defined the research questions, key performance indicators, baseline assessment tool and community-profiling tool. The FLA conducted an introductory field visit facilitated by Nestlé staff based in Abidjan, in the two target communities from March 16 – 27, 2015.

The objectives of this introductory field visit were to:

- Share information about the project objectives and proposed methodology with potential beneficiaries of the project to generate interest and get their buy-in;
- Map the existing women's associations, communication networks, and grievances mechanisms existing in the farms and communities;
- Consult with local stakeholders on project activities and key performance indicators;
- Identify women in the selected communities who could act as voluntary community liaisons for project activities;
- Profile the existing infrastructure, opportunities, and challenges in the two communities;
- Pilot-test the baseline Social Impact Assessment (SIA) questionnaire.

This report presents the summary of this initial visit.

II. METHODOLOGY

A. Choice of localities and cooperatives

Nestlé selected the communities of Yaokouakoukro and Zaranou after identifying two women's associations in these locations that are linked to its supply chain through two local supplier cooperatives supplying cocoa to Nestlé:

- The **Union of Cooperative Societies of Goh Area (USCRG)** has 896 certified farmers, including 22 women, and covers 47,401 hectares. During the 2014 harvest, the cooperative supplied 1,093,191 kilograms of cocoa beans including 19,842 kilograms from women cocoa producers. The cooperative has supplied cocoa beans to Nestlé through Cargill since 2009,

¹ http://www.fairlabor.org/sites/default/files/documents/reports/nestle_gender_report_7-9-14_0.pdf

² "Explor[e] the establishment of women's platforms/forums in communities that could serve as a dialogue platform to handle and redress grievances."

and has also participated in the Nestlé Cocoa Plan since then. In 2013, USCRG was one of the two pilot cooperatives for the implementation of the Nestlé Child Labor Monitoring and Remediation Program with the International Cocoa Initiative (ICI). The cooperative is involved in the UTZ and Rainforest Alliance certification programs.

- The **Cooperative of Agricultural Producers of Zaranou (COOPAZA)** has 875 certified farmers including 163 women. It covers 681,850 hectares farms and provides around 5,145,600 kilograms of beans including 58,500 kilograms from women producers. The cooperative has supplied cocoa beans to Nestlé since 2012 through ADM (Archer Daniels Midland Company), a tier-one supplier to Nestlé. The cooperative participates in the Rainforest Alliance certification program and is part of the Nestlé Cocoa Plan. In 2015, the cooperative joined Nestlé's Child Labor Monitoring and Remediation program with ICI.

B. Information sharing

During the visit to both communities, introductory meetings were set up by FLA and Nestlé with various community-based stakeholders such as the village notability, womens' associations, cooperative management, youth leaders and information about the project was shared with two selected women's associations, administrative and traditional authorities and the two cooperative managers.

In both locations, the meetings were conducted using a mixture of languages: French, Baoulé, Agni, Malinké and Moré. Translators from the communities were used where Malinké and Moré was spoken.



The Nestlé Gender Dialogue Project delegation sharing information with stakeholders in Yaokouakoukro and Zaranou

C. Tools used for data collection

For data collection, the FLA staff relied on various participatory approaches. These involved stakeholder consultations, focus group discussions, individual interviews, observations and farm visits. A series of tools, developed by the FLA, were also deployed including, (1) social impact assessment questionnaire, (2) dialogue web (see page 12), (3) women's associations mapping tool, (4) community profiling tool, (5) community challenge tree, and (6) objectives tree.



A participant providing input during a focus group discussion

III. RESULTS

A. Results of the introductory meetings

During the introductory meetings, the appointed local Project Manager for Nestlé, introduced the project and FLA staff to the cooperatives and local stakeholders. FLA Program Manager, provided an overview of the project context, objectives, and methodology; clarified the role of the FLA as a facilitator and capacity builder; and invited feedback from stakeholders.

The managers of the two cooperatives welcomed this initiative and proposed to start the project as soon as possible in the communities. They stated that this project will further strengthen the gender-focused social interventions³ already in progress within their communities. They expressed their willingness to engage in the project and appointed project liaisons⁴ at the Cooperative Board level. The cooperative leaders assured Nestlé and FLA that they will support the project and make efforts for its successful implementation and completion. Traditional authorities of the communities commended the project and indicated their agreement and support by committing to undertake their role seriously to ensure project success. The Sub-Prefect of Zaranou stated that he hopes the project proceeds to completion and that local mechanisms will be developed for sustained monitoring of the project's effects after its

³ At USCRG, the cooperative is conducting a census of the wives of cooperative members. This exercise will identify the producers who are willing to gift a plot of land to their wives. These plots will be developed for women with the support of the cooperative. The cooperative board chairman has engaged with the leaders of the savings and credit facilities who are willing to provide finance to women if they are organized and make an initial contribution. At COOPAZA, women received plots (lowland) of 2 hectares each for production of crops. The cooperative provides them support in the development and enhancement of this plot.

⁴ Kouassi Koffi St Pierre and Tano Affra were designated focal points for USCRG and COOPAZA, respectively. They are members of the Board of Directors at each cooperative.

completion. Finally, women participating in the meetings shared their joy and were hopeful about the project. They were ready to mobilize and contribute at all levels.

B. Community Profiling - Yaokouakoukro

To establish an overview of the community before the start of the project for comparison upon its completion, FLA staff collected information about community infrastructure, local ethnic groups, local occupations, communal belief systems, presence of grievance mechanisms at cocoa-farming locations, and cocoa production activities.⁵

Yaokouakoukro is a camp located in the sub-prefecture of Ouragahio, 47 kilometers from Gagnoa, in the center-west of the Ivory Coast. It is the capital of Canton, a community of 44 camps, founded in 1965 by Yao Kouakou, a cocoa farmer from Djébonoua⁶, while he was in search of cultivable land. Yaokouakoukro currently has about 146 inhabitants and approximately 12 households. Majority speak Baoulé, the language of the founder. Only two non-native Malinké families, descendants of former employees of the founder, reside in the camp. Yaokouakoukro does not have any religious infrastructure but people there are animism and Christian. The main activity of community residents is agriculture. Men mostly hold large cocoa farms (averaging five hectares in size), while women⁷ mostly grow food crops.

The nearest primary school, EPP Téhiri Davo, is two kilometers from Yaokouakoukro. Seventeen local children between 7 and 13 years old -- 12 boys and 5 girls -- are enrolled in the primary school. Nestlé funds the



The community of Yaokouakoukro

education of three children in this community, who previously did not attend school. The nearest middle and high school is in Ouragahio, 18 kilometers from the village,⁸ where the nearest health center is also located. There is no designated marketplace to sell agricultural products in the village, requiring women to travel 15 kilometers -- by foot or by motorbike -- to the nearest market located at Téhiri. Yaokouakoukro's most significant community infrastructure is its village foot pump.

⁵ Complete Community Profile Tool is available for review.

⁶ Djébonoua is located in the region of Bouaké in Central Ivory Coast.

⁷ Some women like those in the Women's Association (President of the association) are producing cocoa.

⁸ Official data about the number of children attending middle and high school is not available. The interviews highlight that children who succeed in their exam to enter middle school are sent to nearby towns such as Ouragahio, Soubré, or Gagnoa. They do not reside in the camp.



Mapping of camps linked to Yaokouakoukro

Recently, the World Cocoa Foundation (WCF), through its Cocoa Action Plan awarded individual grants of 120,000 Central African francs (or around \$195) to 16 women from Yaokouakoukro and the 43 others camps in Canton, to develop income-generating activities that support children's education. Some women used the funds to start a coconut farm; others have set up small businesss making and marketing drinks, oil, or other goods. Others decided to come together collectively to work on spreading the message of educating children, forming a group called 'Ba mé Tioh' meaning 'It's for the children' in Yaokouakoukro.

The International Cocoa Initiative (ICI) through its Income Generating Activities (IGA) program is facilitating women's access to cassava cuttings to develop cassava farms. The recipients further received training from ANADER (the National Agency for Rural Development Support) on production processes and techniques to grow cassava, peanuts, and corn.

Self-Help Groups (SHG) are functional in the community and community members have organized themselves into Cluster of Working Groups to mitigate the problem of labor shortages.

Overseeing governance in this community are two structures, (1) Community Chief with his Council (Notability), and (2) a Youth Council. They are responsible for decision-making at the community level. Community Chief of Yaokouakoukro is also the Canton Chief of the 44 camps attached.

Various formal and informal grievance mechanisms are available to the community members depending upon the type of grievance:

- (1) Grievances of farmers that are related to the production and management of cocoa, and between the growers and the cooperative, are managed according to a mechanism set up by the cooperative. According to this mechanism, the complainant fills out a grievance form available from the cooperative, and this is forwarded to the Grievances Officer for the

resolution of the case. At the community level, grievance handling depends upon the nature of the problem.

- (2) For problems at a household level, the complaint is taken to the head of the household who convenes the various individuals involved and is responsible for facilitating a peaceful and amicable settlement.
- (3) In the case of a conflict between a couple (wife and husband) it is the witness of the wedding who is approached to resolve the conflict.⁹
- (4) In a conflict between two people (whether same-sex or opposite sex) who are not of the same family, it falls upon the heads of the two families to listen to the complaint and resolve it through dialogue.
- (5) In the case of a conflict between young people, the President of the Youth Council is responsible for settlement.
- (6) Only after all of the above-mentioned grievance mechanisms fail, the Community Chief is called upon. When a dispute is referred to the Village Head, it becomes public and its settlement occurs in the presence of all who wish to attend.

An FLA interview with the Yaokouakoukro Community Chief revealed that there are three kinds of community meetings at which decisions are made; (i) The first is related to conflict management where disputes and grievances are handled and addressed. Meetings are conducted at the time when

⁹ In traditional marriages, there is always a witness who acts as an advisor to the couple. The witness is not necessarily a family member.



The village footpump of Yaokouakoukro



President of Bah-mé-tioh interviewed

the complaint is received by the Notability (Village Chief and his Council) and prompt action is taken. (ii) The second type of meeting is for information sharing. These are held on an as-needed basis, when the Administrative Authorities (the Sub-Prefect, for example) require the Community Chief to relay important information to the community. (iii) The third type of meeting is related to the proper functioning of the community. These



The marketplace located in the center of Zaranou

meetings occur monthly and are organized at the initiative of the Community Chief to reflect on any outstanding problems of concern to the whole community. According to the Community Chief, women are not invited to the last category of meeting. He argues that women do not have a good grasp of community affairs and are often carried away by emotions and refuse to accept responsibility for their own wrongdoing. The argument that the presence of women could complicate management of these meetings was identified as a potential barrier to project success, as it remains a strong cultural belief of which even some women are convinced.

C. Community Profiling - Zaranou

Zaranou is a sub-prefecture located 40 kilometers from Abengourou, in the east of the Ivory Coast. It has a cosmopolitan population of about 33,539¹⁰ inhabitants, comprising Agni (indigenous), Malinké and Lobi (non-native), Nigerians, Burkinabe, Malians and Ghanaians. Two traditions dominate the social life in Zaranou, (1) Agni, the indigenous people and (2) Morés, foreign Burkinabe. Several religions, including Animism, Christianity, and Islam, coexist in this community.

Compared to Yaokouakoukro, Zaranou has better-developed infrastructure, with the presence of running water and electricity, and two local health centers (one is already operational and another one is pending opening). It has four primary schools and two secondary schools (one of which is private). There are two financial institutions, a church, a mosque, a marketplace, a sub-prefecture (local government center), and a police station. Most community members are engaged in agricultural activities. Many women in this locality are cocoa farmers. Of the total 875 members of the cooperative COOPAZA, 163 are women and one of them is the member of the cooperative board. Cocoa farms in Zaranou do not engage hired female workers.

¹⁰ According to the 2014 Census.

The community has six women's associations of which AFEDEZ is considered the most influential, with 210 members. This association has already been working with Nestlé through COOPAZA, as a result of the Gender Workshop organized by Nestlé's in Zambakro in 2014. All these associations receive sporadic support from various entities (donors, NGOs, government offices, or others), but they lack organization and cohesiveness.

At the village level, a council consisting of a Community Chief and his council (Notability), the President of Village Youth, and the President of Village Women runs the central government. In theory, the President of Youth and the President of Women represent youth and women in decision-making bodies; however, FLA researchers found that the Women's President is not involved in decision-making as such and acts more like a communication channel between women and the council. Currently, there is a Sub-Prefect, who represents the modern administration in the community, appointed by the Republic's President through the Interior Ministry and has most administrative powers. The Sub-Prefect receives information and orders from the government and communicates them to the village chief who is responsible to share information with the village. The village chief is responsible for village organization and conflict management, and is the representative of the village vis-à-vis of the legal administration¹¹.

The community also includes various religious associations.

Various formal and informal grievance mechanisms are available to the community members depending on the type of grievance. They are same as in Yaokouakoukro (1-4 as mentioned on page 8). In addition, 5) In the



Members of the Village Council in Zaranou with the delegation of NGDP



AFEDEZ's Board Members

case of a conflict between young people, the President of the Youth Association is responsible for settlement. (6) Only after all of the above-mentioned grievance mechanisms fail, is the Community Chief called upon. When a dispute is referred to the Community Chief, it becomes public and its settlement occurs in the presence of all who wish to attend. However, a complainant is free to bring his complaint directly to the village council (Notability) without going through the previously mentioned grievance channels.

¹¹ http://www.civox.net/Projet-de-loi-portant-statut-des-rois-et-Chefs-traditionnels-Un-texte-souffrant-de-graves-limites_a5082.html

(7) In addition to these traditional grievance mechanisms, people can directly approach the Sub-Prefect or the police. If the Community Chief does not find himself capable of resolving a grievance he may refer a complaint to the more modern grievance channels.

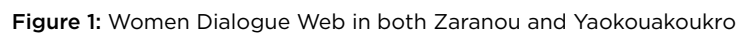
Regarding the presence of decision-making platforms at the community level, interviews with the community stakeholders disclosed that three types of meetings are held. (i) The first is related to conflict management where the disputes and grievances are handled and addressed. Meetings are conducted at the time when the Community Chief receives complaint and prompt action is taken. (ii) The second type of meeting is related to proper functioning of the community. These meetings occur monthly and are organized at the initiative of the Community Chief to reflect on outstanding problems of concern to the whole community. (iii) Finally, there are secret meetings that deal with sensitive topics affecting the stability of the community. Only the closest male associates of the Village Head take part in these meetings. Women officially participate in the first two levels of meetings. They can voice their opinion, but do not enjoy the status of being a decision-maker as they are not members of the village notability, even if they have a representative working alongside the notability. Interviews with women in Zaranou revealed a lack of interest in changing this arrangement.

The two selected project communities are similar in many ways as mentioned above, however the difference in their size and scale would present an opportunity to test the application and scalability of the interventions. They will present different realities and challenges especially when it comes to establishing linkages between the selected women's associations and the decision-making bodies in the village.

D. Dialogue Web

The women interviewed by FLA staff were asked to draw a "Dialogue Web," placing themselves at the center of the web and then drawing connections to all the people with whom they interact. Depending upon the frequency of interactions, participants drew varying numbers of connecting lines, with more lines representing more interactions. Participants mapped their indirect communication with dotted lines, and connected additional independent interactions (not involving the participant directly) that she may also be aware of. Finally, participants mapped the topics and types of communication that was taking place.

Women in both communities experience relatively similar community interactions. Figure 1 highlights that the strongest interactions were with immediate family members, the wedding counselor, religious representatives, and friends with whom the women spent time doing chores such as fetching water or firewood and walking to the farms and the marketplace together. Women also have strong interactions with people outside of the community by virtue of trade dealings they have with them. Women seldom interact with the Village Notability and if they do it is indirectly through the family head. Communication with extended family members, workers at farms, cooperatives staff, ANADER field staff, and workplace colleagues occurs on an as-needed basis.



To understand the underlying issues that prevent women from voicing their opinions and identify the possible areas of intervention to “give to women a voice,” FLA’s team conducted several individual interviews and focus group discussions using the participatory diagnostic method¹². For these interviews, the research team gathered the administrative and traditional authorities, leaders of the cooperatives, men and women from the communities, and representatives of the women’s associations. Issues raised and the cause analysis from both communities of Zaranou and Yaokouakoukro were quite similar and are summarized in Table 1.



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TABLE 1: SUMMARY OF RESULTS FROM ISSUE ANALYSIS

AREAS	CENTRAL ISSUE	MAIN CAUSES	ROOT CAUSES
Decision-making	We are not involved in decision-making	We are not organized	We do not know how to formally constitute a group (registration)
			We lack understanding, unity and cohesion
			We do not know how to organize and manage a group (operationalization)
		We limit and suppress ourselves (without any external stimuli)	We are afraid to take individual initiatives
			We fear that our view will not be supported by our peer (others women in the community)
			We are afraid that we will be left alone if we defy the established order
			We are afraid of being stigmatized
			We are ashamed to speak publicly
			We believe that men are heroes
			We believe that only men are empowered to take major decisions
		We do not know our rights	We cannot read and write
			We have not been informed or educated about our rights
		Our husbands ignore our potential and our value	They are prejudiced against us (women are impulsive, emotional, and indiscreet)
			They are not aware of our importance
		We are not financially independent	Our agricultural production is low and undiversified: <ul style="list-style-type: none"> We have no plot to produce cocoa As cocoa producers, our workers poorly maintained our plantations because they do not receive proper training We lack plants and seedlings to create our own cocoa farm We now have land (shallows and fallows) but are not trained and equipped to effectively use this land We lack seeds to produce anything valuable We lack farm inputs to ensure proper growth and protection of our crops We lack farm tools to maintain our fields We get injured often due to lack of proper personal protective equipment
			We can not transform our products: <ul style="list-style-type: none"> We have cassava but no crusher and presser for processing it. We sustain injuries while trying to process it by hand Here in Yaokouakoukro the palm seed is available in quantity, but we do not have the necessary equipment and technical know-how to process it to make traditional soap and palm oil We produce peanuts in large quantities but lack equipment for processing it
			We cannot market our products: <ul style="list-style-type: none"> Sale of our food products is not organized. We sell our products individually, under-cutting each other at low prices and fail to find potential wholesale buyers and obtain a fair price. We do not know how to read or write in order to sign our names, or make simple calculations so that we could manage our money better. We do not know where to sell our food products We do not know how to create distribution channels for our products Here in Yaokouakoukro, we have difficulties in transporting our products to the nearest market that is approximately 15 kilometers away in Téhiri
			We do not know how to manage our income well: <ul style="list-style-type: none"> We have not been trained in accounting While conducting small business, we confuse our capital as profit and end up exhausting our working capital
			We are unable to save money: <ul style="list-style-type: none"> We do not know how to open a savings account Our income is irregular, and is often entirely spent to meet household needs, leaving us reliant on men to meet our own needs

Based on the cause analysis conducted by community-level stakeholders, for each of the points listed in Table 1, the FLA team also discussed opportunities for progress with the respondents. Table 2 presents the analysis and highlights the potential areas of intervention.

TABLE 2: SUMMARY OF RESULTS FROM OBJECTIVE ANALYSIS			
AREAS	MAIN OBJECTIVES (WOMEN'S NEEDS)	EXPECTED OUTCOMES	ACTIONS
Women's empowerment	We want to be financially independent	Individually, we have cocoa farms that are well maintained	<ul style="list-style-type: none"> Convince husbands and parents who still have land (even fallow) to give a portion to women Develop cocoa nurseries in both communities that can benefit women Train women cocoa farmers, as well as their workers, in good agricultural practices (GAP) in cocoa production
		At our association level, we produce food in large quantity	<ul style="list-style-type: none"> Train members of women's associations agricultural practices related to growing food crops like rice, cassava, bananas, eggplant, okra, peanuts, tomatoes, and others Train members of women's associations in the development of fallows (land mostly used for food crop production) and the establishment of non-seasonal crops Provide or facilitate access to quality and high-efficiency seeds (groundnut, okra, eggplant, tomato, cucumber, lettuce, cabbage, bay leaf, onion, etc.) for women's associations Train members of women's associations in the production of organic fertilizer Help women access farm inputs from women associations for the protection of their household vegetable gardens Help equip women's associations with pumps for watering non-seasonal crops Equip women's associations with tools, such as hoes, machetes, files, shovels, picas, wheelbarrows Train members of women's associations to help them organize their production according to market demand Educate women about wearing protective equipment Equip women's associations to provide protective equipment such as boots or plastic closed shoes for women
		At Yaokouakoukro, we produce palm-oil-based soap and palm kernel oil	<ul style="list-style-type: none"> Train women from the association in Yaokouakoukro in production of soap from palm oil and the production of palm kernel oil Help access equipment to produce palm-oil-based soap and palm kernel oil
		At Zaranou and Yaokouakoukro, we produce peanut butter, cassava dough for the "placali" and attiéké to be sold in the regional market	<ul style="list-style-type: none"> Train women's associations in peanut butter production Help the women's associations access equipment to produce peanut paste Equip the women's associations with cassava-processing equipment
		At Zaranou and Yaokouakoukro, we collect produce of our members and other women to supply to local, regional, national, and international markets	<ul style="list-style-type: none"> Train members of women's associations in simplified marketing techniques (such as distribution organization, sales techniques, negotiation, and market research)
		We are familiar with simplified accounting	<ul style="list-style-type: none"> Train women's associations in simplified accounting (such as inventory management, cash handling sheet etc.)
		We have a savings accounts and we are bankable	<ul style="list-style-type: none"> Facilitate opening of individual accounts and for women's associations in the nearest financial agency Assist women, as needed, in the assembly of bank loan files
		Our products are easily transported to various markets	<ul style="list-style-type: none"> Encourage partnerships between cooperatives and women's associations so that service mechanisms are in place Provide or facilitate the acquisition of tricycles for women's associations for collection of farm produce
		We save money	<ul style="list-style-type: none"> Train families in managing household income and accounts Provide education for women on how to save money, such as by introducing self-help groups

IV. RECOMMENDATIONS

A. Identification of project activities

The main objective of the project is to establish, in the target communities, a dialogue platform that can provide a voice for women and opportunities for addressing women's grievances. In light of these initial discussions with stakeholders, economic independence of women has emerged to be a vital element in achieving this goal, as presented in the above tables. Therefore, in order to achieve a sustainable change at the community level many of the areas mentioned in Table 2 will have to be targeted with parallel running multi-layered intervention programs. However, it will be challenging for any one organization to possess expertise in all areas and have the resources available to undertake all activities in parallel.

Based on the information available and root-cause analysis, we have conducted an initial mapping of the roles and responsibilities that the various organizations and potential technical partners who are present locally could undertake. Nestlé shall determine the course of action on these suggestions. The role and responsibilities that the FLA will undertake in the framework of the dialogue project are also highlighted.

B. Identification of key performance indicators

During the visit, the preliminary indicators identified by the FLA and Nestlé were discussed with various stakeholders, to make them relevant to the target beneficiaries. Feedback was collected in the two communities from gender experts, women's associations, growers, and workers themselves through one-on-one interviews and focused group discussions. Table 4 provides a summary of the feedback received on the pre-defined Key Performance Indicators.

C. Volunteer Project Coordinators in target communities

In this pilot, the FLA will work with a group of community-based women volunteers who could help collect information on progress indicators during the course of the project. These women volunteers ideally would be from the two women's associations chosen by Nestlé. Other women could also be selected from the community. During the first visit, a preliminary selection of such women volunteers was done. Table 6 presents the details of the community-based women volunteers in two communities.

D. Feedback on social impact assessment questionnaire and methodology

Based on the results of the preliminary interviews and consultations, the social impact assessment (SIA) questionnaire was adapted to reflect the learnings based on this research.

TABLE 3: RECOMMENDED PROJECT ACTIVITIES

	PROJECT ACTIVITIES	ACTION TO BE DONE	TECHNICAL PARTNERS	RESPONSIBILITIES
1	Support creation and maintenance of cocoa plantations	<ul style="list-style-type: none"> Sensitize husbands and parents who still have land (even fallow) to assign a portion to it to women Develop cocoa nursery in both Yaokouakoukro and Zaranou that could be run by and benefit Women Association Encourage participation of women cocoa farmers and their farm workers in cooperative run Farmers Field School trainings 	<ul style="list-style-type: none"> Cooperatives' managers and IMS staff (for sensitization) Women's associations (to maintain the nurseries) ANADER (for training) 	<ul style="list-style-type: none"> Cooperatives Women's associations Exporter / Nestlé
2	Facilitating food crops production	<ul style="list-style-type: none"> Plan trainings for women on cultivation of food crops and vegetables Provision of seeds to women association to grow food and vegetables Training of women to produce organic fertilizer Provision of chemicals for the protection of food plants Provision of motorized water pumps to women association in the project to facilitate production of non-seasonal crops Provision of materials to women's associations (shoes, machetes, files, shovels, picas, wheelbarrows) Provision of personal protective equipment (PPE) to women's associations (boots or plastic closed shoes) Sensitization of women on the use of PPE 	<ul style="list-style-type: none"> ANADER (for trainings) CNRA (for seeds providing) Syngenta / Callivoire / Bayer or others (for chemicals and equipment) SOTACI (for machetes, shovels, picas) IMS staff (for sensitization) 	<ul style="list-style-type: none"> Cooperatives Nestlé Women's associations
3	Organized distribution of food products	<ul style="list-style-type: none"> Training of women's association in marketing techniques (selling, negotiation, market research to identify market demand, collection and distribution of food products, production planning) Facilitate an agreement, when possible, between women's associations and cooperatives to arrange cooperative transportation of women's food products to storage facilities or the market in bulk Provision of tricycles to women's associations for the pre-collection of food products 	<ul style="list-style-type: none"> Training center (to be determined) Cooperatives managers and women's association leaders (for the MoU) 	<ul style="list-style-type: none"> Cooperatives Nestlé Women's associations
4	Support processing of commodities	<ul style="list-style-type: none"> Training of women's associations in the processing of food products such as palm seeds and peanuts. Facilitating access to equipment for women's associations for transforming palm seeds, peanuts, and cassava. 	<ul style="list-style-type: none"> Consultant-trainer (to be selected by Nestlé) 	<ul style="list-style-type: none"> Nestlé Cooperatives Women's associations
5	Help in financial management	<ul style="list-style-type: none"> Train women in managing business-related and household accounting Encourage women to establish savings mechanisms to self-finance some of their individual income-generating activities Support women to open individual savings account Support women to open savings account for their association 	<ul style="list-style-type: none"> Training center (to be selected by Nestlé for training and facilitation) Savings institutions 	<ul style="list-style-type: none"> Cooperatives Women's associations
6	Support the organization and functioning of women's association	<ul style="list-style-type: none"> Support the organization and formalization of women's associations Training of women's association in leadership, effective management, drafting of administrative documents, archiving, setting agenda, holding meetings, effective communication techniques Sensitization of women about cohesion and unity 	<ul style="list-style-type: none"> FLA 	<ul style="list-style-type: none"> FLA Cooperatives Women association
7	Support the social change, decrease the gender inequality and promote dialogue	<ul style="list-style-type: none"> Training on specific personal development topics like public speaking; self-esteem; and how to overcome feelings of rejection, fear, and bitterness Fostering communication for social change Raising awareness in the community Decreasing gender inequality, aiding decision-making ability and achieve women empowerment, promote dialogue 	<ul style="list-style-type: none"> FLA through the use of GALS Methodology 	<ul style="list-style-type: none"> FLA Cooperatives members Village notability Women association

TABLE 4: FEEDBACK ON KEY PERFORMANCE INDICATORS

AREAS	INDICATORS DEFINED BY FLA	FEEDBACK FROM INTERVIEWS, CONSULTATIONS, AND FLA FIELD STAFF
Community Level Dia-logue Struc-tures	Women regularly participate in community level meetings / gatherings (both formal and informal) where decisions affecting the entire community are made.	No Comment
	Ratio of men to women participating in those meetings	No Comment
	Ratio of women to. women workers in these meetings	Difficult to sort the population by the profes-sional affiliation or status. No women desig-nated as women workers. <i>This KPI should be removed.</i>
	Women are consulted either formally or informal-ly for community matters	No comment
	Nestlé hears directly from women workers.	This KPI is not adapted to the situation. Nestlé is not directly linked to the coop's members. Both women and men who are co-op members have the same opportunity to use the existing mechanism to make themselves heard by the cooperative, which is the link between the farmers and exporters. On the other hand, nothing prevents women from using the existing grievance mechanism to raise their issues to Nestlé. But outside of the cooperative framework, neither men nor wom-en can bring their concerns to Nestlé. <i>This KPI should be removed</i>
Grievance Mechanisms	Women can negotiate directly with Nestlé or the cooperative	In the current context, there is no direct nego-tiation between Nestlé and community-level actors. Nestlé does not negotiate directly with cooperatives or their members. According to the local legal framework, both men and women who are cocoa farmers negotiate with the cooperative, the cooperative negotiates with the exporter, and the exporter negotiates with Nestlé. Nothing prevents a woman cocoa farmer from negotiating with a cooperative if she wants to. <i>This KPI should be removed</i>
	Presence of community-level channels (formal or informal) where women workers' concerns and/or grievances can be raised and addressed	Women workers are not different from other women. Any rural woman can perform paid work at various times. But there are not cate-gories of women designated specifically as "workers" in the communities. In addition, the diagnosis made in the communities has revealed that grievance channels already exist in each community and these channels are well-managed by the existing governance structures in communities. Every community member can use these channels to raise their concerns. <i>This KPI should be removed.</i>
	Women workers feel comfortable using these channels to raise their concerns or grievances	As explained above, there is no distinction between « women » and « women workers » in the communities. <i>So, the word « work-ers » should be removed from the KPI</i>
	Any concerns and/or grievances that are raised are heard and addressed	No Comment
	Women are consulted (in either formal and infor-mal ways) on concerns and/or grievances received by the community and on possible solutions	No comment

Decision Making	Women feel comfortable to voice their opinions	No Comment
	Decisions made at the community level typically incorporate women's concerns	No Comment
	If yes, how are women's concerns heard and incorporated? Formally or informally?	This is a question but not an indicator. The indicator is already covered through the above one. But information could be collected on this qualitative open-ended question.
Aspirations	Number and percentage of women cocoa farmers out of total farmers in community	No Comment
	Total number of trainings conducted by the cooperatives featuring gender-related aspects in the past year. And the percentage of these trainings accounted for the total number of trainings conducted by the cooperatives	No Comment
	Number and percentage of women attending cooperative agriculture training last year	No Comment
	Number of women participating in the training and capacity-building exercises held at the community level through this project	As the training will involve men and women, it is preferable to open this indicator to men. <i>Include men in the KPI</i>
	Number and percentage of women in leadership positions in the community	We can add a similar indicator at the cooperative level
	Number and percentage of girls and boys under 14 years of age attending school out of total girls and boys in community	No comment
	To what do women workers aspire?	This is a question, but not an indicator
Other Indicators	Number and percentage of spouses ready to register their cocoa farms under the couple's names at the cooperative	No Comment
	Number and percentage of spouses who have already registered their farms under the couple's names	It is important to add another indicator on the number of coop members who are ready to allocate a part of farm or land to their spouse to develop a cocoa farm
	Number and percentage of women with access to proper PPE	No Comment
	Number of cooperative-level meetings / gatherings (both formal and informal) that women participate in where decisions affecting the cooperative are made	No Comment
Additional Indicators		Number and percentage of women in leadership positions at the cooperative
		Number and percentage of coop members who are ready to allocate a part of farm or land to their spouse to develop cocoa farm

TABLE 5: SUGGESTED KEY PERFORMANCE INDICATORS BASED ON INTERVIEWS, CONSULTATIONS AND FLA'S FIELD STAFF FEEDBACK BASED ON INTERVIEWS

AREAS	INDICATORS
Social Change and Dialogue	<ol style="list-style-type: none"> 1. Women regularly participate in community level meetings / gatherings (both formal and informal) where decisions affecting the entire community are made. 2. Ratio of men to women participating in those meetings 3. Women are consulted either formally or informally for community matters 4. Any concerns and/or grievances that are raised are heard and addressed 5. Women are consulted (in either formal and informal ways) on concerns and/or grievances received by the community and possible solutions 6. Women feel comfortable to voice their opinions 7. Decisions made on the community level typically incorporate women's concerns 8. Total number of trainings conducted by the cooperatives featuring gender-related aspects in the past year, and the percentage of these trainings within the total number of trainings conducted by the cooperatives 9. Number of men and women participating in the training and capacity-building exercises held at the community level through this project 10. Number and percentage of women in leadership positions in the community 11. Number and percentage of women in leadership positions in the cooperative 12. Number and percentage of women workers in the cooperative 13. Number and percentage of girls and boys under 14 years of age attending school out of total girls and boys in community 14. Number and percentage of spouses ready to register their cocoa farms under the couple's names at the cooperative 15. Number and percentage of spouses who have already registered their farms under the couple's names 16. Number of cooperative members who are ready to allocate a part of farm or land to their spouse to develop cocoa farm 17. Number and percentage of women with access to proper PPE 18. Number of cooperative level meetings / gatherings (both formal and informal) that women participate in where decisions affecting the cooperative are made
Professionalization of women's associations	<ol style="list-style-type: none"> 19. Women's associations are structured 20. Women's associations leaders are appointed and their responsibilities are clearly defined 21. The statutes and regulations are adopted and implemented 22. Legal accreditations of women's associations are available 23. Women's associations hold statutory meetings and related documents are archived
Aspirations (These KPIs are for Nestlé's attention to undertake financial interventions in the communities)	<ol style="list-style-type: none"> 24. Number and percentage of women cocoa farmers out of total farmers in community 25. Number and percentage of women who attended cooperative agriculture training in the past year 26. Percentage of women members of selected associations who are cocoa farmers 27. Quantity of cocoa beans produced by women cocoa farmers 28. Women's food crop plots are well landscaped and well maintained 29. Number of women in the associations having access to quantity seeds 30. Women capable to produce organic fertilizer for themselves 31. Number of women with access to farm inputs 32. Number of functional water motor pumps available to women's associations 33. Women's associations are equipped with farm equipment (hoes, machetes, files, shovels, picas, wheelbarrows) 34. Percentage of women wearing suitable PPE during farm work 35. Quantity of food products sold during the season 36. Percentage of increase of women's income from food production 37. Means available to women to convey their goods to the market place 38. Number of women with proper equipment to process cassava, palm beans, and peanuts 39. Number of women benefitting from funding from savings
IS THER TEXT MISSING HERE?	<ol style="list-style-type: none"> 40. Percentage of men who agree to give a portion of land to their daughters or wives 41. Percentage of men who agree to formally marry (even traditionally) their wives 42. Percentage of men who consult their wives in the management of family income 43. Percentage of men who consult their wives in decision-making at the household level

TABLE 6: WOMAN VOLUNTEER OF YAOKOUAKOUKRO AND ZARANOU

	NAME	COMMUNITY
1	Kouakou Kindo Jeanne	Yaokouakoukro
2	Asseman GnanKon Henriette	Zaranou
3	N'guetta Angora Alphonsine	Zaranou
4	Tapé Ablan Adélahide	Zaranou
5	Ouattara Assata	Zaranou

Note: Yaokouakoukro is a camp. Only the President of the Women Association is literate. She agreed to be the volunteer of the community. If more camps are included in the project one volunteer would be designated at each camp.

TABLE 7: PROJECT LIAISON AT COOPERATIVES

	NAME	TITLE	COOPERATIVE
1	Kouassi Koffi St Pierre	Administrator	USCRG (Gagnoa)
2	Tano Affra	Administrator	COOPAZA (Zaranou)

E. Social impact assessment sampling methodology

Yaokouakoukro

The selected women's association linked to the coop USCRG is located at Yaokouakoukro. It involves women from two camps, (1) Yaokouakoukro, and (2) Blaisekro, a camp located two kilometers from Yaokouakoukro. All women from both camps are members of the association. According to data available at the village level, Yaokouakoukro has 12 households with 146 inhabitants (50 women, 40 men, and 56 children) and Blaisekro has 30 households with 260 inhabitants (79 women, 83 men, and 98 children). For the baseline SIA sampling, 25 percent of the population will be selected as the sample size, with representative sample of men and women. The sample size is calculated as follows:

$$n = \sum n_i; n_i = n \times N_i / N$$

n: Sample size

n_i : Sample of each component of the active population (male, female)

N: Total size of the active population

N_i : size of each component of the active population (male, female)

The sample size will be $(90 + 162) \times 25/100 = 63$ people - 32 women and 31 men.

The 32 women and 31 men will be selected from all the households of the two villages. At least one person will be selected per household in both Yaokouakoukro and Blaisekro.

Zaranou

Zaranou is a large village with 33,539 inhabitants. Various cooperatives and women's associations are active in this community. To keep the project activities focused, we will select a sample for the SIA from members of the COOPAIZA cooperative and members of the selected women's association. The cooperative has 875 members with 163 women and 712 men. For the baseline SIA, 15 percent of the coop members and 25 percent of the women's association members will be selected.

The sample size at the cooperative will be:

$$n = \sum n_i$$

$$n_i = n \times N_i / N; n = 875 \times 15 / 100 = 131 \text{ with 175 men and 40 women.}$$

$$n_i \text{ of men} = 131 \times 712 / 875 = \mathbf{106 \text{ men}}$$

$$n_i \text{ of women} = 131 \times 163 / 875 = \mathbf{25 \text{ women}}$$

The sample size at the women's association AFEDEZ level will be:

$$N \times 25\% = 210 \times 25 / 100 = 52 \text{ women}$$

With N: Total number of women association member.

The sample size will be: 106 + 25 + 52 = 183 people - 106 men and 77 women

For the 131 coop members, the cooperative database will be sampled. The interviewees will be selected by the following method:

$$U_n = U_1 + (n-1)p ; \text{ with:}$$

U_n : the code of the farmer to be selected (Farmer n)

U_1 : the code of the first farmer selected

$$p = N/n = 875/131 = 6$$

The selection of the 52 women from AFEDEZ will follow the same principle with $p = N/n = 210/52 = 4$

Data collection

Ten people will be interviewed per day by one interviewer. Therefore, data gathering in Yaokouakoukro will require seven person days and in Zaranou, will require 18 person days. A team of two will conduct the activities in Yaokoualoukro over three to four days and a team of four will conduct the SIA in Zaranou over four days. A total of 246 interviews will be conducted.

Data entry, data analysis and reporting

A data analyst will input data into a datasheet and analysis the data based on pre-set indicators. A report will then be put together keeping in mind the various key performance indicators.

F. Activities to be led by the FLA in the framework of the project

Stakeholders have highlighted various activities during this introductory diagnosis that could be undertaken. The FLA will focus on a select few that are related to the scope of the pilot proposed to Nestlé¹.

- Support the organization and functioning of two women's associations
 - Training of women's associations in leadership, effective management, drafting of administrative documents, archiving, setting agendas, holding meetings, and effective communication techniques
 - Sensitization of women about cohesion and unity
- Support social change, decrease gender inequality, and promote dialogue
 - Training on specific personal development topics like public speaking; self-esteem; and how to overcome feelings of rejection, fear, and bitterness
 - Fostering communication between village notability and women's associations for social change
 - Raising awareness in the community
 - Decreasing gender inequality, increasing women's ability to participate in decision-making ability, and achieving women's empowerment

We are currently exploring the benefits of introducing the Gender Action Learning System (GALS) methodology to overcome the gender-related issues highlighted in the communities.²

¹ Nestlé_Proposal_SIA_Dialogue Platform_revised_Sept2014

² FLA held consultations with Dr. Linda Mayoux - designer of the GALS methodology – to explore the option of organizing a training workshop in August in Zaranau with two FLA local staff.

V. CONCLUSION

The introductory visit to Yaokouakoukro and Zarano allowed for project introduction at the community and provided an opportunity to collect crucial information that will aid in designing future project activities.

Yaokouakoukro is a very small community with low population. Nevertheless, it is the capital of forty camps with shared governance and traditions. Therefore, any best practices and outcomes of the pilot project can be quickly and easily extended to several other communities in a short time. In the smaller community, a community-based approach will be tested that involves all community members with a focus on the women's association.

In contrast, Zaranou is a large village with all the amenities of a city. It is densely populated and home to a variety of cultures and traditions. Under these conditions, the project activities cannot be targeted toward the entire community but toward a select few who form part of the selected cooperative. Questions around intervention in a community with heterogeneous cultures, or if other women's associations should be involved in open training sessions, will need to be examined and answered before the training starts. To bring about real change, women must achieve financial independence.