



WEST AFRICA

COCOA PROGRAMME

EVALUATION

afriqinsights

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Afriqinsights (www.afriqinsights.com)

is a Pan-African market research and consulting firm aiming to address the knowledge gap challenge that many decision-makers (public and private sector organizations) are facing across the continent, currently specialized in providing bespoke leading-edge data and insights.

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TABLE OF CONTENTS

INFORMATION, ACKNOWLEDGEMENTS & DISCLAIMER	ii
EXECUTIVE SUMMARY	1
Evaluation Results	1
Key Findings and Recommendations	2
CHAPTER 1: SITUATIONAL ANALYSIS	11
Fairtrade's West Africa Cocoa Programme (WACP)	11
WACP Challenges in implementation	13
Approach	14
CHAPTER 2: APPROACH AND METHODOLOGY	14
Methodology	16
1. Progress towards outcomes, intermediate and long-term impacts	18
CHAPTER 3: KEY FINDINGS	18
2. Relevance of activities	23
3. Approach and content of main interventions	27
4. Stratification criteria	30
5. Effectiveness of WACP implementation	31
6. Changes to the WACP Theory of Change/MEL KPIs	34
7. Effectiveness of FTA Implementation Team	35
8. NFOs' understanding of WACP	36
9. Roles of key stakeholders	38
10. Cost effectiveness of the WACP	40
CHAPTER 4: RECOMMENDATIONS	42
1. Progress towards outcomes, intermediate and long-term impacts	43
2. Relevance of activities	44
3. Approach and content of main interventions	44
4. SPO stratification criteria	47
5. Effectiveness of WACP Implementation	47

6. Changes to WACP Theory of Change/MEL KPIs	48
7. Effectiveness of FTA Implementation Team	49
8. NFOs' understanding of WACP	49
9. Roles of key stakeholders	50
10. Cost effectiveness of WACP	50
CHAPTER 5: CONCLUSIONS	51
REFERENCES	53

EXECUTIVE SUMMARY











The West Africa Cocoa Programme (WACP) was launched in 2016 by Fairtrade International and Fairtrade Africa (FTA). Since then, there has been a rapid growth in sales of Fairtrade cocoa and in the number of Fairtrade Small-scale Producer Organizations (SPOs) in Côte d'Ivoire and Ghana. These increases, as well as this being the fourth year since the programme launch, means that the time is ripe for a programme evaluation.

Fairtrade International commissioned Afriginights, a pan-African primary market research and consulting firm to carry out an

independent evaluation of the WACP programme covering the period from 2016-2020. The evaluation study seeks to assess and understand how and in what ways the project interventions have achieved WACP's intended outcomes according to the Theory of Change (ToC).

The purpose of the evaluation is to make recommendations which will feed into the WACP implementation strategy from 2021 onwards and ensure that the WACP is having the impact that has been envisioned through the programme's Theory of Change (ToC).





EVALUATION RESULTS

<i>Activities / Assessment</i>	<i>Evaluation Result¹</i>
1. Progress towards outcomes, intermediate and long-term impacts	
2. Relevance of activities	
3. Approach and context of main interventions	
4. SPO stratification criteria	
5. Effectiveness of WACP implementation	
6. Changes to WACP Theory of Change/MEL KPIs	
7. Effectiveness of FTA Implementation Team	
8. NFOs' understanding of WACP	
9. Roles of key stakeholders	
10. Cost effectiveness of WACP	

¹ Evaluation Results (Key). **Green:** Clear and consistent evidence that stakeholders believe WACP is aligned to its ToC. Minor suggestions and improvements to be made to enhance the programme. **Yellow:** Some evidence to support WACP's alignment to its ToC or "mixed results". Attention and improvements required to strengthen and foster alignment to the programme's ToC. **Red:** Limited evidence to support WACP's alignment to its ToC. Encompasses major challenges and constraints. Special attention is required. Substantial improvements to be made

KEY FINDINGS AND RECOMMENDATIONS

1. Progress towards outcomes, intermediate and long-term impacts

Area Assessed	Key Findings	Evaluation Result
1. Progress towards outcomes, intermediate and long-term impacts	<ul style="list-style-type: none"> There is strong evidence that the outcomes (i.e., SPOs being more effective and resilient as businesses and responsive to member needs) in the Theory of Change (ToC) are being achieved, but more limited evidence for the intermediate and long-term impacts. The West Africa Cocoa Programme (WACP) has yielded some promising results in a number of areas in Ghana and Côte d'Ivoire. 	
1.1. Outcomes	<ul style="list-style-type: none"> There is a consensus across stakeholders that SPOs are now stronger, more effective and resilient as businesses and responsive to their members' needs. The greatest progress has been organizational and in the professionalization of the SPOs. SPOs under the WACP prefer the trainings received under WACP versus that of other SPO-strengthening programmes such as UTZ and Rainforest Alliance, believing it to better build their resilience and strength as training partners 	
1.2. Intermediate impacts	<ul style="list-style-type: none"> Some advancement has been made in terms of facilitating market access for SPOs. However, sustained access to Fairtrade cocoa markets is yet to be unlocked for most SPOs in Ghana and Côte d'Ivoire. 	
1.3. Long-term impacts	<ul style="list-style-type: none"> SPO members in both countries now earn income from cocoa and diversification activities. However, there is not enough direct evidence collected as part of this evaluation to determine whether households have increased their incomes from farming and are making economic progress towards living incomes. 	


Recommendations

- Connect SPOs with chocolatiers to negotiate contracts directly and promote networking activities: For example, by organizing activities such as forums for direct exchange with chocolate manufacturers to conclude sales contracts without going through export intermediaries. Expected benefit: Gain additional involvement in the distribution of markets to increase quotas for exporters and processors.

- Support and encourage farmers to increase yield in a sustainable manner: For example, through crop diversification, proper use of agrochemicals and rejuvenation of old farms. Expected benefit: Contribute towards reducing the gap between current income and living income.

- Encourage consumer brands and retailers to pay the Fairtrade Living Income Reference Price plus the Fairtrade Premium leading to a higher farm gate price: For example, National Fairtrade Organizations (NFOs) through FTA could set up a commercial directory where FTA and NFOs could develop a market strategy to attract consumer retailers and brands. Expected benefit: Make progress towards achieving sustained markets for Fairtrade cocoa for SPOs and promoting better living conditions for farmers.

2. Relevance of activities

Key Findings	Evaluation Result
<ul style="list-style-type: none"> • Overall, the WACP training was relevant to the intended outcomes set out in the Theory of Change. • The main themes for capacity building trainings focused on Financial Management, Governance, Child Labour and Gender Issues, Environment and Biodiversity, Good Agricultural Practices (GAP) as well as training on the Fairtrade Standards. FTA capacity building and certification support activities saw a growth in trained participants from 16,050 to 32,8045. • When it comes to awareness and sustainability practices, WACP SPOs and their members have better policies dealing with child labour, forced labour and gender-based violence than farmers who are not yet certified. However, the baseline is unable to provide information on compliance with such policies and most cooperatives are still in the early phases of implementation. It may take some time for effective implementation of policies in these areas. 	

Recommendations

• Boost collaboration to develop robust remediation systems for child labour, deforestation and environmental issues by, for example:


◊ Developing database systems for tracking households and family life so SPOs can better identify children who could be easily exploited in child labour situations. Expected benefits: More refined plans developed.

◊ Conducting follow-up engagements to see what activities and life choices/styles children are engaged in. Expected benefits: Deeper insights gathered.

◊ Establishing reward systems for anonymous whistleblowers who alert project agencies about child labour and other sustainability non-compliance measures such as encroachment on forests and illegal logging/mining, etc. Expected benefits: Deterrent effect.

• For future activities, WACP should continue to work on strengthening the SPOs, making sure the basics are in place and laying more emphasis on the prevention of child labour and deforestation and addressing poverty issues.

3. Approach and context of main interventions

Key Findings	Evaluation Result
<ul style="list-style-type: none"> • Overall, SPOs have a better understanding of Fairtrade cocoa and certification Standards; better management of Fairtrade Premium funds through strategic investments; fewer non-conformities around the management of the Fairtrade Premium. • During our interviews, SPOs in Ghana and Côte d'Ivoire consistently expressed their appreciation of the training support received from Fairtrade Africa while also stressing that more is needed across a variety of topics, such as prevention of child labour, gender and women's leadership, tax and labour laws, leadership, climate change (with emphasis on agroforestry) and sustainability. 	

Recommendations


• Embed a gender and youth mainstreaming approach at all levels under WACP: For example, by:

◊ Developing an explicit gender policy supporting a more integrated approach (e.g., updating M&E frameworks so that they look at the achievement of programme outcomes and impacts by gender and committing to publishing a gender mainstreaming policy and plan and reporting on it on a yearly basis for accountability purposes). Expected benefits: Provide the required guidance in planning and implementation of specific gender activities and gender mainstreaming across other interventions.

◊ Scaling up the WACP Women's School of Leadership programme to Ghana. Expected benefits: Help address traditional gender roles and entrenched expectations.

◊ Develop an explicit youth policy and find ways to attract the youth back to cocoa farms given the aging profile of cocoa farmers in both Ghana and Côte d'Ivoire.

4. SPO stratification criteria

Key Findings	Evaluation Result
<ul style="list-style-type: none"> • From our findings, it was clear that the stratification criteria proved very effective for FTA in delivering its training and increasing the impact the training content had on SPOs. The Scope Assessment is a great tool which needs to be used often in determining the training needs, assessment and graduation of the SPOs from the programme. • Benefits observed from the stratification strategy: <ul style="list-style-type: none"> ◊ Ability to tailor content to better reflect the actual needs of the SPOs. ◊ Puts FTA in a better position to organize and use its internal resources, ensuring alignment of FTA's resources to the most pressing issues and its fiscal responsibilities. • WACP training modules are addressing SPOs' most important training needs. However, there are different perceptions upon graduation about readiness to move to other stratification levels. 	

Recommendations


- Leverage SCOPE Assessment to identify custom SPO training needs and readiness for graduation: For example, after receiving the recommended trainings based on the Scope Assessment result, SPOs should be re-evaluated using the same criteria. If the SPO achieves a higher score using the same scoring system, then that SPO should be permitted to graduate from the WACP.

Expected benefits: Keeping know-how. Leveraging existing tools – knowledge already “in-house”.

- Alternatively, develop an evaluation criteria similar to those of the SCOPE Assessment.

Expected benefits: More refined assessment criteria. Creating similar criteria, which are well-founded on the individual needs of each SPO and help assess their training needs, progress and readiness for graduation.


5. Effectiveness of WACP implementation

Key Findings	Evaluation Result
<ul style="list-style-type: none"> • There is mixed evidence of effectiveness across intervention areas: <ul style="list-style-type: none"> ◊ Regarding outcomes, there is clear evidence of strengthened SPOs (as illustrated by the case studies from the field) related to more transparent financial management, improved governance, and business management as well as adherence to the Fairtrade Standards. ◊ However, there is mixed evidence on the effectiveness of implementation in other areas, such as achieving the intermediate and long-term impacts, gender and youth empowerment, or child labour. • The WACP's effectiveness was also measured by comparing it to other rival programmes that SPOs are part of. Our findings show a clear preference for the WACP programme compared to the other SPO-strengthening programmes (from UTZ and Rainforest Alliance). The main variables evaluated and compared across programmes were (a) content, (b) approach, and (c) resources available. 	

Recommendations

- Bridge identified implementation challenges to even out WACP effectiveness across the intervention areas by, for example:
 - ◊ Producing and sharing lean and targeted reporting for NFOs to share with partners, focusing on just a few key insights and statistics which show value for money and can be shared with consumer brands and retailers. Expected benefits: Help address intermediate impact challenges by easing reporting requirements and improving communication and transparency between key actors in the cocoa supply chain.
 - ◊ Advocating for commercial partners to source semi-processed cocoa products from local processors in Ghana as part of their percentage of cocoa sourced. Expected benefits: Help address long-term impact challenges identified.
 - ◊ Providing financial support to allow the selection and training of internal trainers to facilitate cascading of knowledge to community level with the support of FTA staff. Expected benefits: Improve cascading training and raise awareness at community level.
 - ◊ It is recommended that the training of trainers activity for cascading training received from FTA to other farmers within the different 1st, 2nd and 3rd grade organizations is complemented by a budget from FTA that helps the SPOs to effectively implement the activity.


6. Changes to WACP Theory of Change/Monitoring Evaluation and Learning (MEL) KPI's

Key Findings	Evaluation Result
<ul style="list-style-type: none"> The current WACP MEL system provides several output indicators at the SPO level and outcome indicators, such as household income or productivity. However, it lacks some preferred indicators required to assess WACP's impact at the intermediate and long-term level, such as increase in sales, turnover or profitability of SPO enterprises or increase in enterprises and capital received from the bank. Thus far, we can conclude the WACP has taken a rather minimalist approach. WACP should invest in building those systems at SPO level to record these indicators and link them with MEL data collection. Basic M&E systems have to be developed with all SPOs under WACP. Overall, the MEL reporting includes limited baseline and outcome data at the level of the supported SPOs. Consequently, WACP could present a clearer view of results at intermediate and long-term level. The information system could be better linked to commercial partners' goals and take better account of systematic tracking and monitoring of key indicators in line with the action plans and targets agreed upon with the commercial partners. 	

Recommendations

- Revamp the Theory of Change by including indicators for tracking the intermediate impact and long-term impact. For example, the following recommended KPIs:
 - Presence of sustained farming techniques (observation).
 - Percentage of farmers who reported improved access to services (extension services, inputs, credit, etc.).
 - Change in capital received from financial institutions.
 - Change in turnover (revenue) and profitability of other business enterprises.
- Expected benefits: Help validate the Theory of Change and corresponding interventions by the WACP and support tracking of the WACP's long-term impact.
- Despite the limited evidence of progress on the intermediate and long-term impacts, changes in these areas will take time to achieve. It is our recommendation that Fairtrade International continues to collect data around the achievement of these impacts and revisits the relevance of these long-term goals from the ToC in one - two years' time.


7. Effectiveness of FTA Implementation Team

Key Findings	Evaluation Result
<ul style="list-style-type: none"> Overall, the FTA implementation team has been effective in helping SPOs gain and maintain their Fairtrade certification. This includes working with SPOs to ensure that they have strong internal communication and governance arrangements. In terms of information, FTA has always provided up-to-date information on WACP activities through quarterly reports. This may also include specific reports on the performance of the SPOs. 	

Recommendations

- Fairtrade Africa should look at other ways of enhancing the training by making it more practical, flexible and farmer-friendly. The training topic/courses should be built on practical experience using personal experience, past work and knowledge from either the trainers or the participants. The materials for each of the topics should be embedded with visual aids and explained exercises. A wide range of techniques, paces and approaches must be applied throughout the training taking into consideration the different ages of the participants.
- FTA should continue to help SPOs stay conversant with current trends on trade pricing, Good Agricultural Practices (GAP) and new market opportunities. This will allow SPOs to better support other farmers in the SPO to take advantage of these opportunities as well as share best practices with them.
- It is recommended that FTA should explore new and better ways of working with cocoa regulators in Ghana and Côte d'Ivoire to implement the Fairtrade 2021-2026 strategy and impactful initiatives. FTA should also invite the national governments of Ghana and Côte d'Ivoire to hold future initiatives to account and request that they clearly state their role in directly forming and leading partnerships to achieve sustainable livelihoods for farmers.
- FTA should also focus on building country-level networks of producer organizations that can leverage support and policy change through joint action and share best practices.

8. NFOs' understanding of WACP

Key Findings	Evaluation Result
<p>How well the national Fairtrade organizations understand the WACP and its results influences whether they can effectively share that information with commercial partners. National Fairtrade Organizations (NFOs) reported that, overall, outputs and outcomes have been achieved but there is more room for improvement.</p> <p>◇ According to the NFOs, SPO capacity has been built in terms of governance, financial management, and creating awareness of child labour. SPOs are responsive to their members' needs and members are involved in the operations of the SPO.</p> <p>However, according to NFO's perceptions, SPOs have not been able to achieve the desired outcomes in certain areas and still have some important topics to address.</p> <p>◇ These include getting close to living incomes; implementing better mechanisms to improve child protection and labour; tackling traditional norms (not sending children to school, gender stereotyping, etc.), and implementing better mechanisms to control deforestation.</p>	

Recommendations

- NFOs should continue to build the market for Fairtrade cocoa through raising consumer awareness, marketing campaigns and engaging with businesses. If certified SPOs can sell even more of their production volumes as Fairtrade, this will allow them to return more benefits to their members and invest more in their businesses.
- NFOs should intensify their advocacy and campaigning for change in the policies and practices of international trade, including lobbying and campaigning for sustainable cocoa as well as collaborative action with other civil society organizations and commercial partners to promote living incomes, gender equality and the prevention of child labour.
- Fairtrade International should develop a further summarized version of the WACP Monitoring Report or a common reporting template agreed with NFOs.


9. Roles of key stakeholders

<i>Key Findings</i>	<i>Evaluation Result</i>
<ul style="list-style-type: none"> SPOs enjoy strong relationships with their key stakeholders as a result of their participation in the WACP programme. During our interviews, SPOs expressed satisfaction with the level of support received from FTA especially the interaction with commercial partners and creation of market linkages on their behalf. However, SPOs and NFOs face some limitations in their interaction with key stakeholders. These include the issue of certain commercial partners pulling out of negotiations without giving any tangible reasons. 	

Recommendations

- WACP should provide key insights and statistics which show value for money: For instance, insights about child labour prevention; agroforestry programmes which are helping to combat deforestation and how SPOs are distributing and allocating Fairtrade Premiums.

10. Cost effectiveness of WACP

<i>Key Findings</i>	<i>Evaluation Result</i>
<ul style="list-style-type: none"> WACP presents a good picture in terms of value for money. It has provided training and advisory support to more participants (the numbers have doubled since 2017) at a lower cost, thereby increasing cost effectiveness. 	

CHAPTER 1: SITUATIONAL ANALYSIS

FAIRTRADE'S WEST AFRICA COCOA PROGRAMME (WACP)

Following the significant expansion of cocoa certification in West Africa, Fairtrade began a partnership with the World Agroforestry Centre (ICRAF) and Biodiversity International in 2014 to establish a multi-dimensional baseline assessment of the situation of recently certified cocoa farmers in Ghana and Côte d'Ivoire and their SPOs.

The study revealed that SPOs have taken the first steps towards building viable businesses. They have forged commercial relationships with buyers, developed procedures for basic business operations and for ensuring compliance with government and Fairtrade Standards, gained valuable experience in the basic operation of a SPO enterprise, and been able to deliver services and benefits to their members. The report offered lots of insights as to how Fairtrade can better support cocoa SPOs so they can succeed in their efforts to become established organizations providing important benefits to their members.

Fairtrade believes that strong and well-functioning farmer organizations have a key role to play in supporting small-scale cocoa farmers to access better terms of trade, to improve the productivity and profitability of their farms, and to develop their communities.

In mid-2016, Fairtrade Africa initiated the West Africa Cocoa

Programme (WACP) with the aim of empowering and strengthening Fairtrade certified cocoa SPOs in Ghana and Côte d'Ivoire and addressing the aforementioned challenges. One of WACP's priorities is to build up the capacities of the SPOs so that they become both more professional and more capable of investing their Fairtrade Premium strategically. The programme aims to develop strong, viable SPOs that are responsive to their members' and business partners' needs enabling access to key markets. A crucial element of the WACP is helping over 200 SPOs to understand and adhere to the Fairtrade Standards, and thus improve the sustainability of their operations.

Training, coaching and advisory support for SPOs are the three main interventions of WACP. SPOs that are trained under WACP are stratified into one of three groups.

All levels are differentiated by service level and intensity/type of training. Stratification of SPOs into levels is dependent on other factors, such as the individual SPO's volume of sales on Fairtrade terms, the length of time certified, and the permanency of contracts covering produce to be sold on Fairtrade terms. This stratification strategy was suitable for Côte d'Ivoire and Ghana due to budgetary constraints and the growing number of Fairtrade certified SPOs in each country.

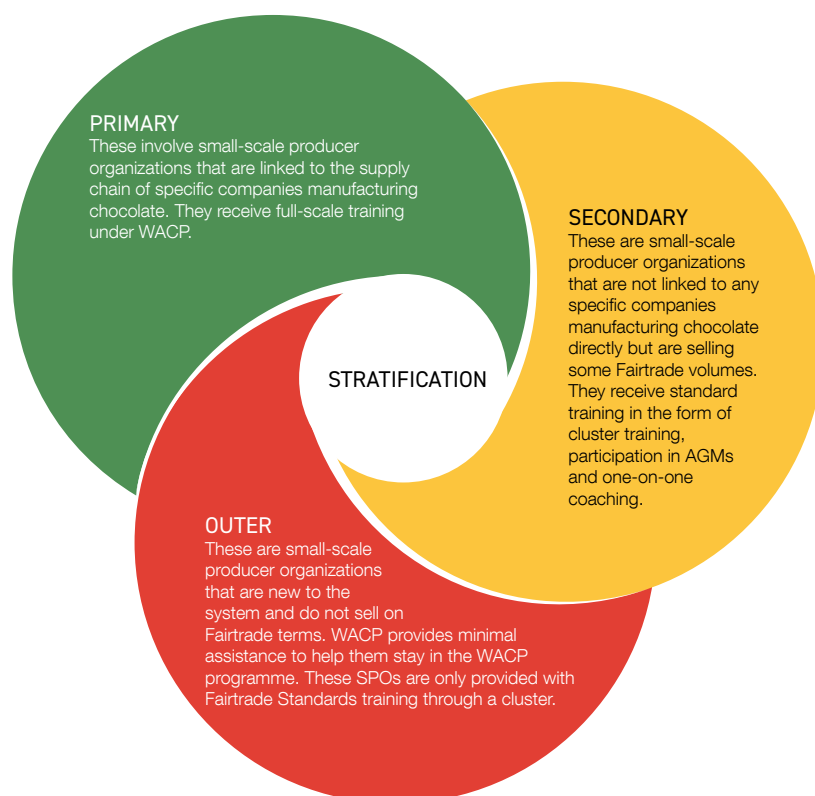


Figure 1. Categorization of SPOs in Ghana and Côte d'Ivoire under WACP

However, all SPOs receive basic group training focused on helping them to maintain their Fairtrade certification and comply with the relevant Fairtrade Standards, including the SPO Standard and the Cocoa Standard. More specifically, the WACP seeks to improve the ability of small-scale producer organizations to maintain Fairtrade certification as well as progressively train them in social, environmental, and economic sustainability. This was achieved by implementing activities relating to core services, enhanced core services, strategic support and thematic training. Fairtrade Africa focused on the following thematic areas under WACP: Organizational Development (Internal Management System and membership engagement, financial and Fairtrade Premium management, governance), Child and Forced Labour Prevention, Gender, Climate Change Adaptation and Good Agricultural Practices (GAP). SPOs were given additional support with the development of business strategy plans to generate additional income and provide access to finance.

From 2017, the first training pilots in Côte d'Ivoire and Ghana started with 112 SPOs receiving core certification support and 67 SPOs receiving core certification support in the form of Standard training, respectively. WACP worked with the cocoa SPOs from Ghana and Côte d'Ivoire to identify their key capacity building needs and to deliver targeted training and support to meet those needs. The training modules included Organizational Development (IMS and membership engagement, financial and Premium management, governance), Child and Forced Labour Prevention, Gender, Climate Change Adaptation and Good Agricultural Practices (GAP). The WACP modules cover the key areas where the report found capacity needs or weaknesses within the SPO structures.

Recent findings from the WACP monitoring data indicates that WACP was effective in strengthening SPOs, particularly in ensuring that the SPOs' management and membership are well informed¹. According to the first Annual WACP Monitoring Report, self-reporting of knowledge and skills by WACP SPO management around SPO governance, SPO management, gender equality, prevention of child labour, and Fairtrade Standards was high implying a positive effect of the WACP trainings. In terms of avoiding damage to protected or High Conservation Value (HCV) areas, more than 20 percent of WACP SPOs surveyed also achieved best practice.

The study found that SPOs in the supply chains were performing well in terms of productivity per hectare. WACP SPO members sampled in 2018 recorded an average yield of (504kg/ha) and (609kg/ha) in 2019 (note: these were different SPO samples) compared to the KIT Cocoa Report (349kg/ha).²

Leaders and managers of SPOs reported that the training received from FTA has improved their overall organizational performance and governance. There is a higher understanding between members of the SPOs at farmer level as well as among executive leaders. In 2018 and 2019, 94 percent and 96 percent of SPO members, respectively, reported that their SPO understands their priorities and acts in their best interests. This represents important progress towards building strong SPOs and the WACP continues to be a key part of this. It shows that WACP has enabled SPOs in the cocoa supply chain to make improvements and show stronger results against both other key supply chains and the counterfactual. Specific training sessions led to actions such as implementing knowledge on needs assessments, creation of a child labour committee and improvements to post-harvest practices. This suggests that WACP's work is having a positive effect on delivering change to SPOs.

Regarding the intermediate impact of the WACP, some advances have been made in terms of facilitating market access for SPOs. However, sustained access to Fairtrade cocoa markets is yet to be unlocked for most SPOs in Ghana and Côte d'Ivoire. According to the first WACP Monitoring Report, the WACP Theory of Change has effectiveness and resilience of SPOs as businesses and their responsiveness to their members' needs as its main outcomes. The concept of SPOs being responsive to their members is deeply rooted in Fairtrade: SPOs and their members are critical stakeholders in the Fairtrade system with producer representatives having 50 percent of voting rights in the Fairtrade system's highest authority, the General Assembly.

In 2019, Fairtrade Africa and the SPOs implemented a Training of Trainers (ToT) approach for SPOs to alleviate the challenges caused mainly by lack of capacity and finance. This was done in order to reach a lot more SPOs in a short period of time and also to reach producers in remote areas. SPOs were first requested to identify potential master trainers among their staff for capacity building. Through a participative process, a number of SPO trainers were selected to 'cascade' the training provided by Fairtrade under the supervision of FTA field staff. The trainers' activities are jointly funded by Fairtrade Africa and the SPO. Using this model, a total of 123 trainers of trainers (112 individuals from 28 SPOs in Côte d'Ivoire and 11 individuals from two SPOs in Ghana) working alongside FTA staff were coached by Fairtrade Africa staff who then accompanied them to ensure the trainings reached – or 'cascaded' to – a further 10,626 men and 3,512 women.

¹ 2018 Fairtrade MEL Datasheet

² Demystifying the cocoa sector in Côte d'Ivoire and Ghana: KIT Field Report 2017

WACP CHALLENGES IN IMPLEMENTATION

Below are some of the challenges faced by SPOs that have been identified during implementation of the WACP:

- Limited market access for SPOs: If there is no market access for Fairtrade cocoa, farmers lose out on the Fairtrade Minimum Price and Premium. SPOs have benefitted from the safety net of the Fairtrade Minimum Price and the Premium and have been able to invest in classrooms, dispensaries, canteens, and programmes to help women increase and diversify their incomes. In Ghana, for instance, one of the key challenges identified is the departure of the major supply chain chocolate manufacturer, which prompted the exit of some SPOs from WACP. However, some SPOs left due to non-payment of certification fees and others were relegated from the primary to the secondary category. Access to Fairtrade cocoa markets is a major hurdle for some SPOs that are seeing rapid growth in membership but don't have the financial capacity to cope.
- Weak governance structures among SPOs: This remains a question of the will of the leaders and not lack of training. There is a lack of willingness to change organizational structures given that executives are elected every four years.
- Low literacy rates among producers: This makes it difficult for them to take ownership of their organizations and demand accountability.
- Low level of inclusion of youth and women: This is a sign of weak management by the SPOs.
- Low ownership of SPOs by members and low involvement of members in decision-making: We are not seeing full participation by members in the General Assembly.

CHAPTER 2: APPROACH AND METHODOLOGY

APPROACH

The main objective of this evaluation was to appraise the WACP and assess whether and to what extent the programme is having an impact in line with its Theory of Change (ToC).

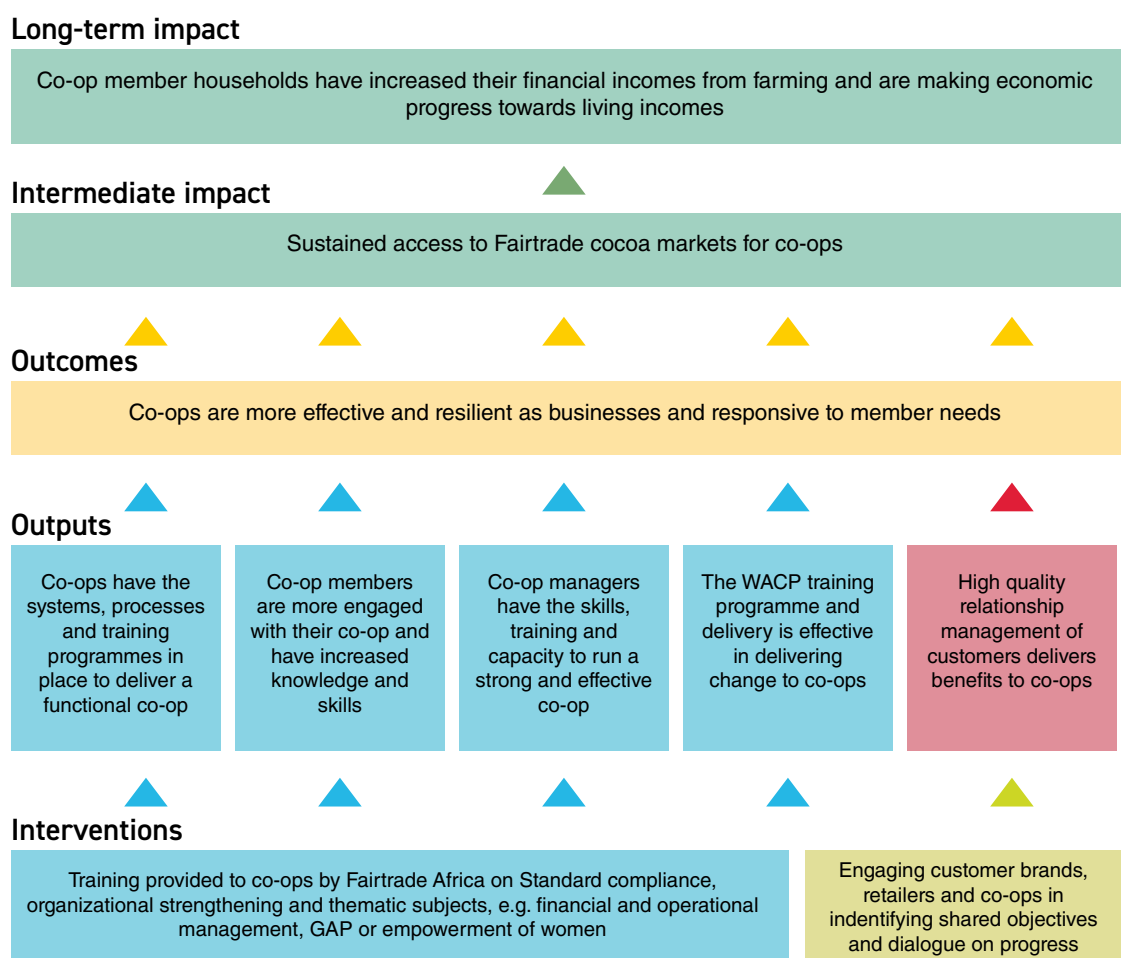


Figure 2: WACP Theory of Change (Source: Fairtrade WACP Evaluation ToR)

In order to do so, we put in place and used the Evaluation Conceptual Framework described below to help us assess the most relevant areas and dimensions of the WACP.

<i>Activities/Assessment</i>	<i>Description</i>
1. Progress towards outcomes, intermediate and long-term impacts	<ul style="list-style-type: none"> Assess to what extent the WACP activities have contributed to the outcomes, intermediate and long-term impacts outlined in the Theory of Change (ToC).
2. Relevance of activities	<ul style="list-style-type: none"> Assess and report whether the current interventions under the programme are relevant or not to achieving the intended outcomes, intermediate and long-term impacts outlined in the ToC.
3. Approach and context of main interventions	<ul style="list-style-type: none"> Review and assess implementation and key lessons learned through implementation.
4. SPO stratification criteria	<ul style="list-style-type: none"> Review and report on the criteria by which SPOs are stratified into one of the three WACP levels. Make recommendations on how to assess when an SPO is ready to exit the most intensive training programmes of the WACP and what ongoing training might be needed for SPOs in future.
5. Effectiveness of WACP implementation	<ul style="list-style-type: none"> Make recommendations for changes in process, including on the approach given to selected SPO managers and delegates on cascading training to the wider SPO membership.
6. Changes to WACP Theory of Change/MEL KPIs	<ul style="list-style-type: none"> Review the appropriateness of the WACP Theory of Change/MEL KPIs and make recommendations based on data collected.
7. Effectiveness of FTA Implementation Team	<ul style="list-style-type: none"> Review and report on the effectiveness of the administration by the FTA Implementation Team in Ghana and Côte d'Ivoire. Review and report on the additional (direct/indirect) benefits that the FTA Implementation Team has brought and make recommendations for improvement.
8. NFOs' understanding of WACP	<ul style="list-style-type: none"> Review and report on NFOs' understanding of the WACP and how effectively or not they share that information with their customers to assist in selling Fairtrade produce and make recommendations for any improvements.
9. Roles of key stakeholders	<ul style="list-style-type: none"> Review and report on the roles of the key stakeholders (FTA, Fairtrade International and NFOs), the associated results and make recommendations for improvements.
10. Cost effectiveness of WACP	<ul style="list-style-type: none"> Review the overall cost effectiveness of the WACP with the intention of designing and testing a value for money framework.

Figure 3: WACP Evaluation Conceptual Framework

METHODOLOGY

To ensure the approach was in line with expectations and objectives, Afriqinsights designed and took full ownership of the study, conducting the evaluation study in the following phases:

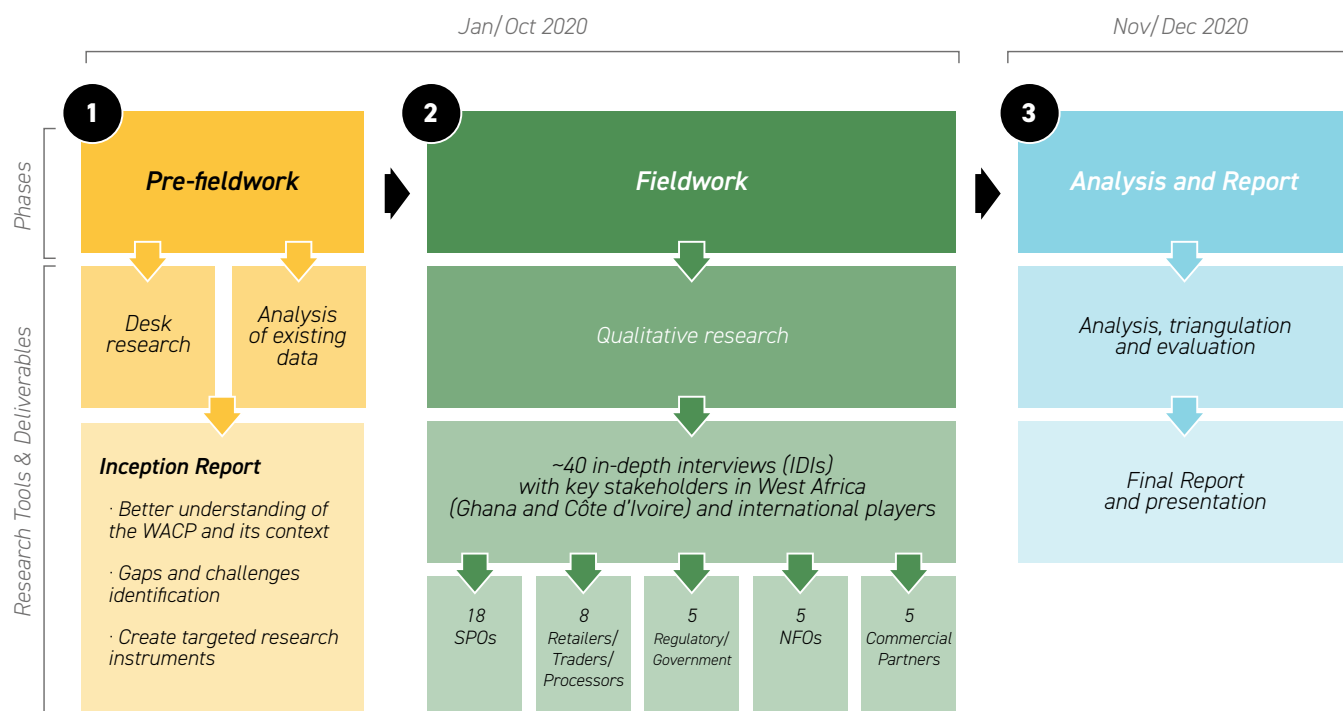


Figure 4: Evaluation phasing

As per the sampling size, Afriqinsights' suggested approach combined market research best practices along with previous methodologies used in the ICRAF 2014/2015 Baseline Studies in Ghana and Côte d'Ivoire with adjustments to ensure evaluation requirements as per the table below:

- Regulatory/Government (both countries): Following market research best practices, the number of interviews suggested should provide us with sufficient information on WACP impacts.

- Traders/Retailers/Processors (both countries): Following market research best practices, the number of interviews suggested should provide us with sufficient information on WACP impacts.

- Fairtrade SPOs in Ghana

Using the ICRAF 2014/2015 Baseline Study in Ghana as a guideline, five Fairtrade SPOs located in Ghana's cocoa belt (Ashanti, Brong-Ahafo, Eastern and Western) were interviewed to reflect typical agro-ecological conditions for cocoa.

To the extent possible, and whenever compatible with the requirements of this programme evaluation, we have tried to interview the same SPOs that were part of the above-mentioned country Baseline Study.




- Fairtrade SPOs in Côte d'Ivoire

Using the ICRAF 2014/2015 Baseline Study in Côte d'Ivoire as a guideline, 13 Fairtrade SPOs were interviewed representing typical agro-ecological conditions for cocoa production within the country.











Since the number of Fairtrade SPOs in Côte d'Ivoire has risen from 60 (at the time of the study) to 210 (as per Fairtrade's recent figures,) we have proposed interviewing an additional 5-7 new SPOs.

Following the programme evaluation requirements, we have taken into consideration certain criteria (e.g., levels of support received by SPOs, etc.) to select appropriate SPOs for this study.

To report on the Evaluation Conceptual Framework results, Afriqinsights used the following grading system based on the collective results of the 2020 interviews incorporating the desk research:

<i>Evaluation Results (Key)</i>		<ul style="list-style-type: none"> • Clear and consistent evidence that stakeholders believe WACP is aligned to its ToC • Minor suggestions and improvements to be made to enhance the programme
		<ul style="list-style-type: none"> • Some evidence to support WACP's alignment to its ToC or "mixed results" • Attention and improvements required to strengthen and foster alignment to the programme's ToC
		<ul style="list-style-type: none"> • Limited evidence to support WACP's alignment to its ToC • Encompasses major challenges and constraints • Special attention is required • Substantial improvements to be made

CHAPTER 3: KEY FINDINGS

<i>Activities / Assessment</i>	<i>Evaluation Result</i>
1. Progress towards outcomes, intermediate and long-term impacts	
2. Relevance of activities	
3. Approach and context of main interventions	
4. SPO stratification criteria	
5. Effectiveness of WACP implementation	
6. Changes to WACP Theory of Change/MEL KPIs	
7. Effectiveness of FTA Implementation Team	
8. NFOs' understanding of WACP	
9. Roles of key stakeholders	
10. Cost effectiveness of WACP	

1. PROGRESS TOWARDS OUTCOMES, INTERMEDIATE AND LONG-TERM IMPACTS

There is strong evidence that the outcomes in the ToC are being achieved but more limited evidence for the intermediate and long-term impacts

1.1. Outcomes

SPOs are more effective and resilient as businesses and responsive to their members' needs.

There is a consensus across stakeholders that SPOs are now stronger, more effective and resilient as businesses and responsive to their members' needs.

Overall, insights collected from relevant stakeholders and, in particular, our sampled SPOs in Ghana and Côte d'Ivoire show

a perception that the trainings received under the WACP have empowered both the SPOs as business and their members. It has been noted that the WACP has had a significantly positive effect on SPOs and their members.

“The training has strengthened the organization of the SPO. We have noticed a greater involvement of members in paying their membership fees, a good maintenance of administrative and financial

documents. For example, the weekly activity reports are produced thanks to the training. Work rights and duties are known and respected.” – SPO in Côte d’Ivoire

“The training received has empowered the SPO very well. At the inception of the WACP programme the executive board were new members so the capacity of the members was built in governance structure and management of the union. The trainings received on governance training have helped the SPO secure commitment and support of members and peaceful execution of duties by the executives of the Union.” – SPO in Ghana.

“The training received from Fairtrade Africa has touched on all aspects of the cooperative, the foundation of the cooperative and the realities we have on the ground.” – SPO in Côte d’Ivoire

Members reported feeling that their needs are being addressed in a much better way and that they are now more included in the decision-making processes of the SPO. SPOs reported that communication among members is very high due to the democratic decision-making of the SPO. There is a lot of collaboration among members. Every decision made is based on consultation between the members at the General Assembly meetings. Each SPO or society has a committee to deal with member complaints and, if these complaints cannot be directly addressed, they are channelled through the committee to the SPO management for resolution.

As a result of attending the various training sessions, SPOs feel they are more confident, effective and resilient and, therefore, better able to carry out their day-to-day activities. According to the SPOs, these internal improvements do not derive exclusively from the WACP training as they are also receiving training from other organizations.

1.1.1. SPOs being more effective and resilient as businesses

From our findings, it was clear that WACP made its greatest contribution in terms of professionalizing the SPOs.

Our findings show that SPOs are stronger in the areas of financial management, good governance and the ability to respond to the needs of their farmer members. According to the SPOs

interviewed, they prefer the trainings of Fairtrade versus those of UTZ and Rainforest Alliance because they are more effective in building their resilience and strength as trading partners. The three most common improved areas and corresponding changes noticed across all interviewed SPOs in Ghana and Côte d’Ivoire are contained in the table below:

<i>Top Three improved areas</i>	<i>Key changes noticed</i>
1. Management and governance	<ul style="list-style-type: none"> • Setting up a management team with clear roles and responsibilities • Reorganization of SPO’s organizational chart and creation of new departments within SPO • Organization of monthly meetings and planning of activities
2. Capacity building	<ul style="list-style-type: none"> • Management team • Trainers in the SPOs are well-trained by FTA in various topics relevant to the Fairtrade Standards and principles
3. Transparency	<ul style="list-style-type: none"> • Improvements in terms of governance, financial management and distribution of the Fairtrade Premium in the form of cash bonus

Overall, SPOs strongly believe that they have benefitted from the training they received from WACP. They said the training received from WACP has:

- I. enabled the SPO to be better organized and more attractive to financial partners;
- II. led to better administrative, accounting and financial management;

- III. made the SPO stronger and more responsive to the needs of its members. SPOs reported a change in most of their activities, especially in their agricultural practices and the governance of their activities.

However, SPOs still have some learning gaps which they would like to overcome. These are mainly in the sales and distribution aspects of the business. Current trainings in business-related topics are not deemed to be as impactful.

“The SPO has become stronger as a result of the training received, which has focused on the organization and management of the SPO, Standards, food safety, Good Agricultural Practices and community life. This helped to attract [commercial partner] and ICI as partners.” – SPO in Côte d’Ivoire

As reported by the SPOs interviewed in Ghana and Côte d’Ivoire in mid-2020, there have been changes and improvements noticed across various dimensions. The table below contains a summary of the pre-eminent cross-cutting dimensions impacted by the WACP and the most relevant changes and improvements observed as a result of the training:

<i>Dimensions</i>	<i>Changes and improvements observed by SPOs</i>
Financially	<ul style="list-style-type: none"> • Members are now better able to manage their annual household incomes. • With a proper, functioning internal management system (IMS) and better financial management, the SPO has attracted new financial partners and promoted its visibility with banks. • Improvement in production and increases in co-op turnover. • Rigorous management of finances and having control over the costs of SPO activities and operating costs to improve results. • Benefitted from funding from financial partners.
Business/ Internal Processes	<ul style="list-style-type: none"> • Clear roles and responsibilities in place, monitored and accepted by members; better organization of members into sections (which in turn are able to follow members’ needs closely). • Good governance; development over the long-term (buying more assets like trucks or building premises). • Development of delegate system to be closer to members’ needs. • In Côte d’Ivoire, nine out of the 13 SPOs interviewed believe their overall production has increased due to more streamlined and organized activities. • All five SPOs interviewed in Ghana reported taking at least one action following training received from FTA, such as developing a strategic plan and strengthening their internal management systems.
Sales Channels	<ul style="list-style-type: none"> • Quite a few SPOs in Côte d’Ivoire mentioned not being able to benefit from the training in this regard. No fewer than eight out of the 13 SPOs interviewed in Côte d’Ivoire believe that they are still lacking skills to enhance their sales channel and access different markets and buyers. • In Ghana, two out of the five SPOs reported – through FTA – that the WACP had linked them to an additional eight external buyers in total.
Member communication and cooperation	<ul style="list-style-type: none"> • Members are much more committed and involved in the life of the co-op; member participation and involvement in drafting/elaborating the strategic plan. • Growing membership. • There is free flow of communication among the executives and the members making communication among members very effective. • The executive members do not only take decisions for the members but ensure there is collective effort of all members during decision-making.

“There is rigorous management of our finances; the cooperative no longer has any debt. In the past, we navigated on sight. Expenses were incurred without taking budget lines into account. Now, with training, we have a budget in place and expenditures are made

according to budget lines. There is an acceptance of the roles and responsibilities of each organization/ individual within the co-op.” – SPO in Côte d’Ivoire

1.1.2. SPOs being responsive to their members’ needs

As a result of the trainings received, our findings show that members’ needs are being identified and dealt with in a more streamlined manner. SPOs believe that the major reasons behind these successes can be traced back to:

- a. Creation of various committees or system of delegates to amplify voices of SPO members;
- b. Setting up and development of various section and chapter meetings;
- c. Promotion of regular communication with members although this (frequency of communication) varies very much from SPO to SPO.

“There are section meetings because of the number of members. The development plan is presented and then comes the general meeting. After the validation of the development plan, they are informed of the amount of Premium to be received. The chapter meetings are the changes that the training received from Fairtrade Africa has brought to the decision-making process for the Fairtrade Premium.” – SPO in Côte d’Ivoire

We found that SPOs conduct risk assessment exercises among the 2nd grade organizations to understand the needs of the members since the majority of the 1st grade organizations operate in different communities/villages and face different individual challenges.

Fairtrade WACP has supported producer organizations in operating more openly and democratically:

- Through the Fairtrade Development Plan, all the SPOs have various committees established and members oversee the activities of these committees. One such committee is the Premium Committee. The Premium Committee visits the various communities to gather the opinions and identify the needs of the members regarding the use of the Premium via the various section meetings. It then ensures that the

Premium is used in accordance with what has been agreed between the members and management. The final report on Premium expenditure is presented to members at the General Assembly.

- SPO members expressed satisfaction with and confidence in their producer organizations. The vast majority of producers are happy with how the Premium is being used. In this regard, SPOs interviewed revealed that the Fairtrade Premium is used as a source of funds to help the organizations meet the ever-changing day-to-day demands of their businesses. This includes:
 - ◊ Providing price subsidies to farmers to remain competitive in relation to other local buyers during periods of high international prices and limited local supply;
 - ◊ Investing in quality management to meet buyer demands;
 - ◊ Providing training and inputs to farmers.

Although SPOs are much more responsive to their members’ needs, there are still some challenges that need to be addressed to ensure members’ continued commitment. The most prominent issues raised include:

- Availability of members during intense periods of field activities;
- Travel for training and logistical constraints (including accessibility of localities due to bad road conditions);
- Member participation/absenteeism.

It is worth noting that some remediation actions are being taken to deal with these difficulties, for example, identifying individuals who absent themselves from meetings using the meeting attendance list, and disseminating information via radio to communities with inaccessible roads.

Intermediate impact

Sustained access to Fairtrade cocoa markets for SPOs

Some advancement has been made in terms of facilitating market access for SPOs. However, sustained access to Fairtrade cocoa markets is yet to be unlocked for most SPOs in Ghana and Côte d'Ivoire.

Fairtrade is the only one of the major standards that has a Minimum Price (export price of US\$2,400 per tonne). In addition to the Minimum Price, Fairtrade is also the only one of the three major standards to have a fixed Premium of US\$240 per tonne, providing some protection to farmers who have a weak bargaining position at the bottom of the supply chain. Despite benefitting from the Fairtrade Minimum Price and fixed Premium, sustained access to Fairtrade cocoa markets is yet to be unlocked for most SPOs in Ghana.

Our findings show that Fairtrade certified SPOs in Ghana and Côte d'Ivoire and their members have increased their production volumes since joining WACP. For example, in Côte d'Ivoire, the volume of Fairtrade cocoa sold increased by approximately 59 percent from 2017 to 2018.

However, not all SPOs have been able to gain a foothold in new markets. Some of the certified SPOs in Côte d'Ivoire reported a decline in Fairtrade sales due to the limited market.

“Access to the markets is a handicap. Not all of our production can be sold as certified cocoa.” – SPO in Côte d'Ivoire

In Ghana, SPOs reported that demand for Fairtrade is low so it is difficult to sell more produce on Fairtrade terms. Their sales are determined by the volumes the export partner allocates to them or the quota set by the commercial partners to source from SPOs on sustainable terms.

SPOs interviewed in Côte d'Ivoire said Fairtrade Africa needs to facilitate contact between SPOs and chocolatiers in developed countries so they can negotiate contracts directly with them and not with the exporters. SPOs in Ghana said Fairtrade Africa does facilitate direct contact between the SPOs and the chocolatiers but that Licensed Buying Companies (LBCs) secure agreements with foreign buyers (chocolatiers) for the specialty cocoa produced.

“Fairtrade’s actions show that Fairtrade belongs to producers and we welcome that. We would like Fairtrade to strengthen its advocacy with external partners and continue to follow us and be responsive to the rapid changes in the cocoa world.” – SPO in Côte d'Ivoire

SPOs in Ghana cannot generally benefit from selling all their volumes on Fairtrade terms as there is a lack of sustained access to Fairtrade cocoa markets compared with SPOs in Côte d'Ivoire with more Fairtrade cocoa volumes. The insufficient Fairtrade market often forces SPOs to sell their certified beans as conventional cocoa. As a result, Fairtrade producers end up with only the farm gate price paid by the government. SPOs attributed this problem to the fixed quotas set by commercial partners to purchase certain quantities of Fairtrade certified cocoa from producing countries (Ghana and Côte d'Ivoire). Another major factor is the competition from other certification programmes. They source their certified cocoa at lower prices compared to Fairtrade certified beans, which have a higher fixed Minimum Price as well as a Premium.

Many SPOs and farmers in Côte d'Ivoire and Ghana have decided to become Fairtrade certified because of the benefits that brings (Fairtrade Minimum Price and Premium). This has resulted in an oversupply of Fairtrade cocoa.

SPOs firmly believe that the training they have received has had a positive effect on their overall performance and, in particular, on their relationships with both internal and external stakeholders. SPOs reported that there were gaps in their internal management systems, procurement systems, financial management and governance structures that the farmers were not aware of. The WACP helped identify these gaps and close them through training the SPOs. The WACP has also opened up a wide range of opportunities at both national and international level. The programme has allowed producer organizations to organize themselves professionally so that they gained the confidence of financial partners and organizations with whom they have been working for the past number of years.

“These trainings have made us much stronger because (a) they have given us a wide opening at both national and international level, and (b) they allowed us to organize ourselves in such a way that we attracted the confidence of financial partners...with whom we have been working for three years.” – SPO in Côte d'Ivoire

Externally, SPOs are more confident in communicating directly with buyers and exporters. The training received from FTA on organizational development has enhanced networking and negotiation skills. Internally, SPOs believe they now have a better grip on the overall management and governance of the SPO while also enjoying a greater connection with members. SPOs have reported that transferring knowledge to members has become a much easier task, leading to increased motivation among members and higher quality yields.

Long-term impact

Co-op member households have increased their financial incomes from farming and are making economic progress towards living incomes.

A majority of SPOs reported that their members have diversified their sources of income so they are not dependent on cocoa farming alone. However, there is not enough evidence to determine whether households have increased their financial incomes from farming and are making economic progress towards living incomes.

“Members have found these trainings from FTA very enriching. The training has enabled members to set up income-generating activities. This is beneficial to both the members and the SPO. Members who have activities that provide them with other sources of income besides cocoa are able to meet their needs during periods when there is no cocoa. They no longer turn to the cooperative as they did in the past. This allows the cooperative to consolidate their finances.”
– SPO in Côte d’Ivoire

“Members have been trained in income diversification modules to identify other businesses to generate income from in addition to the seasonal cocoa farming. Trainings received on onion cultivation, for instance, has been very helpful to the extent that women in the various societies have formed groups to grow them. Additionally, a lot more women are

getting involved in the soap-making business and the incomes of these women have increased.” – SPO in Ghana

Although SPOs in Côte d’Ivoire and Ghana were not able to directly indicate the increase in household incomes attributable to the WACP, they did reveal that the WACP had helped change their household livelihoods indirectly, mainly through income diversification. The income diversification initiative has allowed SPO members to increase their income pool by learning other marketable skills leading to additional revenues. Members revealed that they have been trained to identify other businesses to generate income from in addition to the seasonal cocoa farming.

Although SPOs in Côte d’Ivoire and Ghana recognize the need to supplement their own incomes from sources other than cocoa, they also know that a lot of capital is required at the outset to set up new income streams. To illustrate this, nearly 70 percent of the SPOs interviewed in Ghana reported having set up additional income-generating streams such as poultry farms, hotel/guest houses, conference facilities, logistics and transport services, and warehouses using a percentage of the Fairtrade Premium received. According to one SPO in Côte d’Ivoire, they have also been able to develop over the long-term through WACP. They have increased their assets to 25 collection trucks, three general purpose trucks, and three boreholes. They have also built schools and have empowered their members, mostly the women. SPO members also enjoy the additional benefits provided by shared public services such as hospitals, clinics and schools made possible by their respective SPOs.

2. RELEVANCE OF ACTIVITIES

In general, leaders and managers of SPOs said that training received from Fairtrade Africa has improved their overall organizational performance and governance. Training provided by Fairtrade Africa on Fairtrade Standards and principles has resulted in higher awareness of human rights issues, such as gender equality and the prevention of child and forced labour.

“The training received from FTA on financial management has, overall, improved our financial management system. It has enhanced the internal business process; farmers can now prepare their own financial accounts and keep track of all incomes and expenditures.” – SPO in Ghana

“Thanks to the training received from FTA, the SPO has benefitted from funding from financial partners such as Shared Interest. COOPEC is also interested in granting us loans. Our SPO can now identify its needs, take stock of its financing needs, and make an in-depth analysis of these needs before any financial commitment. The SPO has also received interest from exporters granting certified sales contracts.” – SPO in Côte d’Ivoire

“Through the trainings received from FTA, the [organization] has put in place competitive procurement practices through the Control Committee to prevent sole sourcing practices. The Control Committee ensures procurements are done on the basis of competitive tender bidding and not sole sourcing.” – SPO in Ghana

“All these trainings have contributed to changes in the mentality of the producers. In the past, producers were resistant to agroforestry solutions. There was destruction of shade tree nurseries, abandonment of nurseries, and lack of tree maintenance or uprooting of trees after planting. Today, we are overwhelmed by the demand for shade trees. We also use signs to indicate classified forests.” – SPO in Côte d’Ivoire

Overall, the WACP training was relevant to achieving the Theory of Change. From 2017-2019, activities implemented under the WACP were focused on capacity building of SPOs and certification support. The main themes for capacity building trainings were Financial Management, Governance and Organizational Development, Prevention of Child Labour and Gender Equality, Environment and Biodiversity, Good Agricultural Practices (GAP) as well as training on the Fairtrade Standards.

“The training we received from Fairtrade has made it easier for our communities to understand and change their standards. Today, producers are willing to send their children to school without any constraints. As regards classified forests, producers undertake not to set foot in them and they are now informed of the rain-regulating role that forests play. Producers have banned all hunting in order to preserve protected species and biodiversity.” — SPO in Côte d’Ivoire

“Initially, women were not allowed to speak in the presence of their husbands. We have made men aware of the importance of involving women in decision-making. At the level of the cooperative’s bodies, we reserve 40 percent of decision-making power for women. Women are encouraged to speak

during our meetings and to make their views known. We have been able to initiate income-generating activities by setting up cassava plantations and CFRECs to enable women to obtain loans. The CFREC is a mutual fund made up exclusively of women who contribute to build up capital. At the end of the year, they provide loans from the capital saved. In some sections, they have been able to realise more than 4,000,000 FCFA in capital.” – SPO in Côte d’Ivoire

“Fairtrade Africa trainings have helped us. In the past, the subject of child labour was misunderstood. With the trainings, the producers have a good understanding and are more involved in the implementation of the project.” – SPO in Côte d’Ivoire

After comparing SPO needs with the effects of the programme and its key activities, there is ample evidence to conclude that the WACP training content has addressed SPOs’ major issues and has led to general improvements within the SPOs. There are four key areas the study decided to evaluate based on the relevance of the activities: farmers’ household income, cocoa production output (quantity and quality), SPO management and governance, and awareness of sustainability practices.

2.1. Farmers’ household income

Anecdotally, households are able to increase their incomes by being part of the WACP compared to those who are not in the programme.

“The trainings received from FTA on income diversification and food security have helped our members to find additional income generation sources aside from cocoa. The SPO in terms of income diversification collaborated with the Alliance for Action Sankofa project to undertake the planting of yam and associated crops.” – SPO in Ghana

“Diversification was a source of remediation for child labour as it allows the woman to have income resources to support her husband to send their children to school. The training received from Fairtrade Africa has helped our members. In terms of financial management, we see that members are able to make savings and the diversification of income has allowed financial independence from cocoa income.” – SPO in Côte d’Ivoire

2.2. Cocoa production output (quantity and quality)

The trainings on Good Agricultural Practices provided by Fairtrade through the WACP and supported by SPOs correlate significantly with higher yields (quantity and quality).

Before the WACP, farmers cited yield levels and quality as major obstacles affecting their day-to-day lives and their income levels. WACP has contributed to the increase in yield at SPO level. Also, SPOs reported an increase in the volume of cocoa sold since the start of the WACP. Within the same period, the volume of cocoa sold under Fairtrade terms also increased for those SPOs that carried out Fairtrade transactions. From the SPOs sampled, producer organizations attribute this increase in volume to the increase in membership and also to the Good Agricultural

Practices (GAP) training they have received from FTA and other partners.

“We have gone beyond the national standard of 600kg/ha to 700kg-750kg/ha and this is due to GAP training and integrated pest management.” – SPO in Côte d’Ivoire

“In terms of volumes traded, the SPO’s cocoa production volume keeps increasing year-on-year due to several trainings received on Good Agricultural Practices. The [organization] also provides agrochemicals for the farmers and pays for

spraying services at the primary society [1st grade organization] level.” – SPO in Ghana

According to SPOs, the training on Good Agricultural Practices provided by Fairtrade through the WACP with support from other partners and stakeholders such as COCOBOD and CCC have led to a significant change in yields. The WACP works with district level technical officers from Anader, pro-Planteur in Côte d'Ivoire and COCOBOD-CHED in Ghana to train farmers

on Good Agricultural Practices. According to the FTA team interviewed in Ghana, WACP's intervention does not just focus on Good Agricultural Practices (GAP) from a technical point of view; rather it focuses on GAP in the context of what the Fairtrade Standards require of the producer organization.

SPO members said that, due to their participation in the WACP, they have had access to a multitude of training making them feel much more comfortable in their agricultural abilities.

2.3. SPO management

There is consensus across SPOs that training activities associated with the WACP have contributed to professionalizing SPOs, considerably enhanced their productivity and deepened farmers' commitment to cocoa farming.

“The training enabled us to respond much better to the needs of our members. In the past there was no scheduling of activities. With the training received from Fairtrade, members are now involved in decision-making. The SPO identifies members' needs at section level and integrates them into the Fairtrade development plan. This fosters a sense of ownership of the organization.” – SPO in Côte d'Ivoire

“The SPO understands the priorities of members. We have a process whereby we seek their consent before any decision is made. Members express their concerns and raise issues affecting their communities through the committees. These are escalated to the board for a decision, which is taken at the General Assembly Meeting.” – SPO in Ghana

In Ghana, all five SPOs interviewed believe that training activities associated with WACP and provided by FTA, such as Financial Management, Governance, Prevention of Child Labour, Good Agricultural Practices (GAP), and Environmental and Biodiversity have contributed to professionalizing the SPOs and deepened farmers' commitment to cocoa farming.

“The training received from FTA, especially on Financial Management and Environmental Biodiversity and Sustainability, has had the greatest impact. If you have a good financial system, it positions you well for development and helps members to stay abreast of the happenings in the SPO. Also, if members are trained on environmental sustainability, it helps to sustain the farms and hence increase productivity.” – SPO in Ghana.

However, the study found that farmers' knowledge of how the Fairtrade Premium was used varied among producer organizations. Some 1st grade SPOs stated that their 2nd and 3rd grade producer organizations were not properly managing the Fairtrade Premiums they received from the produce they sold. However, due to the training received from FTA, those 2nd and 3rd grade producer organizations have been able to make good investment decisions using the Fairtrade Premiums for long-term purposes.

As far as Fairtrade Premium management is concerned, SPOs reported that members speak at the General Assembly and voice their concerns. SPO members state their needs and opinions on the use of the Premium at the section meetings. This information is then passed on to the Fairtrade Premium Committee, which meets to prioritize actions according to needs. After this, the board returns to the members for approval of the plan at the General Assembly. This process is very transparent and every member of the SPO participates in it. Additionally, SPOs reported that ten percent of the Fairtrade Premium is dedicated to community development. How those funds are used is decided independently of the SPO but is based on each community's developmental plan. The remaining 90 percent of the Fairtrade Premium is distributed towards administration costs, cash bonuses, trainings, inputs or shade tree purchases as determined by the General Assembly.

Before the WACP, SPOs in Côte d'Ivoire were suffering from organizational and governance problems, significantly lowering their decision-making abilities, effectiveness and overall performance. According to the SPOs, in the past, job descriptions, policies and procedures were not developed. There was no planning of activities and operations. Expenditure was not budgeted and members were not involved in the operations of the SPO. However, today, after receiving training on governance structures from WACP, everything is done in accordance with financial and procurement policies and the SPOs have a real involvement in the lives of their members.

Our findings show that the activities related to governance (strategic thinking, systems, and organizational structure) have considerably enhanced SPOs' productivity:

- Training related to governance has led to clear and lean SPO organizational structures. This clarity has led the entities and their members to better identify their roles and responsibilities within the SPO.
- Strategic plans guide SPOs' activities to reach the goals and objectives set out. Strategic plans target specific objectives such as increasing capital, increasing sales volume, creating a reliable database of producers or guiding the SPOs on how to use their resources and time.

In terms of financial management, SPOs believe they are aware of their financial responsibilities and are more adept at handling and recording financial transactions. Newly introduced IMS software regulates, controls and automates the activities of the SPO leading to more robust performance.

In terms of member participation, the ICRAF 2017 Baseline for Assessing the Impact of Fairtrade Certification on Cocoa Growers and SPOs in Côte d'Ivoire reported that relatively few SPO members (less than ten percent) had participated in any training before joining their SPO. The highest rates of participation were for training related to Good Agricultural Practices and farm management at 6.7 percent each. After joining their SPO, members saw a significant increase in access to training with the most common topics being group dynamics (63.8 percent), Good Agricultural Practices (63.3 percent) and farm management (62.2 percent).

It is worth noting that, despite the advances in SPO governance structures as a result of WACP, some SPOs raised concerns about the effectiveness of the legal structure of the SPO. They

were also concerned about the actual participation and inclusion of members in the decision-making process, in particular with regard to how equitable it is when some actors in the SPO own significantly more shares than others.

The degree of member participation in SPO governance depends on various factors, including the interest and capacities of the members, the attitudes and capacities of the management (and other elites in the SPO), and ease of travel and information sharing. This suggests that more in-depth discussions with members would be necessary to fully understand the local context for participatory decision-making (e.g., who holds power, how is power shared and how are decisions communicated), including one-on-one interviews with Boards of Directors and General Assembly members.

2.4. Awareness of sustainability practices

WACP SPOs and their members are more aware of the need to prevent child and forced labour and promote gender equality.

“The trainings gave us a better understanding of the concept of child labour. We understand what a child is, what dangerous work is...we see the need to send children to school. We are intensifying awareness-raising on the schooling of young girls by taking as role models women members of the government or women who hold positions of responsibility in society.” – SPO in Côte d'Ivoire

One of the goals which the WACP aimed to improve is SPOs' level of awareness of sustainability practices. In general, SPOs in both Ghana and Côte d'Ivoire said they have been able to take better corrective measures on social issues due to their increased awareness of these issues and the risks they pose to society. These include child and forced labour, gender-based violence, and damage to protected areas. SPOs have developed effective monitoring systems and sensitization methods to better track and deal with these issues:

- On Child Labour:
 - ◊ SPOs reported that they have monitoring and remediation systems in place to help prevent child and forced labour.
 - ◊ Some SPOs have employed community agents aside from the child labour committee team to help monitor and report suspected cases.
 - ◊ A majority of SPOs have initiated community development projects, such as building and renovating school buildings.
 - ◊ Extensive community fora are held with opinion leaders, chiefs, teachers, and parents together with farmers on the prevention of child and forced labour.
- On Gender Issues:
 - ◊ The SPOs interviewed said they are doing gender awareness to motivate girls in their respective communities to

apply for positions of responsibility and also to identify cases of gender-based violence.

- On the prevention of damage to protected or High Conservation Value (HCV) areas:
 - With support from commercial partners and stakeholders some SPOs have carried out or are carrying out plotting and mapping of producer members' plots/farmlands.
 - Some SPOs reported that a selection criterion for sourcing certified cocoa has been set for producers who have farmlands located at least 2km from protected areas. Producers who have plots of land within the protected areas are excluded from the SPO.
 - SPOs said that all members have been educated about not cultivating certified cocoa in protected areas. A majority of the SPOs also purchase and distribute shade trees to producer members.

“There has been an increase in awareness on the subject of child labour. The SPOs have set up Community Groups to curb the issue of labour shortages on producer farmlands. These are groups of people of working age who come together to work at a lower cost for the members of the SPO. These strategies have brought about a change in the relationship between parents and children because now parents recognize the rights of children. Many producer members had little knowledge of their responsibility in terms of protecting their children.” – SPO in Côte d'Ivoire

SPOs said the trainings received from Fairtrade Africa have made it easier for their communities to understand and change their traditional norms and aspects of their cultures:

- Today, producer members are willing to send their children to school without constraints.
- Some SPOs have reserved 30-40 percent of decision-

making power for women. Women are encouraged to speak during meetings and contribute to decision-making.

- SPOs said that during training sessions, the FTA team encourages the participation of women. This has enabled women to get involved in the training, to better understand the topics and to organize themselves to better exploit any opportunities.

“Through the trainings received from FTA on child labour and forced labour, the SPO has been able to organize a community-based training in partnership

with Fairtrade International and Fairtrade Africa (FTA) to alleviate child labour issues among our members and in our societies. The project is called Youth Inclusive Community-Based Monitoring and Remediation (YICBRM) project.” – SPO in Ghana

In general, we observed that many of the SPOs interviewed had plans in place to address child labour in cocoa production. This suggests that the SPOs are aware of the importance of the issue and have taken steps to ensure compliance with the Fairtrade Standard rules on preventing child and forced labour in cocoa.

3. APPROACH AND CONTENT OF MAIN INTERVENTIONS

Overall, the WACP training has proved effective. However, there is a need to make SPOs less reliant on traders and better able to manage their core business operations independently.

“Fairtrade trainings are comprehensive in comparison to UTZ and Rainforest Alliance. This is because Fairtrade considers all aspect of child labour in Fairtrade Standard trainings but UTZ and Rainforest Alliance only deal with specifics on the environment. In terms of trainings, UTZ and Rainforest Alliance employ a consultant who relays the trainings using a Training of Trainers approach and the training ends there. However, with the WACP, the FTA team goes beyond the Training of Trainers approach and works with the 1st grade organizations to train and monitor them.” – SPO in Ghana

“Fairtrade is more focused on administrative management, transparency and administrative procedure. UTZ and Rainforest Alliance have the same methods except that Fairtrade is more efficient because of the management training.” – SPO in Côte d’Ivoire

After analysing data and findings regarding the impact of the programme’s main intervention (training), we can state that both the approach and content of the WACP have been very effective. We have conducted the evaluation assessing the following two dimensions:

- Activity completion/progress
- Quality of activities

3.1. Activity completion/progress

Our findings showed that the WACP, on average, achieved 90 percent of the targeted outputs set in 2017-2019.

Overall, both the basic core certification (i.e., Standards training) and extended core certification (one-on-one for pre- or post-audit support) have greatly improved knowledge and understanding of the Fairtrade Standards among producers/farmers and SPO staff and this improvement has led to a decreasing numbers of non-conformities at audit.

As a result of all the training and guidance received, SPOs in general have a deeper understanding of the benefits of the Fairtrade Premium and its impact on the members. SPOs now have a more “member-centric” approach when it comes to implementing change and reforms. They take into consideration members’ needs and include their input in the decision-making process. The elected Boards of Directors, which most SPOs have in their governance structure due to the various trainings received, ensure that their respective SPOs have a strategic vision and identified goals and objectives. With clearly defined objectives and a fluid and immersive culture, members are aligned to the goals of the SPO, leading to more cooperation.

“For instance, some members who assumed their positions on the executive board were permanent. However, the trainings helped members understand democratic decision-making processes where elections have to be held at the end of the term of office to allow for the election of new executives. As a result, the SPO recently had a successful election where all member communities... have new board members.” – SPO in Ghana

Producers’ knowledge of the Fairtrade system deepened due to the field staff visits and training at community level. This has also improved Fairtrade’s visibility at the various society and community levels. Additionally, FTA’s visibility has been increased through media actions (for example, impactful documentary films uploaded on social media helping to promote WACP’s achievements and outcomes), high level meetings with governments, positive stakeholder engagement with cocoa actors and partners, producers’ participation in key cocoa events and attendance at National Fairtrade Organization (NFO) annual meetings where FTA has been given opportunities to showcase success stories.

3.2. Quality of activities

Content: Relevant for SPOs to improve their financial management systems, business planning, risk management, and organizational governance. There are, however, suggested improvements to ensure sustained empowerment.

Approach: Overall, SPOs are satisfied and consider trainings have been successful despite existing challenges such as:

- low participation rates of members at training meetings;
- availability and mobilization of members from their locations to the training sites;

- low levels of literacy among members hampering assimilation of training material;
- language barriers; and
- overlapping or existing training programmes.

“The topics covered in the trainings deal with the problems we encounter in our SPO from an organizational and operational point of view. Fairtrade also has field officers who ensure that the trainings are properly implemented and that producers are properly supported.” – SPO in Côte d’Ivoire

Content

In terms of content and its suitability for the participants, the quality of the training support and follow-up from the Fairtrade Africa team offered SPOs in Ghana the opportunity to improve their financial management systems and internal capitalization.

For instance, all the SPOs interviewed in Ghana said they have a financial policy manual and an effective internal management system so that they can better manage their organizations and provide clear benefits for both their members and their commercial partners. Currently, SPOs in Ghana support strong service delivery to members via internal management systems. SPOs in Ghana now have the capacity to identify and implement improvements to training based on their monitoring of how and what elements are adopted at field level.

Also, it was indicated that the training suited both the often less educated farmers and better educated managers of the SPOs. As is generally known, the majority of cocoa farmers are elderly farmers who haven’t gone through formal education. Programme interventions of this nature provide platforms for them to have some adult education, gain new insights and knowledge, meet new people/instructors with whom some farmers hope to keep close relationships for knowledge-sharing and technical support where necessary.

Interviews with SPOs in Ghana involved in the training (in most cases in a Training of Trainers arrangement) showed good results

in terms of additional yields and/or quality of produce achieved as a result of improved agricultural practices. The WACP team instituted initiatives to help farmers track their actual production costs and revenues, equipping them to make informed business decisions and become more efficient farmers.

SPOs in Côte d’Ivoire highlighted the relevance and importance of the training and other WACP activities to their daily lives. They strongly believe that the training received is useful, meaningful, and valuable to their businesses. As a result, SPOs feel they are empowered because they are much more organized, knowledgeable and action-oriented.

There is overwhelming evidence that SPOs in Côte d’Ivoire regard Good Agricultural Practices (GAP) and Governance training as the most insightful and useful. The most common reasons given by SPOs in Côte d’Ivoire interviewed in 2020 were that “each entity operates in their field of action”, “there are clear roles and responsibilities in place and SPO members know them and abide by them (making the co-op more efficient)”, “members are involved in decision-making”, “methods and procedures are elaborated on and respected by all actors”, “activities are planned”.

With financial management and organizational development training support provided to SPOs, the improvement of existing or development of new strategic business plans, and the

implementation of internal management systems were the main deliverables. The quality (in terms of content and suitability for the producer members) of the support and follow-up offered the SPOs the opportunity to improve their financial and internal management systems.

In general, the support systems and mechanisms offered by the WACP complement the training and its content. These supports consist of core certification support, one-on-one follow-up and monitoring visits to SPOs about Fairtrade Standards, strategic support, and thematic support. Under the WACP, core certification support is designed to enhance the knowledge of SPO staff about the Fairtrade Standards and hence ensure improved compliance.

The additional support given solidifies SPOs' knowledge and understanding of the Fairtrade Standards and the concept of empowerment. One-on-one follow-ups have led to improvements in the ability of Fairtrade farmers to demonstrate their knowledge of the Fairtrade Standards and principles; better understanding of Fairtrade principles at individual farmer, community and 1st grade organizational level; and the increased visibility of Fairtrade Africa at SPO and also local authority level.

Furthermore, the trainings are continuous due to the fact that aspects of the Fairtrade Standards change over time. Although SPOs have the basic training, they would like to have additional training when there is a new topic or a change in the Fairtrade Standards.

Notwithstanding, some SPOs raised concerns about the timing and breadth of the training received. They believe that an expansion of the training portfolio is necessary for their development and improvement. Training on Gender-Based Violence, Gender and Female Leadership, Climate Change and Adaptation have all been cited as possible additional trainings that could be provided. The reasons given are to increase women's membership and to support women to assume positions of responsibility within the organizations, and to help farmers respond to the challenges of deforestation and adapt to climate change. Aside from these, SPOs also requested specific training on governance, financial management and how

to access markets. SPOs reported that they would like Fairtrade Africa to spend more time on training, especially training on the Fairtrade Standards.

SPOs explained that the training given by Fairtrade Africa is more detailed and comprehensive compared to other certification schemes such as UTZ and Rainforest Alliance. For instance, SPOs said that training on child labour from UTZ explained that producer members should not take children to the fields. But with the training received from Fairtrade Africa, SPOs understood that they can take their children to the fields on weekends and holidays so that the children learn and understand what the producers are doing, but they must not do dangerous work according to the criteria defined in the Fairtrade Standards. Some SPOs reported that UTZ hands over their standards and they have to figure out how to understand them. Fairtrade Africa, however, trains the SPOs directly.

From our findings, WACP could also look at other external sources to develop new training material or update the content of the existing training roster. In order to improve how training is given, Fairtrade Africa could use toolkits, more presentation slides and videos on the various topics and themes. SPOs explained that current training materials are more tailored towards educated individuals. Many producer members who take part in the training courses are illiterate so it is difficult for them to assimilate the training that is given.

Additional concerns have highlighted other actions that could be taken to improve WACP's training. SPOs in Côte d'Ivoire reported that those who sit on the Boards of Directors often do not attend the trainings provided by the SPO. As a result, they do not have the opportunity to acquire the necessary decision-making skills and they do not know much about their roles and responsibilities. For any new activity that could affect the SPO's way working or lead to an unexpected outflow of money, a workshop should be organized beforehand with the SPO leaders so that everything is clear and the roles and responsibilities are well-defined and attributed. The situation is different in the SPOs in Ghana where all those who sit on the Boards of Directors are involved in every training activity.

Approach

Our findings show a high level of satisfaction among SPOs when it comes to the programme's approach to delivering the training material and other related activities/circumstances (such as room, environment, equipment and conditions, techniques used and enthusiasm/knowledge of the training team).

SPOs have highlighted that trainers are very well-prepared, are patient with the attendees and try their best to make the content as relevant as possible. This makes the WACP practical and effective in its mission to transfer knowledge to the SPOs.

All in all, the WACP training programme was deemed successful as it:

- Included community development components in the training (e.g., reaching out to community leaders, opinion leaders and chiefs and elders in the villages with regard to preventing child labour and fostering gender equality).
- Provided opportunities for one-on-one coaching. The Scope Assessment, for example, which uses the one-on-one coaching approach, is conducted for selected SPOs under the WACP in order to identify the key strengths and weaknesses in their organization and highlight the deficit areas where training is still required.
- Provided tailored follow-up after training sessions. The FTA team offers follow-up and monitoring on every successful training carried out.

- The training is presented using a participatory approach. The approach used by the FTA team during the training of executive SPOs members was a good example. SPOs interviewed attested to the fact that members are divided into groups and each group presents their lessons learned on the subject matter to the audience at each conference or training meeting.

Notwithstanding, SPOs have raised some concerns about the WACP approach, chiefly:

- Low participation rates among some SPO producers.
- Availability and mobilization of members from their locations to the training sites (logistics and costs of transport, etc.).

- Producers' levels of literacy to assimilate trainings and language barriers (particularly when translating certain concepts and themes).
- Overlap between existing training programmes (FTA vs internal SPO training).

In order to mitigate these issues, some SPOs are taking the following actions:

- Making sure that each SPO holds its training on its premises. The Fairtrade field officer comes to the town where the co-op is to conduct the training sessions.
- Adapting training budgets to the needs expressed during training sessions.
- Translating materials into local languages.

4. STRATIFICATION CRITERIA

The stratification strategy has proved to be very effective for FTA in delivering its training and increasing the impact the training content has on SPOs. However, not all training requirements are being fulfilled.

By design, the WACP has an adequate, gradual and proactive approach to developing SPOs and enhancing their knowledge and expertise. FTA has developed three levels to evaluate the level of understanding and familiarity SPOs have vis-à-vis WACP content. These levels are "Primary", "Secondary" and "Outer". SPOs receive training according to their group level, "graduating" from one level to the next based on the needs assessment conducted using the Scope Insight Assessment.

The current stratification strategy has proved to be very effective for FTA in delivering its training and increasing the impact the training content has on SPOs. By identifying different SPOs and grouping them according to their needs and weaknesses, FTA can develop specific and relevant training material for each group. This mechanism ensures that SPOs receive the training they require without feeling overwhelmed by complex material they might not be ready for. This versatile method of approaching multiple training requirements guarantees the ongoing progress of the SPO. This is a key goal that FTA has set for itself.

***"We think we are ready to move to less intensive training. We can reduce the training on GAP because the topics are always the same. We need additional training in accounting. We are waiting for Fairtrade to come to us for this training and follow up because we have already sent this request. The other trainings we have received are quite complete."* – SPO in Côte d'Ivoire**

By identifying and prioritizing training needs, the FTA establishes open communication lines and stronger bonds with SPOs. As a result of this proactive approach, FTA can update its curriculum so that it is always aligned with SPO needs. During the 2019/2020 season, some SPOs reported that they were in need of additional training in the following areas: farmer outreach (IMS, lead farmer training skills and GAP), community development (empowerment of women, children's rights), and management and governance (governance and decision-making, increased member engagement, Fairtrade Development Plan and Premium management, financial management, organizational monitoring, learning and reporting).












Although FTA is aware of the SPOs' training needs, the evidence suggests that not all training requirements are being fulfilled. We found that some SPOs would like other additional topics to be added according to their individual needs. SPOs said they would like to receive training on agroforestry and Good Agricultural Practices in order to take effective action against climate change. Other topics they would like to see included training on gender equality to ensure the empowerment and effective development of women.

FTA is in the best position to organize and use its internal resources to tailor training content to better reflect the actual needs of the SPOs. The stratification strategy ensures alignment between FTA's resources, the most pressing issues and its own fiscal responsibilities. Rather than all Fairtrade cocoa SPOs receiving the highest intensity of training, the FTA allocates its budget wisely making sure that none of the levels are neglected and that each SPO does receive their required training.

5. EFFECTIVENESS OF WACP IMPLEMENTATION

The effectiveness of WACP's interventions vary across the Theory of Change. After analysing and mapping the results of both our primary and secondary data on the subject, we can

confidently report that there is a high level of effectiveness in some areas of the WACP, but more diffuse evidence of that in other areas.

Type of Evaluation	Indicator	Evaluation Result
Mixed	Outcomes	
	Intermediate impact	
	Long-term impact	
Quantitative	Household income	
	Volume of cocoa sold	
	Cost Benefit Analysis	
Qualitative	SPO level of satisfaction with WACP trainings	
	Strategic plans in place	
	Financial management strength	
	Proactiveness of FTA Implementation Team	
	Perception of WACP vs other SPO-strengthening programmes	

Mixed evaluation

Regarding outcomes (the main focus of WACP), there is clear evidence of strengthened SPOs, as illustrated by the case studies from the field, related to more transparent financial management and improved governance and business management as well as adherence to the Fairtrade Standards. For instance, SPOs in Ghana reported a 50 percent reduction in audit non-compliance issues from 2017 to 2018.

Also, our findings showed that there were some clear examples in which WACP played a crucial role in the organizational and business development of SPOs leading to growth of the business and increased benefits to their members. For instance, WACP SPOs in Ghana were only spending, on average, 16

percent of their Premium on running costs. The lower percentage of Premium spent on running costs is encouraging in the context of the WACP objective of SPOs being strong and viable businesses responsive to members' needs.

We found that the average cost of investment per participant in WACP in 2017 was €81.32. This compares with €43.83 in 2018 and €54.73 in 2019. This difference could be attributed to the change in the training approach to the Training of Trainers (ToT) approach in 2018, which lowered expenditure and reduced the cost-per-participant ratio. Further details on this analysis can be found under Area #10 of this Evaluation Report.

Qualitative evaluation

On a more qualitative note, these are the findings and supporting evidence to prove the WACP implementation has been successful and effective:

SPOs' level of satisfaction with the WACP trainings

- The high levels of satisfaction among SPOs with the training received is evidence of the success of the WACP implementation. As per the results of the interviews we conducted, a large majority of SPOs have directly linked improvements within their organization to the training. Overall, nine out of the 13 SPOs we interviewed do not see the need for any improvements to be made to the way training is provided.
- SPOs firmly believe that they were able to tackle the key challenges identified in their SCOPE assessments due to the training received either by addressing weaknesses or by reinforcing strengths. As mentioned earlier, SPOs were particularly pleased with the GAP, governance, and sustainability training.
- SPOs reported that the Training of Trainers approach was effective in training the various committees who then train the farmers in each 1st grade organization. The only challenge faced was when the time scheduled for training clashed with social events. SPOs dealt with this by conducting their training on days farmers do not go to the farm.
- SPOs reported that WACP's training is effectively and efficiently run because all training programmes organized by Fairtrade Africa were farmer-centred.
- Some SPOs also reported that the FTA team was very responsive. For instance, FTA helped one SPO through the process of resolving all audit errors. Problems with the SPO's financial management, auditing, Fairtrade Premium management etc., were resolved following the training received from FTA.

Strategic plans in place

- Another area in which the programme implementation was successful was with regard to SPOs' medium to long-term strategic plans. The FTA trainings have helped SPOs to develop five-year strategic plans which will act as blueprints for them to manage their resources and reach their goals. These plans were developed based on the SPOs' strengths and weaknesses as identified in the SCOPE assessments and also based on the SWOT analyses provided by the SPO leadership.
- WACP helped forge strategic alliances with other organizations for some SPOs on income diversification and food security to pilot projects in agroforestry and climate change. This has helped SPO members to create other additional income generation sources. There is a desire to promote more collaborative ventures like these, especially relating to income diversification programmes.

Financial management strength

- Another example which proves WACP's effectiveness in improving SPOs' performance would be stronger financial management. The study found that SPOs have good internal financial management systems and external auditing resulting in transparent resource mobilization.
- Nevertheless, some SPOs reported having problems with financial management, auditing, and Fairtrade Premium management. These issues were resolved after the training received from FTA.

Proactiveness of the FTA Team

- FTA has been vigilant in taking the necessary steps to improve implementation of the WACP by addressing SPO demands and enhancing the experience.
 - ◊ The FTA team, on average, achieved 90 percent of its targeted outputs over the period of the project. This shows the degree of importance the team has placed on implementing the programme correctly.
 - ◊ With the growth in membership among SPOs, FTA's major concern is the effectiveness of cascading training to SPOs.

Perception of the WACP vs other similar SPO-strengthening programmes

WACP effectiveness could also be measured by comparing it to rival programmes that the SPOs are also part of. There is a clear preference for the WACP programme over the others (UTZ and Rainforest Alliance), indicating again that the WACP has been implemented effectively in Côte d'Ivoire and Ghana.

The main variables evaluated and compared across similar SPO-strengthening programmes were (a) content, (b) approach, and (c) resources available.

- ◊ Content: SPOs overwhelmingly favoured the content of the FTA training describing it as much more impactful and relevant than others. Moreover, FTA training is much more comprehensive and detailed than the other programmes' training.
- ◊ Approach: SPOs again favoured WACP's approach over the others. They described WACP trainings as better organized, more focused, and more attentive to SPO feedback.
- ◊ Resources available: SPOs believe that the WACP has more resources available to implement it. WACP offers special support and delivers training by itself. SPOs find this more advantageous as they do not incur any additional costs for any training received.

There are, however, some areas where the programme implementation could be improved, specifically with regard to the delivery of trainings.

We have summarized the areas which could be improved upon into three key categories: delivery, content and logistics.

In terms of delivery:

- Fast pace of training. Some of the SPOs have issues with the pace of the training. Some of the training is delivered at a fast rate making it difficult for some attendees to fully comprehend the key takeaways. SPOs would prefer if the FTA spent more time on delivering and spreading training over a slightly longer period of time to facilitate assimilation (e.g., one week of training instead of three days).
- Overlapping with the harvest season. The scheduling of training sometimes coincides with harvest season causing low participation rates as many members have to tend to their harvests.
- Scarcity of refreshments. Some SPOs say adequate refreshments are not provided at training. Interviewees have highlighted that attendees' motivation is linked to the availability of snacks in the training room.

With regard to content:

- Overly dense and theoretical materials. SPOs say that some attendees are not grasping the material of the training easily as it is too dense and difficult. They have requested more practical case studies and examples to make the material more digestible.
- Language and educational barriers. Some SPOs face problems with member participation stemming from lack of motivation, language barriers, and low levels of education.

Finally, with regard to logistics:

- Geographical constraints. This might prevent or discourage some members from attending events. The current solution being put in place to deal with this issue is putting financial strain on some SPO budgets.
- Knowledge and training content cascading. Another issue cited by some SPOs is the sharing of the training material content. Some of the capacity building training is only delivered to SPO management with the expectation that it will be transferred to other members. Further reviews are needed to assess to what degree such approaches are inclusive of all members and to what degree this acquired knowledge trickles down to all SPO members equally.

In order to deal with and overcome these challenges, SPOs have developed remediation measures:

“To facilitate the [process of rolling out trainings to our members], FTA can provide us with support materials (posters, etc.). Only Fairtrade gives this kind of training so there are no examples to be drawn from others.” – SPO in Côte d’Ivoire

“The content and delivery are encouraging. However, there is a need to mix the approach, such as using videos to show the teachings and then the team and members discuss the learnings. With respect to challenges experienced during the training, there is no big challenge except for the minor ones relating to better accommodation and small training space.” – SPO in Ghana

Key Categories	Remediation Measures In Place	Expected Result
Delivery	Trainers have been using follow-up sheets to track turnout	Enhance supervision to guarantee full attendance
Content	Some SPOs are translating the training material to the local language	Overcome language barriers
Logistics	Some SPOs have organized training in localities where the greatest number of producers can easily meet. Others have arranged for an internal trainer to go to the producers to give the training.	Increase member participation Overcome geographical barriers

6. CHANGES TO THE WACP THEORY OF CHANGE/MEL KPIS

The WACP has addressed the major issues and needs of the SPOs in the Theory of Change (ToC). However, the current ToC makes it very challenging to measure concrete outcomes with regard to intermediate and long-term impacts.

Based on feedback gathered from stakeholders during the evaluation process, WACP has had the strongest effect on the following sections of the ToC:

SPOs are more effective and resilient as businesses and responsive to member needs (Outcome). This has been as corroborated by our interviews with producers, commercial partners and NFOs.

- According to the stakeholders, this is primarily driven by the training provided to SPOs by FTA on the Fairtrade Standards, Organizational Strengthening and thematic subjects such as Financial and Operational Management, Good Agricultural Practices and Gender Equality.
- According to SPOs, their organization has been strengthened in the areas of financial management and participatory good governance. Their ability to respond to the needs of their farmer members is more resilient and they are better trading partners.
- SPOs said they have the internal management systems, procurement policies, financial policies and training programmes in place to deliver a functioning co-op.

“There are section meetings held because of the number of members and the Fairtrade Development Plan is presented and then comes the general meeting. After the development plan is approved, they are informed of the amount of Premium to be received. The chapter meetings were introduced after the training received from Fairtrade Africa as part of the decision-making process for the Fairtrade Premium.” – SPO in Côte d’Ivoire

“Members were heavily involved in the development of the business plan. The SPO conducted a risk assessment exercise where members got the opportunity to make their contributions to the strategic business plan. The members were involved to a greater extent in the development of the business strategy plan. The Union had a wider stakeholder consultation at the grassroots level to get our members to contribute their ideas to the preparation of the business plan document.” – SPO in Ghana

This evaluation found less strong evidence for the following parts of the ToC:

- SPO member households have increased their financial incomes from farming and are making economic progress towards living incomes (Long-term impact).

- Sustained access to Fairtrade cocoa markets for SPOs (Intermediate impact):

◊ In Ghana, the evaluation study found that SPOs that had sustained access to Fairtrade consumer brands and retailers saw a change in the average volumes of Fairtrade cocoa sold. However, the lack of a Fairtrade market for certified cocoa often forces SPOs to sell their certified beans as conventional cocoa meaning Fairtrade producers end up with the farm gate price given by the government.

◊ In Côte d’Ivoire, 12 certified SPOs reported that sales are suffering because of the limited market. SPOs reported that demand for Fairtrade is low and, as a result, it is difficult to sell more on Fairtrade terms. Their sales are determined by the volumes the exporter partner allocates to them or, in the case of Ghana, the quota set by the commercial partners to source from SPOs on sustainable terms.

Despite the limited evidence of progress on the intermediate and long-term impacts, changes in these areas will take time to achieve. It is our recommendation that the Fairtrade International team continues to collect data around the achievement of these impacts and revisit the relevance of these long-term goals from the ToC in one - two years’ time.

The current Theory of Change makes it very challenging to measure concrete outcomes with regard to the intermediate and long-term impact. Currently, there are less preferred indicators to track the intermediate and long-term impacts. To mitigate this, we recommend adding indicators, such as the following ones:

- Presence of sustained farming techniques (observation)
- Percentage of farmers who report improved access to services (extension services, inputs, credit, etc.)
- Change in capital received from financial institutions
- Change in turnover (revenue) and profitability of other business enterprises

These indicators would feed into the overarching aim to provide sustainable Fairtrade market access to SPOs. Ultimately, this would support the overall goal where “Co-op member households have increased their financial incomes from farming and are making economic progress towards living incomes”.

The evaluation found significant gaps in terms of the WACP’s MEL approach to women and young people. From our findings, WACP emphasises women’s participation in all its activities. Nonetheless, in order to achieve structural change, WACP needs to have more women on the governing boards of SPOs. While the Gender Equality Index is a good proxy indicator for participants’ perceptions around gender roles, it does not capture progress with regard to structural changes around the participation of women in SPOs and their activities. It is recommended that WACP begin tracking the percentage of governing bodies that are made up of women for relevant organizations.

Fairtrade International may wish to consider changes to the WACP ToC and intervention models for women and young people in particular. While the needs of these two groups have been mainstreamed throughout the current programme approach, the evaluation revealed that these groups face different structural challenges to the average male WACP participant. In the case of women, these challenges include discrimination with regard to receiving proper trainings, less access to financial capital, and less access to farm inputs. In the case of young people, lack of knowledge and literacy skills and poor education. These groups may need targeted interventions that differ from the standard WACP model in order to be able

to fully avail of the other inputs and activities provided by the programme.

Building off this, Fairtrade should consider engaging in specific MEL activities to gather feedback from female-headed households and female cocoa producers, as well as young people engaged in the cocoa sector, to make sure that their needs are addressed. This could take the form of focus groups or interviews and should occur on a regular (yearly basis). It is recommended that these data collection activities be conducted by women and young people as much as possible.

7. EFFECTIVENESS OF FTA IMPLEMENTATION TEAM

The FTA Implementation team has proven itself on different occasions capable of rolling out the programme's key activities and solving major issues that might arise while upholding the quality standards of the programme.

A major strength behind the success of the WACP deployment is the effectiveness, reliability and creativity of the Implementation Team. It has proven itself on different occasions capable of rolling out the programme's key activities and solving major issues that might arise while upholding the quality standards of the programme.

In Ghana and Côte d'Ivoire, the Fairtrade Africa Implementation Team has had a high level of success in achieving the targets it has set out for itself:

- By comparing the targeted number of trainings and the number of training sessions actually given, the Implementation Team has achieved more than 90 percent of its target goals.
- These did not only prove the effectiveness of the team with regard to delivering training but also showcased their commitment and willingness to spread the knowledge and outreach of the programme. The feedback we have received from SPOs regarding their interactions with the Implementation Team further confirms the team's commitment level.

After examining the interactions and the relationship between SPOs and the Implementation Team, we are in a position to say that the team has been effective in delivering key WACP messages:

- SPOs have a strong feeling of confidence in the FTA team. As mentioned earlier, they are extremely satisfied with the level of commitment and interactions they have with the team.
- This close relationship with the SPOs was made possible by two key factors: (1) active communication and (2) understanding SPOs goals and objectives. According to SPOs, FTA really understands their goals and objectives. FTA is always working hand in hand with the SPOs to help address concerns and issues. FTA also helps the SPOs attain their set goals and objectives. Prior to WACP, SPOs

reported they felt neglected by Fairtrade and left to their own devices without any support or direction. However, with the WACP, SPOs and their members feel very close to Fairtrade and their support has been tremendous.

- The Implementation Team is fully engaged with the SPOs. They identify and document their needs and their requests (whether technical or regarding the logistics of the training) and include these requests in future material. The team is able to quickly and conveniently communicate through a variety of media (email, phone calls and newsletters).
- SPOs can sense the team's level of dedication through the constant/instant follow-up, the team's physical proximity and closeness, and all the additional support they have been receiving (such as general advice, help with audit preparation, monitoring and supervision). SPOs interviewed reported that when there is a revision of the Fairtrade Standards, the FTA team organizes training to teach SPOs the new revisions. The SPOs are then able to train their members effectively through the Training of Trainers (ToT) approach. Also, FTA has been constantly offering help to SPOs resolves non-conformity issues with regard to the Fairtrade Standards or audits. The team has been portrayed as responsible, knowledgeable and proactive in the delivery of their training material, sometimes even rising above the call of duty to support SPOs. This was proved during the recent COVID-19 pandemic. The Implementation Team was always available and ready to help despite the restrictions. SPOs reported that FTA provided financial support to SPOs in Ghana to enable them to purchase PPE for all their members.

Nevertheless, our analysis shows that improvements can still be made and SPOs have raised concerns in three key areas:

- Physical presence of the FTA team;
- Delivery and management of selected trainings;
- FTA's role in developing relations with external stakeholders.

In terms of the physical presence of the FTA team:

- Limited on-the-ground support. Although the majority of the SPOs are content with the amount of time the FTA team has spent on the ground, some believe they could benefit from them being there more often. Increased presence and more FTA field staff would increase motivation and ensure training is more focused and better understood.

In terms of delivery and management of selected trainings:

- Monitoring and evaluation systems. Some SPOs have suggested additional measures be taken with regard to the delivery of training. Mainly, they would like to have a monitoring system in place to track and evaluate the

implementation aspect of the training.

- Capacity over-stretching. Some SPOs say the FTA team seems to be understaffed and overwhelmed and could benefit from additional capacity.

FTA's role in developing relations with external stakeholders:

- Limited exposure of SPOs to external stakeholders and market access. The greatest weakness the SPOs want to see tackled is the team's ability to enhance their exposure to external stakeholders and secure greater access to the market. As mentioned before, a major issue SPOs and farmers face is the plateau in the number of buyers they have reached.






Key Categories	What Is Being Done	Expected Benefits
FTA's role in developing relations with external stakeholders	<p>SPOs are asking the Implementation Team to:</p> <ol style="list-style-type: none"> Provide more assistance with market research by increasing contact between SPOs and chocolate customers at major cocoa events. Communicate more projects carried out with Fairtrade Premiums. Carry out more advocacy, lobbying and awareness-raising to increase the volume of sales to partners. 	SPOs to benefit from increased buyer quotas of Fairtrade certified cocoa

8. NFOS' UNDERSTANDING OF WACP

After analysing and mapping the results of both our primary and secondary data on the subject, we can say that the NFOs have a strong understanding of the WACP, its purpose, objectives, activities and outcomes. This has been made possible mainly due to the fruitful relationship that exists among the SPOs, NFOs and FTA.

NFOs agree, though, that the WACP has not yet accomplished its intermediate and long-term goals but has led to SPOs becoming more professional.

The table below summarizes the status of the dimensions we have used to evaluate this area.

<i>Dimensions Assessed</i>	<i>Evaluation Result</i>
NFOs' understanding of WACP	
WACP's achievement of targets set	
Level of information shared by NFOs with customers and their satisfaction with that information	
Communication channels between NFOs and SPOs	
Level of engagement and customer satisfaction with information	

NFOs have a high level of understanding of WACP purpose, objectives, activities and outcomes. NFOs interviewed indicated that they provide market partners with information explaining the benefits of Fairtrade and how SPOs are using the Premium to develop their organizations. NFOs noted that brands and retailers are supplied with the necessary information required to buy Fairtrade cocoa.

According to NFOs interviewed, the WACP has not achieved its set objective in relation to the intermediate and long-term impacts. In their view, not all the SPOs may be resilient enough and there is still a need to provide some level of support. However, there has been much progress in terms of SPO strengthening. Although some SPOs with Fairtrade certification are better than others, there are still improvements to be made in terms of poverty alleviation, child protection and deforestation. NFOs reported that SPOs are responsive to their members' need and are satisfied with their members' strategies. For instance, NFOs are aware that FTA supports the SPOs in organizing Annual General Meetings (AGMs) that give members the opportunity to express their views and needs. Running a participatory and inclusive general assembly could be a challenge for an organization so the support FTA gives in this regard is very useful but the WACP still has some sizable topics to address. SPOs are not yet able to achieve the desired outcomes in some areas, such as getting close to living incomes and tackling traditional norms.

In terms of the level of information shared by NFOs with customers and their satisfaction with that information, NFOs have reported that they engage consumer brands and retailers via remote reporting (emails). Updates and information are sent via specific reports in the relevant supply chain, follow-ups are made through phone calls and in-person meetings where necessary. NFOs reported that they have created campaigns

to raise awareness of the needs of producers in developing countries, convince people of the good reasons to buy Fairtrade products and to persuade policymakers to change the fundamentally unfair trade system. In 2019, video stories on WACP were covered by some selected SPOs to show the success and achievements of WACP.

Compared to other certification schemes, the greatest challenge for consumer brands and retailers is the fact that Fairtrade certified cocoa is very expensive to buy. In addition, despite the level of investment in Fairtrade by consumer brands and retailers there are still issues with child and forced labour prevention, deforestation and poverty in West Africa. These issues have not been resolved and thus reduce the trust in the Fairtrade system.

NFOs do not communicate with SPOs directly; they normally communicate with them through FTA. NFOs assist SPOs by trying to convince more people to buy Fairtrade so that the SPOs can increase their Fairtrade supply volumes. However, NFOs reported delays in FTA's response time to emails. This may be caused by the fact that a majority of the FTA Implementation Team is in the field organizing trainings for the SPOs.

The FTA Implementation Team was outstanding in all respects at farm and SPO level, according to the NFOs interviewed. In terms of information, FTA has been constantly providing updates on WACP activities through their quarterly reports - sometimes including some specific reports regarding SPO performances. NFOs reported that the communication is satisfactory, and the reports are quite regular and detailed. However, the NFOs are unable to share either the WACP quarterly reports or the MEL annual reports directly with consumer brands and partners because they are lengthy and detailed. The recommendation is for a summarized version or a common reporting template to be developed and agreed upon by all NFOs.

9. ROLES OF KEY STAKEHOLDERS

SPOs enjoy strong relationships with their key stakeholders due to their participation in the WACP programme. However, SPOs and NFOs face some limitations in their interaction with key stakeholders.

SPO stakeholders play a critical role in the inner workings of the certified cocoa trade. The major stakeholders that SPOs deal with are FTA, the NFOs, farmers, exporters, chocolatiers, governmental agencies and other SPOs. The vast majority of the SPOs we interviewed said they are enjoying the added value that comes from better interactions with stakeholders.

In terms of relationships with farmers, all of the SPOs have witnessed growth in individual membership. However, this is not all positive as it creates an oversupply of Fairtrade certified cocoa in the supply chain. Notwithstanding, there is a high level of satisfaction with the training delivered by FTA and high trust levels among SPO members. Farmers believe that they are much more involved in the decision-making process since their formal inclusion in the SPOs. This is believed to have enhanced SPOs general performance as farmers have revealed hidden issues that management were not aware of. Members' concerns are being dealt with effectively thanks to the governance systems which have been put in place. As we mentioned earlier, SPOs have

stronger relationships with their buyers and exporters since they have joined the WACP.

Overall, SPOs are enjoying better interactions with other players and stakeholders due to their adherence to WACP requirements. SPOs have been able to build strong relationships with a number of stakeholders, including governmental and non-governmental agencies as well as buyers and exporters. This has given them access to capacity building, financial services and markets for their cocoa. For the most part, these relationships are positive, but SPOs could be more empowered to negotiate their terms of trade with buyers.

The SPOs would like FTA to support them more in their dealings with other stakeholders – mainly chocolatiers – in order to facilitate projects. Grassroots SPOs should be active in seeking markets under the umbrella of Fairtrade. Chocolatiers have to sign contracts directly with the grassroots SPOs that produce the cocoa and not with the exporters.

The evaluation assessed three key stakeholders in the WACP (NFOs, FTA and Fairtrade International) and compared their expected vs reported roles as described below:

9.1. NFOs

Expected Role	<ul style="list-style-type: none"> A National Fairtrade Organization is a full member of Fairtrade International and is responsible for licensing, marketing, business development and raising awareness in a defined geographic area.
Reported Role	<ul style="list-style-type: none"> NFOs are members of Fairtrade. Their mandate is to promote Fairtrade in their respective countries, work with companies that want to buy Fairtrade certified cocoa from origin (either from Ghana or Côte d'Ivoire), facilitate dialogue and cooperation between supply chain partners (manufacturers or traders in Germany and SPOs in Ghana or Côte d'Ivoire). For cocoa, in particular, NFOs facilitate supply chain contacts with Fairtrade certified supply chain actors. They also inform consumer brands and retailers in the cocoa business about Fairtrade and its Standards, programmes, objectives and impacts.
Assessment	<ul style="list-style-type: none"> According to some NFOs interviewed, there is a perception that they are not doing enough to meet their targets in actual terms: NFO not always communicating enough about the impacts of the WACP and not engaging new business enough in the WACP. There are challenges communicating with market partners (supermarkets, chocolate manufacturers) about how FTA through the WACP programme is tackling or dealing with child labour, deforestation, human rights in the cocoa supply chain and living incomes for farmers. There are challenges communicating with market partners (supermarkets, chocolate manufacturers) about how FTA through the WACP programme is tackling or dealing with child labour, deforestation, human rights in the cocoa supply chain and living incomes for farmers. The challenges faced are mostly to do with the reporting. The NFOs heavily rely on the WACP reports to engage the market

9.2. FTA

Expected Role	<ul style="list-style-type: none"> Fairtrade Africa is the independent, non-profit umbrella organization representing all Fairtrade certified producers in Africa. Fairtrade Africa is owned by its members who are African producer organizations certified against international Fairtrade Standards and producing traditional export commodities such as coffee, cocoa, tea, cotton, bananas, mangoes and non-traditional commodities, including shea butter and rooibos tea.
Reported Role	<ul style="list-style-type: none"> FTA is seen as an organization with multiple roles, including ensuring certifications are up to date, providing access to Fairtrade markets and strengthening co-ops. FTA has been extremely supportive of SPOs who value the knowledge and experience of the FTA team enormously. The FTA team is always available to assist when the need arises. The FTA team's perspective and knowledge are extremely helpful and show that FTA is close to the farmers, aware of their challenges and has pragmatic and ambitious solutions to resolve these challenges.
Assessment	<ul style="list-style-type: none"> The SPOs are satisfied with the support received from the FTA team, especially the interaction with buyers on their behalf and the linkages created. FTA is seen by the NFOs as an organization with multiple roles, including ensuring certifications are up to date, providing access to Fairtrade markets and strengthening co-ops. FTA could make additional efforts to improve relationships between SPOs and partners. SPOs have reported that partners sometimes pull out of negotiations without giving any tangible reasons. SPOs interviewed also highlighted that, in terms of the FLOCERT audit, there is always a disagreement among the auditors with conflicting views on what is right or not. This gives buyers problems. Although certified cocoa sales have increased due to the WACP training, some SPOs believe that additional efforts could be made to enhance relationships with customers in order to further increase sales. The scarcity of Fairtrade markets is the only problem preventing SPOs from selling more of their produce on Fairtrade terms according to the SPOs. SPOs can only sell certain volumes to chocolatiers. This is significantly hindering sales and, ultimately, household incomes. There is more room for improvement in terms of measurable impact and market linkages. The FTA team has been effective in terms of communicating with commercial partners. The partners receive regular information on the training activities as well as the WACP annual reports. They are able to ask questions on what training was conducted. There is constant communication with FTA when it comes to organizing workshops with the producers. The communication process with the producer groups is seamless given FTA is always a partner in that process.

9.3. Fairtrade International

Expected Role	<ul style="list-style-type: none"> Fairtrade International is a global network working to share the benefits of trade more equally – through Standards, certification, development programmes, market access and advocacy. Fairtrade International owns the FAIRTRADE Mark, the world's most recognized ethical label, which is found on products certified according to Fairtrade's social, economic and environmental standards.
Reported Role	<ul style="list-style-type: none"> Fairtrade International is the secretariat of the movement. It acts as the guarantor of the label and the Fairtrade Standards. It provides the link between the producer countries and the countries that manage the market.
Assessment	<ul style="list-style-type: none"> The study found that there are many other actors working to support small-scale cocoa farmers around the world. However, Fairtrade has a long history of collaboration with other organizations which share their goal of supporting and strengthening small-scale farmers and their producer organizations. Fairtrade's role is to represent producer interests within the governance of Fairtrade; to provide direct services and support to certified producers; and to advocate for producer interests at national, regional and global level. Fairtrade SPOs automatically become members of the Fairtrade producer networks. Each network is responsible for representing certified producers' interests in key internal and external fora. Each network holds a seat on the Fairtrade International Board, ensuring balanced representation of producer and market interests.

10. COST EFFECTIVENESS OF THE WACP

WACP presents a good picture in terms of value for money. It has provided training and advisory support to more participants (the numbers have doubled since 2017) at a lower cost, thereby increasing cost effectiveness.

The evaluation reviewed the overall cost effectiveness of the WACP in order to design and test the value for money framework. The cost per person reached was estimated as the

total expenditure over the number of participants reached per training received.

The figure below shows the total expenditure corresponding to the participants reached from 2017-2019. The data shows that WACP has provided more training and advisory coaching to farmers (doubling the number of participants from 2017) at a lower cost, thereby increasing value for money.

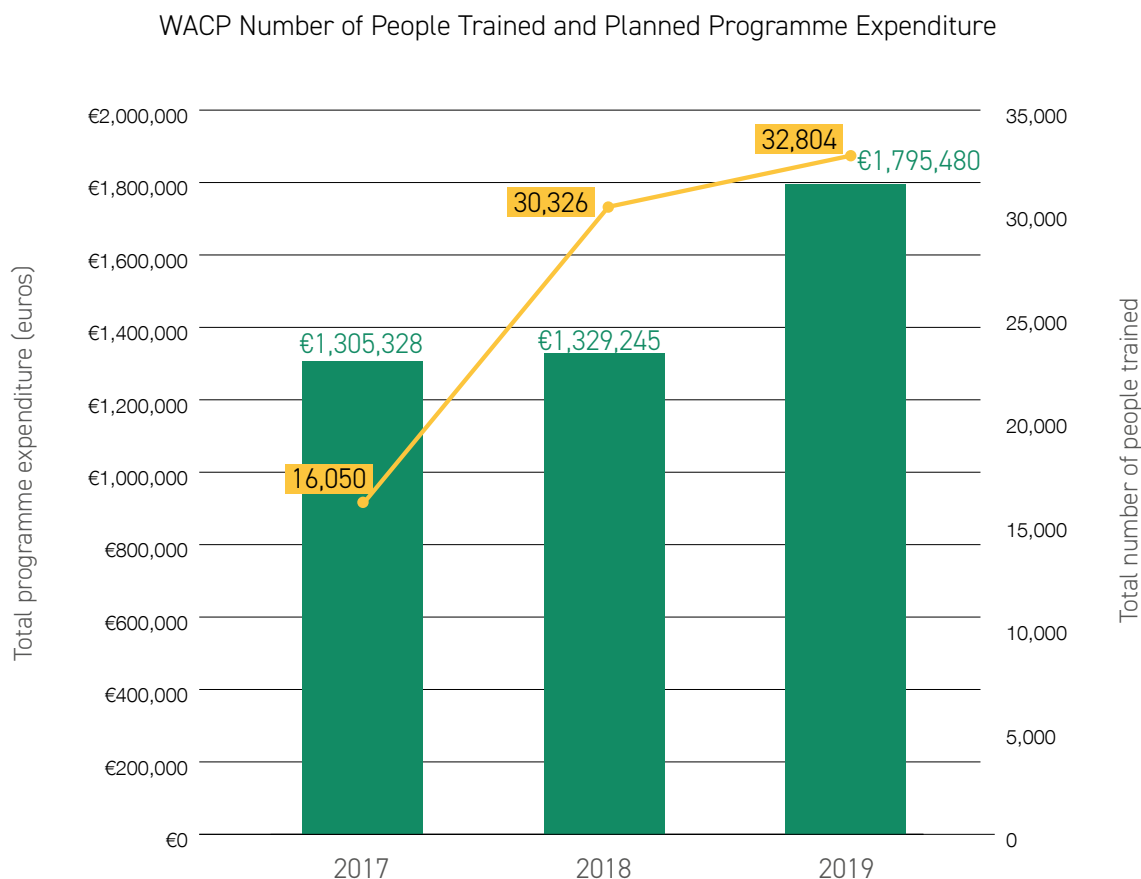


Figure 5 - Source: WACP Expenditure Report 2017-2019

Overall, more training has been delivered at a lower cost per participant, thereby increasing the cost effectiveness of WACP. However, this is not the only factor influencing value for money.

The implementation rate of the programme is fully in line with the planning. From our evaluation, the expenditure per year was, on average, €1.3 million. The lowest expenditure (€1 million) was in 2017, which was the first year of the WACP programme. The

expected expenditure for 2018 significantly increased, mainly due to an increase in the number of participants. The average cost of investment per participant for WACP has changed from €68.14 in 2017 to €43.83 in 2018 and €51.22 in 2019. This was attributed to the change to the Training of Trainers (ToT) approach in 2018, which lowering expenditure and reduced the cost-per-participant ratio as seen in the figure below:

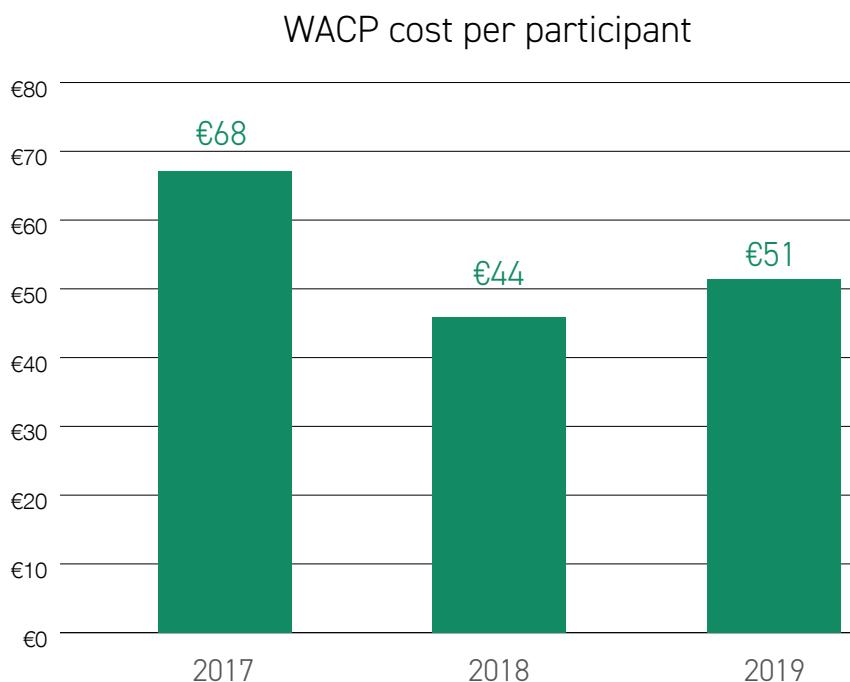


Figure 6 - Source: WACP Expenditure Report 2017-2019

From our findings, the WACP has been effective in terms of the projected expenditure compared to the actual budget. The table below shows that the WACP achieved an average of 83 percent in terms of budget cost effectiveness.

<i>WACP Year of Implementation</i>	<i>Projected Expenditure</i>	<i>Actual Expenditure</i>	<i>Alpha Ratio (Value for Money)</i>
2017	€1,385,446.00	€1,093,697.00	79%
2018	€1,706,845.00	€1,329,245.00	78%
2019	€1,795,481.00	€1,680,295.16	94%

CHAPTER 4: RECOMMENDATIONS

The following table outlines recommendations to address the challenges identified through this evaluation. Further detail on how to execute each recommendation, as well as the expected benefit(s) of each, is provided thereafter.

Recommendations: Summary Table

<i>Areas Assessed</i>	<i>Recommendations</i>
1. Progress towards outcomes, intermediate and long-term impacts	<ul style="list-style-type: none"> • Connect SPOs with chocolatiers to negotiate contracts directly and promote networking activities. • Support and encourage farmers to increase yields in a sustainable manner. • Encourage consumer brands and retailers to pay the Fairtrade Living Income Differential plus the Fairtrade Premium and higher farm gate price.
2. Relevance of activities	<ul style="list-style-type: none"> • Boost collaboration to develop robust remediation systems for child labour, deforestation and environmental issues.
3. Approach and context of main interventions	<ul style="list-style-type: none"> • Embed a gender and youth mainstreaming approach at all levels under WACP.
4. SPO stratification criteria	<ul style="list-style-type: none"> • Leverage SCOPE Insights to identify custom SPO training needs and graduation. • Alternatively, develop evaluation criteria similar to the SCOPE Insight
5. Effectiveness of WACP Implementation	<ul style="list-style-type: none"> • Bridge identified implementation challenges to even out WACP effectiveness across the intervention areas.
6. Changes to WACP Theory of Change/MEL KPIs	<ul style="list-style-type: none"> • Revamp the ToC, by including indicators for tracking the intermediate and long-term impacts. • Collect data around the achievement of these impacts and revisit the relevance of these long-term ToC goals in one - two years' time.
7. Effectiveness of FTA Implementation Team	<ul style="list-style-type: none"> • Fairtrade Africa (FTA) should look into other ways of enhancing the training by making it more practical, flexible and farmer-friendly and should continue to help SPOs stay conversant with current trends on trade pricing, Good Agricultural Practices and new market opportunities. • FTA should explore new and better ways of working with key cocoa stakeholders and focus on building country-level networks of producer organizations.
8. NFOs' understanding of WACP	<ul style="list-style-type: none"> • NFOs should intensify their advocacy and campaigning for change in the policies and practices of international trade.
9. Roles of key stakeholders	<ul style="list-style-type: none"> • WACP should provide key insights and statistics which show value for money.

1. PROGRESS TOWARDS OUTCOMES, INTERMEDIATE AND LONG-TERM IMPACTS

Fairtrade International and NFOs should focus on getting more consumer brands and retailers who source cocoa from SPOs in Ghana and Côte d'Ivoire to commit to paying the voluntary Fairtrade Living Income Reference Price.

<i>Action (What?)</i>	<i>Roadmap (How?)</i>	<i>Benefits</i>
Work to get more consumer brands and retailers paying the Fairtrade Living Income Reference Price and Premiums for SPOs.	<ul style="list-style-type: none"> • Conduct small-scale pilot projects using different approaches to guaranteeing a living income through SPOs to test assumptions and understand which project components can be most effective in Ghana and Côte d'Ivoire. • Show evidence of already implemented pilot projects on living incomes with small-scale producer organizations. • For example, NFOs through FTA can set up a commercial directory where FTA and NFOs can develop a market strategy to attract consumer retailers and brands. 	<ul style="list-style-type: none"> • These living income pilot projects will prove the model and validate the assumptions underlying the strategic framework. They are needed to scale-up implementation and significant improvement in living incomes of cocoa farmers.
Support and encourage farmers to increase yields in a sustainable manner.	<ul style="list-style-type: none"> • This would include crop diversification, proper use of agrochemicals and rejuvenation of old farms. 	<ul style="list-style-type: none"> • Reduce the gap between current income and living income (this measure alone will not be enough as possibly price will be too low).
Connect SPOs with chocolatiers to negotiate contracts directly and promote networking activities.	<ul style="list-style-type: none"> • Organize activities such as fora for direct exchange with chocolate manufacturers to conclude sales contracts without going through export intermediaries. 	<ul style="list-style-type: none"> • Provide SPOs with more direct market access.
Maintain Fairtrade Premiums and Minimum Price.	<ul style="list-style-type: none"> • Put measures in place to attract industry into sourcing Fairtrade cocoa through organizing cocoa trade fairs, marketing campaigns and advocacy on sustainable cocoa. 	<ul style="list-style-type: none"> • Increase trade and market sale of Fairtrade certified cocoa in the market.

2. RELEVANCE OF ACTIVITIES

For future activities, WACP should continue to work on SPO strengthening, making sure the basics are in place, and also lay more emphasis on child labour, deforestation and poverty issues.

<i>Action (What?)</i>	<i>Roadmap (How?)</i>	<i>Benefits</i>
Continue programme on SPO strengthening with emphasis on child labour, deforestation and income diversification.	<ul style="list-style-type: none"> Partner with government, civil society and other agencies in addressing child labour and deforestation issues. Create dialogue, consider organizing a forum with stakeholders such as regulators, implementers, local government, civil society on activities related to child labour and deforestation. Develop and train SPOs on income diversification projects. Implement Fairtrade Standards on Environment and Biodiversity progressively to avoid SPOs switching to UTZ certification. 	<ul style="list-style-type: none"> This will bring stakeholders together to fight child labour, deforestation and poverty issues.

3. APPROACH AND CONTENT OF MAIN INTERVENTIONS

Boost collaboration to develop robust remediation systems for child labour, deforestation and environmental issues and embed a gender and youth mainstreaming approach at all levels under WACP.

<i>Action (What?)</i>	<i>Roadmap (How?)</i>	<i>Benefits</i>
<p>Help develop an assessment of child labour systems for all SPOs similar to International Cocoa Initiative's child labour remediation system.</p> <p>Develop a similar system for deforestation and environmental issues.</p>	<ul style="list-style-type: none"> Partner with International Cocoa Initiative (ICI) on developing remediation systems for SPO child labour committees under WACP. Develop database systems for tracking households to help identify children who could be easily exploited in child labour situations. Conduct follow up or surveys to see what activities and life choices/ styles children are engaged in. 	<ul style="list-style-type: none"> Bring stakeholders together to fight child labour, deforestation and poverty issues. Develop more refined plans. Help SPOs make more tailor-made development plans which include a risk-based approach. Deeper insights. Data collected on this group of children will provide deeper insights into the level of child labour in the cocoa communities, which will help inform actions the programme can take to address this issue. Deterrent effect. Such databases and follow-up activities and interviews in themselves may deter parents from engaging their children in prohibited labour activities.

<i>Action (What?)</i>	<i>Roadmap (How?)</i>	<i>Benefits</i>
<p>Develop an explicit gender policy and procedures that support a more integrated approach.</p>	<ul style="list-style-type: none"> • WACP should consider demanding minimum conditions from SPOs for mainstreaming gender. There should be a dialogue with SPOs at the start of the partnership to state the degree of participation of women in interventions and to ensure gender sensitive budgeting. • WACP should scale up and implement credit and livelihood support projects such as Village Savings and Loans Association (VSLA) groups for women and create platforms in SPOs for women's participation. • WACP could hire an external consultant to conduct a detailed analysis around safeguards (preventative measures to mitigate gender-based risks) and inclusion (how participation and benefits from the programme are distributed according to gender). This analysis could address the following questions: <ol style="list-style-type: none"> a. What are the gender-based risks with regard to WACP's programmes (for example, are girls more likely to be exploited as labour than boys in the cocoa sector or vice versa)? b. How does participation differ by gender and does distribution of programme benefits differ as a result? c. What actions can be taken to mitigate gender-based risks and ensure that benefits of the programme are distributed evenly? • Update M&E frameworks so that they look at the programme outcomes and impacts by gender (not just counting the number of women participating in the SPOs, but examining discrepancies in income and the reasons behind any differences). • Commit to publishing a gender mainstreaming policy and plan and reporting on it on a yearly basis (for accountability purposes). • In line with WACP's goal of ensuring that at least 20 percent of those included in monitoring activities are women, WACP should publish its progress towards meeting these goals, at least for internal stakeholders, to ensure clarity and cohesion around this target. The target should also be regularly reviewed and revisited so that representation in monitoring activities accurately reflects the gender breakdown of the programme participants. 	<ul style="list-style-type: none"> • Help address traditional gender roles and expectations that are still entrenched. • Provide the required guidance for planning and implementing specific gender actives and gender mainstreaming across other interventions. • Ultimately encourage the more equitable distribution of benefits from the programme.

<i>Action (What?)</i>	<i>Roadmap (How?)</i>	<i>Benefits</i>
<p>Scale up the Côte d'Ivoire Women's School of Leadership programme to Ghana.</p>	<ul style="list-style-type: none"> WACP should create awareness, leadership capacity building and skills development on gender through their Women's School of Leadership programme in Ghana. In 2019, the Women's School Leadership programme reached over 34,000 farmer participants in Côte d'Ivoire with the expectation of reaching out to 260 SPOs in Côte d'Ivoire in 2020. A pilot programme could be implemented with selected women from WACP SPOs in Ghana to raise awareness of gender equality and support SPOs to integrate more women into decision-making positions. 	<ul style="list-style-type: none"> Help address traditional gender roles and expectations that are still entrenched. Help extend the benefits of the programme to more women.
<p>Develop an explicit youth policy and find ways of attracting the youth back to cocoa farms.</p>	<ul style="list-style-type: none"> In Ghana, the suggested approach would also focus on the set-up and development of Youth Councils/Wings, which would be part of the advisory practice to engage youth within the producer or SPO. These measures must demonstrate to young people how their lives and future could be transformed through participation in practical skills training. The programmes must develop means of identifying promising youth who can be trained, provided with special support to assume leadership roles. WACP, as part of their training programme, should include a cadre of young, professional farmers who can advise established farmers and provide technical services to them. The opportunity to provide pre-/post-harvest services in the cocoa sector might offer an additional source of income to young people who are unable to access land or who are in the process of establishing a cocoa farm and cannot yet fund their livelihoods through the sale of cocoa beans alone. WACP should work closely with community elders and chiefs to facilitate access to land, change perceptions of young people and challenge the notion that they are not interested in cocoa farming. More could be done by national actors, such as COCOBOD and CCC, to celebrate and raise awareness of the contributions young people are already making to cocoa farming. 	<ul style="list-style-type: none"> Engage youth in the SPO agenda, particularly in relation to strategic questions affecting the organizations and train those with high potential in order to have professional board members in the long-term.

4. SPO STRATIFICATION CRITERIA

Leverage SCOPE Insights to identify custom SPO training needs and graduation out of WACP.

Action (What?)	Roadmap (How?)	Benefits
<p>Make use of the SCOPE Insights Assessment to evaluate whether the SPOs should graduate out of the WACP or move to less intense trainings.</p> <p>Alternatively, develop evaluation criteria similar to the SCOPE Insights.</p>	<ul style="list-style-type: none"> WACP should leverage the Scope Insight Assessment to evaluate whether the SPOs should graduate out of the WACP or move to less intense training. The Scope Insights acts as an organizational and training needs assessment for the SPOs and the set criteria can be used to evaluate whether the SPOs have improved or achieved their required training needs. After receiving the recommended training based on the Scope Assessment result, SPOs should be re-evaluated using the same criteria. If the SPO score is higher than 3, that SPO should be able to graduate from the WACP. WACP could also develop other criteria for exiting, such as SPOs having successfully implemented their strategic business plans. 	<ul style="list-style-type: none"> Keeping know-how. Leveraging existing tools – knowledge already “in-house”. More refined assessment criteria. Creating similar in nature criteria, which are well-grounded in the individual needs of each SPO, and which help assess their training needs, progress and graduation readiness.

5. EFFECTIVENESS OF WACP IMPLEMENTATION

Fairtrade Africa should look into other ways of enhancing the training by making it more practical, flexible and farmer-friendly.

Action (What?)	Roadmap (How?)	Benefits
<p>Enhance training by making it more flexible and farmer-friendly.</p>	<ul style="list-style-type: none"> Bring training sites closer to the producers' homes. Increase the number of in-house trainers. Organize the training on taboo days (days of the week when the villagers do not go to the farms) or Sundays when most farmers would be available. Make use of more training ambassadors to effectively maintain and raise producer awareness. Provide further incentives such as higher stipends and fuel for motorbikes for training ambassadors. Provide more presence (FTA) during the implementation of the training courses in order to render them more useful. Our findings showed that FTA presence motivates farmers. Increased FTA presence also allows teams to monitor and raise awareness among producers and ensure training is put into practice. Render the training materials more visual and comprehensible to cater for a wide range of education levels. 	<ul style="list-style-type: none"> Facilitate and improve the roll-out process, training needs, progress and graduation readiness. Facilitate content grasping and overcome or minimize language and educational barriers.

<i>Action (What?)</i>	<i>Roadmap (How?)</i>	<i>Benefits</i>
Support SPOs to stay conversant with current trends on trade pricing, Good Agricultural Practices and new market opportunities	<ul style="list-style-type: none"> Support SPOs and other farmers in the SPO to take advantage of market opportunities, share best practices, and provide information on current Fairtrade prices. 	<ul style="list-style-type: none"> Maintain and raise producer awareness.
Explore better ways of working with the national governments in Ghana and Côte d'Ivoire.	<ul style="list-style-type: none"> WACP should invite regulators in Ghana and Côte d'Ivoire to hold future initiatives where they can clearly state their role in directly forming and leading partnerships with a view to achieving sustainable livelihoods for farmers. 	<ul style="list-style-type: none"> Improve awareness and understanding throughout the supply chain.
Focus on building country-level networks of producer organizations that can leverage support and policy change through joint action and share best practices .	<ul style="list-style-type: none"> WACP should develop strategies of organizational support which facilitate progress towards SPOs independence, including linking to government or development agencies for capacity building, agricultural extension services and access to credit; support innovative approaches which help SPO representatives to network and lobby within national and Fairtrade policy circles. 	<ul style="list-style-type: none"> Support organizational development and networking.

6. CHANGES TO WACP THEORY OF CHANGE/MEL KPIS

Revamp the Theory of Change and implement targeted actions to address the key intermediate and long-term challenges identified.

<i>Action (What?)</i>	<i>Roadmap (How?)</i>	<i>Benefits</i>
Develop further indicators for tracking the intermediate and long-term impacts.	<ul style="list-style-type: none"> Incorporate the following indicators: <ul style="list-style-type: none"> - Presence of sustained farming techniques (observation) - Percentage of farmers who report improved access to services (extension services, inputs, credit, etc.) - Change in capital received from financial institutions - Change in turnover (revenue) and profitability of other business enterprises 	<ul style="list-style-type: none"> Help validate the Theory of Change and corresponding WACP interventions. Help track long-term impacts of the WACP.
Revise the long-term impact of WACP to SPO strengthening and institutional development.	<ul style="list-style-type: none"> The WACP has already achieved the outcome goal of strengthening SPOs so WACP should continue training SPOs to be strong, viable and resilient in business. 	<ul style="list-style-type: none"> SPOs are the best entry point to agricultural growth and in this way will contribute to improved livelihoods for farmers.

<i>Action (What?)</i>	<i>Roadmap (How?)</i>	<i>Benefits</i>
Use alternative methods to collect metrics or key performance indicators.	<ul style="list-style-type: none"> Conduct an in-depth analysis of costs and benefits for a small sample of farmers and SPOs each year. In addition to the financial benefits, such a study could include the “softer” benefits of Fairtrade certification. 	<ul style="list-style-type: none"> Produce figures on volumes, costs and benefits.
Formalize more touch-points to collect qualitative data from participating farmers.	<ul style="list-style-type: none"> Conduct further, regular qualitative data collection with farmers participating in the programme to ensure their voices are included in the regular monitoring. 	<ul style="list-style-type: none"> Ensure further farmer buy-in in the programme. More - and more timely - qualitative data to understand how change is occurring to inform programme iteration.

7. EFFECTIVENESS OF FTA IMPLEMENTATION TEAM

Develop relations with external stakeholder to create market linkages for SPOs.

<i>Action (What?)</i>	<i>Roadmap (How?)</i>	<i>Benefits</i>
Develop relations with external stakeholders in terms of marketing	<ul style="list-style-type: none"> Communicate more projects carried out with Fairtrade Premiums. Promote more advocacy, lobbying and awareness-raising to increase the volume of sales to partners. Connect SPOs with chocolatiers to negotiate contracts directly. Organize activities such as fora for direct exchange with chocolate manufacturers to conclude sales contracts without going through export intermediaries. 	<ul style="list-style-type: none"> Existing buyers increase the quotas of Fairtrade certified cocoa they purchase from SPOs.

8. NFOS' UNDERSTANDING OF WACP

The WACP should focus on strengthening data and be more agile with digital information in terms of traceability and mapping of farmers and SPO procedures.

<i>Action (What?)</i>	<i>Roadmap (How?)</i>	<i>Benefits</i>
<p>Produce and share lean and targeted reporting data for NFOs to share with partners.</p> <p>Improve information gathering for real-time, ready-to-go data and insights at the appropriate time.</p>	<ul style="list-style-type: none"> Focus on just a few key insights and statistics which show value for money and can be shared with consumer brands and retailers without necessarily producing an extremely lengthy report. Develop and agree on a template to be used by NFOs for reporting to their consumer brands and retailers. Provide more assistance in market research by increasing contact between SPOs and chocolate customers at major cocoa events. 	<ul style="list-style-type: none"> Make reporting easier. Improve communication and transparency between key actors in the cocoa supply value chain. Support NFOs in sharing insights with their market partners.
<p>Continue building markets for Fairtrade cocoa for SPOs.</p>	<ul style="list-style-type: none"> Organize market trade fairs, create marketing campaigns, raise consumer awareness and engage with commercial partners. 	<ul style="list-style-type: none"> Increase market sales for SPOs.
<p>Tackle living incomes, prevent child labour and promote gender equality.</p>	<ul style="list-style-type: none"> Advocate and campaign for change in the policies and practices of international trade, including lobbying and campaigning for sustainable cocoa. Collaborative action with other civil society organizations and commercial partners in promoting living incomes, gender equality and prevention of child labour. 	<ul style="list-style-type: none"> Promote living incomes for farmers. Increase awareness of child labour prevention and gender equality.

9. ROLES OF KEY STAKEHOLDERS

WACP should provide key insights and statistics which show value for money about, for instance, child labour eradication, agroforestry programmes which help combat deforestation, the distribution and allocation of Fairtrade Premiums by the SPOs.

<i>Action (What?)</i>	<i>Roadmap (How?)</i>	<i>Benefits</i>
<p>Develop a Value for Money framework on achievements and successes.</p>	<ul style="list-style-type: none"> Key insights and statistics which show value for money about, for instance, child labour eradication, agroforestry programmes which help combat deforestation, the distribution and allocation of Fairtrade Premiums by the SPOs. 	<ul style="list-style-type: none"> Improve effectiveness and results of WACP. Build trust of industry, stakeholders and commercial partners in the brand and Fairtrade certification.

10. COST EFFECTIVENESS OF WACP

The WACP has done enough to demonstrate that it has been effective in terms of cost since the project expenditures are in accordance with approved work plans and budgets.

CHAPTER 5: CONCLUSIONS

Based on the analysis in previous chapters, the conclusions of the evaluation are as follows:

1. A consensus on the impacts of the West Africa Cocoa Programme (WACP) on cocoa producer income has not been reached as it is complicated to assess. A majority of SPOs reported that their members have diversified their sources of income aside from cocoa farming. However, there is not enough evidence to determine whether households have increased their financial incomes from farming and are making economic progress towards living incomes.

2. Overall, WACP has been successful in achieving part of its intermediate impact goals agenda. There have been some proven results in the higher overall Fairtrade sales volumes of SPOs in Ghana and Côte d'Ivoire – notably those under key licenses. According to the WACP MEL Report, in Côte d'Ivoire, the volume of Fairtrade cocoa sold increased by approximately 59 percent from 2017 to 2018. This was due to the increase in membership among SPOs which invariably increased the overall volumes produced.

3. The intermediate impact of sustained access to Fairtrade cocoa markets for SPOs received less attention. SPOs reported they would like the WACP to have a greater focus on gaining sustained access to Fairtrade markets. From our findings, it was clear that WACP made its greatest contribution in terms of professionalizing the SPOs, according to the producers, commercial partners and NFOs. There is a consensus that SPOs are now stronger, more effective and resilient as businesses and responsive to their members' needs.

4. SPOs and their members credit WACP with improvements to their business practices. In general, the SPOs we sampled believed that the training received under the WACP has empowered their members as well as their businesses. SPOs reported that members feel that their needs are addressed in a much better way, and that they are now more included in the decision-making process of the SPO. SPOs also reported feeling more confident, effective and resilient in carrying out the day-to-day activities. There were, however, some SPOs which acknowledged that such improvements did not derive exclusively from the WACP training as they are also receiving training from other organizations. However, SPOs still have some learning gaps which they would like to overcome, particularly the sales and distribution aspects of the business. The current trainings were deemed less impactful in these areas.

5. Overall, both the basic core certification (i.e., Standards training) and extended core certification (one-on-one for pre- or post-audit support) have greatly improved the knowledge and understanding of the Fairtrade Standards among producers/farmers and SPOs staff and this has manifested in decreasing non-conformities at audit time. Our findings showed that the WACP achieved, on average, 90 percent of the targeted outputs set between 2017 and 2019. As a result of all the training and guidance received, SPOs have a deeper understanding of the benefits of the Fairtrade Premium and its impact on members.

SPOs now have a more “member-centric” approach when it comes to implementing change and reforms, taking into consideration members' needs and including their input in the decision-making process. The elected Boards of Directors, which most SPOs have in their governance structure due to the various trainings received, ensure that their respective SPOs have a strategic vision and identified goals and objectives. With well-defined objectives, members are in line with the goals of the SPO, leading to more cooperation.

6. The WACP has an adequate, gradual and proactive approach to enhancing the knowledge and expertise of SPOs. The stratification criteria have proved to be very effective for FTA in delivering its training and increasing the impact the training content has on SPOs. By identifying different SPOs and grouping them according to their needs and weaknesses, the FTA develops specific and relevant training materials for each group. This mechanism ensures that SPOs receive the training they require without feeling overwhelmed by complex material they might not be ready for. This flexible and responsive approach ensures constant SPO improvement, a major goal the FTA has set for itself.

7. The Implementation Team has proven capable of rolling out the programme's key activities, solving major issues as they arise, all the while upholding the quality standards of the programme. In Ghana and Côte d'Ivoire, the Implementation Team has had a high level of success in achieving the targets it set for itself. For example, the Implementation Team has delivered more than 90 percent of the target number of trainings. This not only demonstrates the effectiveness of the team in delivering training but also showcases their commitment and their willingness to spreading the knowledge and outreach of the programme. The feedback received from SPOs regarding their interactions with the FTA Implementation Team further confirms the team's commitment level.

8. According to the NFOs, the biggest challenge for consumer brands and retailers relates to the fact that Fairtrade certified cocoa is very expensive in the market compared with other certification bodies. Consumer brands and retailers also believe that child labour, gender issues and deforestation are still happening at farmer level and this reduces the trust in Fairtrade certification and investment received from these partners.

- Part of Fairtrade's rationale for guaranteeing Fairtrade Premiums is so SPOs can choose to provide the support their communities need, such as building schools so children can receive a quality education. However, there is a need for partnership with government and other agencies to further combat child labour. The International Labour Organization (ILO) Convention Nos. 138 and 182 and the UN SDG Goal 4 outline the responsibility of countries to adopt legislation to prohibit employment of and work by children and also ensure that all people have access to quality education and lifelong learning opportunities. Bringing together regulators, industry players, local government and civil society to address

these issues in a holistic way is key. A majority of regulators, industry players, local governments, civil society, sustainability programmes and agencies are all implementing different interventions to curb this practice. According to the National Opinion Research Centre (NORC) 2020 report, it is estimated that more than 1.48 million children are engaged in hazardous child labour in Ghana and Côte d'Ivoire. Fairtrade estimates that this number is likely to be higher.

- Regarding the issue of deforestation, Fairtrade's WACP programme must put measures in place so their members and partners do not source from SPOs in protected forest areas. For instance, the World Cocoa Foundation's Cocoa & Forests Initiative (CFI) is an active commitment by top cocoa-producing countries with leading chocolate and cocoa companies to end deforestation and restore forest areas. They are

against any further conversion of forest land for cocoa production. About 35 commercial partners, consumer brands and retailers have already signed on to the initiative and have committed to work together, in a pre-competitive way, to end deforestation and forest degradation in the cocoa supply chain, with an initial focus on Ghana and Côte d'Ivoire.

9. Fairtrade WACP needs to go beyond the strengthening of SPOs and certification of cocoa, an example being the production of other subsistence and cash crops needed to enjoy sustainable and diversified livelihoods. Fairtrade has already piloted some agroforestry systems in partnership with ITC's Alliance for Action on the Sankofa project which is implemented with Kuapa Kokoo in Ghana. The promotion of intercropping agroforestry systems as part of certification could benefit many cocoa farmers but the type of agroforest, the payback period and benefits should be prioritized.

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