



# BECOMES PHASE II EVALUATION (AND COMPARISONS WITH PHASE I)

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## Acronyms

ARoB	Autonomous Region of Bougainville
BECOMES	Bougainville Cocoa Families Support Project
BP	Bougainville Partnership
CSF	Commodity Support Facility
FBMT	Family Business Management Training
FG	Farmer Group
FGD	Focus group discussion
FMM	Family Money Management
IPDM	Integrated Pest and Disease Management
MFF	Model farming families
OST	Organisational Strengthening Training
TOC	Theory of change
WYE	Women and Youth Enterprises

## Introduction

Phase I of The Bougainville Cocoa Families Support Project (BECOMES) commenced in Aug 2016 with the funding support of Government of Australia and the Government of New Zealand under the Commodity Support Facility (CSF). Phase II of the project began in April 2020 and ends in June 2022. Phase I of the project was implemented over a period of three years and eight months - more than a year longer than Phase II which will have been implementing for two years and three months by the end of June 2022.

This end of project evaluation provides a summarized assessment of the performance of BECOMES Phase II with some comparisons with Phase I. It draws upon project reports through Phase I and Phase II, a Phase I mid-term review, and Phase I evaluation, Phase II team and stakeholder reflection workshop reports, a recent Phase II beneficiaries survey and report, and recent interviews and discussions with the project team.

The Evaluation highlights successes, as well as challenges affecting BECOMES Project outcomes between Phase I and II. It seeks to answer the questions:

1. *What has BECOMES achieved?*
2. *Where did it fall short?*
3. *How could the redesign improve Project results?*

## What has BECOMES achieved? Where did it fall short?

### Summary of outcome achievement Phase I and Phase II

**The goal of the project** (through both Phase I and Phase II) has been: *to improve the economic and social wellbeing of younger and older women and men in cocoa farming families in the Autonomous Region of Bougainville.*

The objectives and intended end of project outcomes of Phase I and Phase II are listed below. Phase II of the project had one less objective than Phase I. There is a substantive difference in the language used for the first objective listed below from Phase I to Phase II - shifting from “smallholder families” in Phase I to “farmer groups” in Phase II. There isn’t a concomitant change in approach for achieving this higher-level change at formal farmer group level.

<p><b>Phase I target sites:</b> Between August 2016 and March 2020, BECOMES Phase I worked with three existing collectives in Tinputz district (Northern Region) and helped establish five new collectives in Wakunai district (Central Region). Total of 931 farmers (507 male, 424 female) = roughly 465 households</p>		<p><b>Phase II target sites:</b> Between April 2020 and June 2022, BECOMES Phase II worked with eight cocoa growing “Farmer Groups<sup>1</sup>”, selected by the Bougainville Partnership, seven of which had previously received Commodity Support Facility Grants. The <b>eight groups were distributed across four districts (Buka, Kunua, Tinputz, Wakunai)</b> in the Northern and Central Regions of the Autonomous Region of Bougainville. Total of 741 farmers (380 male, 361 female) = roughly 370 households</p>	
Phase I Objectives	Achievement (from Phase I Evaluation)	Phase II Objectives	Achievement <sup>2</sup>
<p><b>Smallholder families</b> demonstrate increased cooperation and collective action to improve production efficiency as well as enable marketing opportunities</p>	<p><i>Smallholder families have the necessary skills to undertake collective action</i> <i>Women and youth entrepreneurs have increased their capacity and understanding of enterprise development and management</i></p>	<p><b>Farmer groups<sup>3</sup></b> are demonstrating increased cooperation and collective action to increase production efficiency.</p>	<p><i>At cluster level informal “farmer groups” are demonstrating increased cooperation and collective action. There have been increases in production and income (anecdotal) amongst member families, but not through formal cooperatives/farmer groups.</i></p>

<sup>1</sup> West Coast Tonsu (Buka), Bougainville Cocoa Net/BCN (Tinputz), Tais Development Initiative (Wakunai), Teonena (Tinputz), Q-Bora (Tinputz), Qeerie (Kunua), Tistsil Cocoa Alert Business Group (Buka), CTCL (Buka)

<sup>2</sup> Quantitative data is largely unavailable.

<sup>3</sup> Cocoa farmers who have come together to form a registered business group or co-operative, or a more informal group based on cocoa-related activities.

<p><b>Smallholder families</b> have improved social and technical capacities to manage their cocoa farming</p>	<p><i>Cocoa block management knowledge and skills have improved in smallholder families: There is a high adoption rate of project-promoted agricultural practices by smallholder families</i></p> <p><i>The quality and quantity of cocoa production has improved for smallholder families</i></p> <p><i>Smallholder families have increased their household income from cocoa production</i></p> <p><i>Introduction of inclusive tools has increased the engagement of women cocoa farmers</i></p> <p><i>Decision-making on income and household expenditure is gradually being shared equitably within smallholder families</i></p> <p><i>Household labour is more equitably shared within smallholder families</i></p>	<p><b>Farming families and groups</b> have improved social and technical capacities to manage their cocoa farming.</p>	<p><i>Farming family/smallholders and clusters have improved technical and social capacities to manage their cocoa farming.</i></p> <p><i>There has been little change in the technical or social capacities of each of the formal Farmer Groups or cooperatives to support or increase cocoa farming production by the membership.</i></p>
<p><b>Cocoa industry</b> stakeholders demonstrate increased capacity to address the specific needs of smallholder cocoa farming families</p>	<p><i>Key stakeholders are not yet engaging more meaningfully with smallholder cocoa families</i></p> <p><i>Key stakeholders in the ARB cocoa industry do not yet have more gender equitable and inclusive policies, practices and programs</i></p>	<p>-</p>	<p>-</p>
<p><b>Phase I End of Project Outcomes</b></p>		<p><b>Phase II End of Project Outcomes</b></p>	
<p><b>Smallholder families</b> have increased skills to undertake collective action</p>	<p><i>Smallholder families gained the necessary skills to undertake collective action, particularly at cluster level, but also at “collective” levels (umbrella farmer groups supported or established through the project).</i></p>	<p><b>Cocoa farmer groups</b> increase production efficiency and improve market opportunities for member farming families.</p>	<p><i>Some clusters (effectively semi-formal “farmer groups”) are demonstrating cooperation and collective action. Some clusters: have elected leaders or executives and some MFFs effectively act as the cluster leaders; organise shared cocoa-work days; and organise cocoa farming labour to cluster members at a small cost.</i></p>

	<p><i>Collectives (Farmer Groups) often had gender balanced executive committees. Despite this, women reported that they did not yet: a) actively participate in collective decision-making process; b) feel confident to raise issues beyond their immediate family; and c) if they did feel confident to do so, they do not know how or what the response from other members would be.</i></p>	<p><i>Model Farming Families manage cocoa demonstration blocks in each cluster and commonly provide technical advice to peer farming families within the cluster.</i></p> <p><i>Farming families commonly report increases in production and consequent increases in household income. Within farming families men and women report increased cooperation and activity in cocoa farming.</i></p> <p><i>Farming families (Farmer Group members) have not seen increased support or improved operation by the formal cooperatives/farmer groups to which they nominally belong.</i></p> <p><i>Limited anecdotal evidence for Farmer Group/cooperative production or income changes (i.e. more product being bought and sold by the FG or of FGs improving market opportunities)</i></p> <p><i>Lack of evidence of new markets being accessed by Farmer Groups as a result of project activities.</i></p> <p><i>Two Farmer Groups are women-led (Bougainville Cocoa Net and West Coast Tonsu Cocoa Farmers). There were small increases of women leaders in some groups, but they were not actively involved in decision making.</i></p> <p><i>At cluster level, informal leadership is often provided by the MFF husband and wife teams, and this is bolstered by activities that have fostered more equitable decision making</i></p>
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			<i>between husbands and wives among cluster farming families.</i>
Women and youth cocoa farmers have increased entrepreneurial capacity	<i>Women and youth entrepreneurs increased their capacity and understanding of enterprise development and management: By project-end 127 entrepreneurs had received business skills training (64 women; 63 men). 54 of these were youth entrepreneurs. Ten small business enterprises were established in: the sale of agro-inputs such as fertilizers and pesticides; cocoa bean packaging such jute bags for dry bean storage; and poultry farming for the sale of eggs, meat and manure. These enterprises, although youth-led operated as social enterprises benefitting an informal collective of cocoa farmers. As of June 2022, three of these enterprise groups were still operating: a women's enterprise (fermentary) in Teop, Tinputz District; women selling jute bags in Rearavi, Wakunai District; and women raising pigs (having graduated from selling jute bags first) in Togarau, Wakunai District.</i>	Women and youth entrepreneurs, within the cocoa cooperatives, have well established enterprises	<i>109 (59 women, 50 men) were trained. From the eight Farmer Group areas two enterprises are still functioning.</i>  <i>WYE training focused on establishing and working with women and youth enterprise groups to identify business opportunities and unmet needs in their communities along the cocoa value chain and creating a budget.</i>  <i>Similar challenges as Phase 1 with the added difficulty of establishing within "existing" farmer group membership areas rather than evolving in concert with the development of new collectives.</i>
Smallholder families have improved cocoa farming practices	<i>Cocoa block management knowledge and skills have improved in smallholder families. There is a high adoption rate of project-promoted agricultural practices by smallholder families</i> <i>The quality and quantity of cocoa production has improved for smallholder families</i>	Smallholder cocoa farming families have more income	<i>Qualitative data from farming families commonly show that yield, income, and quality has increased, and that these results reflect improved cocoa block management (five best practices for integrated pest and disease management) and greater shared decision making and labour between husbands and wives.</i>



	<p><i>Smallholder families have increased their household income from cocoa production</i></p> <p><i>Introduction of inclusive tools has increased the engagement of women cocoa farmers</i></p>		<p><i>Women-only technical training, and access to “women friendly” (inclusive) tools for cocoa management has resulted in more women undertaking more cocoa management activities, contributing further to improved production by farming families.</i></p>
<p>Household labour and decision-making is shared more equitably in smallholder families</p>	<p><i>There is an increase of 20 percent of men and women for whom household tasks are shared more equitably.</i></p> <p><i>There is an increase in 20% of target households that report women’s increased involvement in decision making functions related to cocoa farming</i></p> <p><i>Decision-making on income and household expenditure is gradually being shared equitably within smallholder families</i></p> <p><i>Household labour is more equitably shared within smallholder families</i></p>	<p>Younger and older men and women in smallholder cocoa farming families share labour and decision-making more equitably.</p>	<p><i>Qualitative data does not capture differences between younger and older men and women. Qualitative data consistently indicates more equitable decision making within farming families - customarily female household tasks are sometimes being undertaken by men and husbands and wives report greater shared decision making over income use. Similarly, women and men report increased involvement of women in cocoa decision making (reflecting increased cocoa farming skills).</i></p> <p><i>Following FBMT and financial linkages some couples and some individuals (including women, encouraged by their husbands) have opened savings accounts for the first time.</i></p>
<p>NA</p>		<p>Smallholder Cocoa Farming Families have enhanced health and well-being</p>	<p><i>Nutrition activities were conducted in targeted Farmer Group areas (Teonena, BCN, Qeerie) with cocoa farming families and others who were interested. 208 people participated (111 women, and 97 men).</i></p> <p><i>Three demonstration plots were cultivated in each of the targeted Farmer Group areas.</i></p> <p><i>Some participants (figures unavailable) are growing more diverse food crops in backyard</i></p>

		<p><i>gardens (vegetable gardens located near home) – reducing the time burden of accessing food gardens that are often more distantly located.</i></p> <p><i>Data on whether or how many participant families have increased the diversity and quantity of healthy food produced and consumed is unavailable. Data to measure any consequent reductions of moderate or severe acute malnutrition in children is also unavailable.</i></p>
<p>Key stakeholders engage more meaningfully with smallholder cocoa farming families</p>	<p><i>Key stakeholders were not yet engaging more meaningfully with smallholder cocoa families: BECOMES established strong formal and informal relationships with a range of stakeholders but this had not yet translated into more meaningful engagement with smallholder cocoa families or women cocoa farmers due to limited human and financial resources within government departments. The project was unable to build on and integrate gender-inclusive strategies and approaches into existing DPI activities, as DPI and other government agencies are limited by a lack of capacity and human and financial resources.</i></p>	<p>NA</p>
<p>Key stakeholders in the ARB cocoa industry have more gender equitable and inclusive policies, practices and programs</p>	<p><i>Key stakeholders in the ARoB cocoa industry do not yet have more gender equitable and inclusive policies, practices and programs: the coordination of the cocoa industry is fragmented and decentralized and most of the local cocoa industry stakeholders are</i></p>	<p>NA</p>

	<p><i>limited in their capacity, as well as their motivation, to incorporate gender inclusive approaches into their work, as they currently have other priorities.</i></p>	
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### Monitoring and evaluation

The Phase II monitoring, evaluation and learning framework (MELF) set out monitoring questions and various quantitative and qualitative indicators at output, intermediate outcome and end-of project outcome levels. The table above reflects the paucity of quantitative data to complement qualitative data, as well as some gaps in qualitative information.

Challenges for the project in Phase II have included the turn-over of monitoring and evaluation personnel and loss of information, centralising of program quality control to CARE headquarters in Goroka (Eastern Highlands Province), and the added difficulties of compressed implementation with consequent reduced time and opportunity for monitoring.

The project collected some baseline data and information on the Farmer Groups and cocoa production of members cocoa farmers. There are limitations to that data and its connection to the MELF. Endline tools also did not collect information to measure change against the MELF indicators, or information was too patchy for meaningful analysis. The BECOMES progress reporting templates for BP report on progress in completing planned activities and target numbers of participants, but on the whole do not capture progress or changes against the MELF monitoring questions and indicators at output or outcome levels.

Project personnel (not just for BECOMES, but more generally too) understandably focus upon organising and completing planned activities. Sometimes this focus can lose sight of the purpose of those activities – the changes that are expected to result. When personnel have a strong understanding of the purpose (outcomes) they are better able to identify ways to adapt and improve activities to achieve those outcomes, and better placed to carry out meaningful monitoring. Phase III could benefit if the project team can be trained to understand and engage with the project’s “theory of change” (particularly the focus upon increased gender equity as a virtuous cycle) and the outputs and outcomes that the project is aiming for – and how their activities are intended to contribute towards those outputs and outcomes. Personnel could also be trained to use relevant monitoring tools and reporting templates that: 1. are participatory learning tools for project personnel *and* project participants (i.e. constructive learning over extractive learning - participatory); 2. can be used along-side or following other planned activities to reduce the need for additional trips, and 3. more directly correlate with the output and outcome indicators in the MELF. This would likely need to be supported by a monitoring and evaluation officer within the BECOMES team to ensure information is collated and analysed to track overall progress against the MELF, identify gaps, and to identify opportunities for adaptations to improve implementation.

## Implementation challenges

BECOMES has operated on an average annual budget of around AUD 900,000. Bigger implementation challenges have occurred under Phase II with the (externally selected) Farmer Groups. Phase II had a wider geographic spread, shorter period for implementation of essentially the same activities and same number of groups as Phase I, and the added burden of Covid 19 (adding fear and grief among staff and project beneficiaries, affected staffing retention and recruitment, ability to travel, and restricting group gathering sizes). Phase II also lacked an industry strengthening objective (a gap that wasn't filled by independent Bougainville Partnership activity see later); there was a consequent gap in complementary activities to strengthen policies and practices of suppliers, extension providers and buyers in the cocoa value chain either side of the smallholder cocoa producers (and Farmer Groups).

	<b>Phase I</b>	<b>Phase II</b>
<b>Implementation period</b>	Three years and eight months	Two years and three months
<b>Number of farmer groups</b>	Eight: Three pre-existing farmer groups and five new collectives.	Eight: All nominally pre-existing "Farmer Groups". Seven were CSF grant recipients.
<b>Farmer group or site selection</b>	Sites selected by CARE. Some sites in Tinputz were places CARE had worked previously and had established contacts.	Farmer Groups selected by the Bougainville Partnership. Seven of the eight groups were CSF grant recipients. Most were farmer groups or cooperatives in name only. Most did not possess cooperative or collective structures or capacities, nor clear connections between executive and "members".
<b>Geographic spread (Districts)</b>	Two districts: Tinputz (Jan 2016-June 2018) Wakunai (July 2018- March 2020)  Clusters geographically concentrated within farmer group/collective areas	Four districts: Tinputz Wakunai Buka Kunua  Some clusters geographically dispersed within farmer group/collective areas  Two of the Farmer Groups were particularly remote as well as lacking mobile network coverage (Qeerie Economic Unit in Kunua District, and West Coast Tonsu in Buka District)
<b>Project team size and composition (positions)</b>	Nine positions in the first half of Phase I:  Project manager Project coordinator M & E officer (dedicated to BECOMES) Cooperative advisor	Eight to nine positions Start of the BECOMES Phase II:  (no Project Manager) Project Coordinator x1 Senior Training Officers x3 Organisational Development Officer x1

	<p>Training coordinator Field coordinator Field officers x3</p> <p>There was staff attrition after the Mid Term Review (June 2018). The Project Manager, monitoring and evaluation officer and cooperative advisor left between July and November 2018. Designations of the existing staff were changed as per new CARE HR Policy. Field Coordinator and Field Officer designations were changed to Training Coordinator and Training Officer (entry level) respectively. A monitoring and evaluation officer was hired after few months. The officer was unable to maintain the database and left after about one year. One additional training officer (entry level) was hired for the second half of Phase I.</p> <p>Field teams were based in the two districts</p>	<p>Training officers x3</p> <p>BECOMES subsequently recruited another Training Officer (Entry Level). And another entry level Training Officer was hired in the place of a vacant Senior Training Officer position</p> <p>A programme quality (PQ) Officer worked on this project as well as other CARE projects. There was no project-specific PQ (or M&amp;E) officer.</p> <p>Project team was not based in the districts.</p>
<b>Access to Project vehicles</b>	<p>One Extra vehicle occasionally hired</p>	<p>Vehicles were hired frequently to cover the larger project area particularly when the team carried out parallel activities with different Farmer Groups</p>
<b>Training provided</b>	<p>Substantially the same training as Phase II</p>	<p>Substantially the same training as Phase I In Phase II FBMT included an additional session for planning savings, and the project also brought representatives from financial institutions to meet with FBMT participants and discuss banking and options.</p>
<b>Industry strengthening</b>	<p>Phase I included objective three. Although the project collaborated with Agmark<sup>4</sup> on the supply of women-friendly tools and a combination solar drier for cocoa beans, these initiatives were quite</p>	<p>In Phase II BECOMES lacked a specific objective to work with cocoa industry stakeholders to increase their capacity to address the specific (and gendered) needs of smallholder cocoa farming families; and was therefore unable to</p>

<sup>4</sup> “NGIP Agmark is a diversified agri-business based in Papua New Guinea operating plantations, coastal shipping, hardware, machinery, trucking, logistics, and stevedoring. NGIP Agmark is Papua New Guinea’s leading cocoa company, the country’s largest cocoa grower, trader and exporter.”

<http://www.agmark.com.pg/about-agmark/>

	separate from addressing industry policies and extension practices.	influence prices offered by cocoa buyers to reflect and re-incentivise better quality product from growers. Whether such an objective is realistic within context is examined below.
<b>Others</b>	<b>Independence referendum</b> (Nov-Dec 2019) The project was unable to carry out field activities while the local administration was educating and orienting the community. A significant amount of time was also lost during the voting period	<b>Covid 19 pandemic</b> and associated travel restrictions and gathering restrictions. A Phase II shorter implementation timeframe combined with Covid travel and gathering restrictions, which prevented field work for six months, meant that it was necessary to compress some activities, but it also meant that there were extensive delays between other activities in locations where the project was unable to visit for long periods at a time. This affected the time between activities for reflection, learning and adaptation (by participants and by the project).

BECOMES Phase I had included a third objective to work with cocoa industry stakeholders to increase their capacity to address the specific (and gendered) needs of smallholder cocoa farming families. This objective was dropped in the Phase II design. Part of the rationale for not directly pursuing this difficult objective (which was not being achieved in Phase I) was that, under the revised Phase II approach, the Bougainville Partnership (BP) and CARE would be:

*“working closely with selected buyers and exporters, though the BP and that market linkages could be improved during Phase II as*

*“BP has proposed working with selected buyers and exporters to i) improve efficiencies in the cocoa value chain, ii) penetrate higher value markets for cocoa, and iii) provide goods and services to cocoa farmers. The approach proposes to create an interface between the BECOMES team and the Buyer partner.”*

In addition, the revised Phase II approach was to allow a

*“coordinated approach to farmer group selection and engagement; the BECOMES team will have some involvement in the new CSF Grants screening process, providing some assessment of farmer groups’ capacity to improve inclusivity, and gender equality. (P10 Phase II design document).*

The revised Phase II approach (1. Coordinated Approach to Farmer Group Selection and Engagement, 2. Expanded Geographical Focus and Integrated MEL, and 3 Improved Market Linkages) was dependent upon BP and did not eventuate. A gap remains (largely beyond the scope of a project of BECOMES’ size) in strengthening the value chain (including improving gender equity) within which the collectives, cooperatives and smallholders sit.

### Gender Equity

BECOMES was designed, at its core, to foster greater gender equity among cocoa smallholder families and the farmer groups of which they are members. The project seeks to demonstrate that increased gender equity in smallholding families, and in cooperative leadership and operations, leads to increased production and therefore increased income. In turn, increased income is intended to

motivate smallholding families and Farmer Groups to sustain improved gender equity<sup>5</sup>. This is the “business case” that is intended as a virtuous circle so that normative changes for increased gender equity are sustained.

Both Phase I and Phase II implemented largely the same activities so, unsurprisingly, the changes in agency, relations and structures are of a similar type (see below).

<b>Gender Equity Changes (from Phase I Evaluation)</b>	<b>Notes from Phase II</b>
<b>Agency</b>	
Women cocoa farmers have improved knowledge and skills in cocoa block management practices and are applying them for increased production and quality	✓
Women cocoa farmers have increased their leadership and voice through the model farming family approach	✓ Reduced control over the selection of MFFs, and less time for follow up and mentoring may have weakened this.
<b>Changing relations</b>	
Women cocoa farmers are experiencing more equitable division of labour in the cocoa value chain but remain at the production level of the value chain. Men are now more accepting that there is a role for women in the cocoa value chain. In some communities’ women are now involved in every aspect of cocoa farming from production to marketing and sale, though this was the exception rather than the rule.	✓ It isn’t yet known how or if women’s additional skills and labour in cocoa block management may have increased their labour burden overall, and if so, whether women feel that the added labour is compensated by increases in income or other perceived benefits.
Women cocoa farmers have greater decision-making power and influence over household income and expenditure but gains are fragile	✓
Women cocoa farmers continue to experience harmful social norms and attitudes in relation to family violence	✓ Likely – data not available on this. Would require sensitive collection of baseline information prior to activities such as FBMT, and again at the end of the project.
<b>Transforming structures</b>	
Women cocoa farmers are gradually seeing greater representation in community structures within the community collectives that have been established, there are women leaders on the executive committees [in Phase II, working with pre-existing assigned Farmer Groups, the project has not had the same scope to influence executive structures].	✓ Appears to be true at Cluster level, but not apparent at FG leadership level (though quantitative data is lacking). A key recommendation for Phase II that was not achieved was to provide additional targeted activities to strengthen women’s participation and leadership in collectives.
Women cocoa farmers have more opportunity to connect with market actors and decision-makers through participating in events such as the Bougainville Chocolate Festival, women farmers have the opportunity to connect with government and market actors in the value chain. Qualitative data indicated that their participation has increased their understanding of the demand for quality beans in international markets and it has helped them to strongly focus on quality control back in their communities	Due to the Covid pandemic the Chocolate festival was cancelled for 2020 and 2021. Phase II also did not include an objective targeting improvement in gender equity by industry stakeholders (see Implementation Challenges, earlier)

<sup>5</sup> CARE’s FBMT review (2021) noted that some farming families remarked upon significant improvements in their spousal relationships - less argument and greater calm and happiness in the home. These changes too could be sufficient for some families to maintain improved gender equity.

In Phase I the standard practice was that women and men attended training together as couples, and that single men were not permitted to attend. While this was also the case in Phase II, staff have allowed an increasing number of “others” (mostly male) to attend trainings for MFF couples. At times “others” have outnumbered the couples participating. This is likely to have affected the ability of the women attending to feel comfortable and to participate as actively and vocally as otherwise. Staff may have felt that it was more important to make the most of the opportunity to reach more farmers without understanding or realising how this could undermine the potential empowerment of women farmers.

In Phase II it is not possible to quantify the scale of change with available data, but anecdotal evidence suggests a reduced scale or depth of change. Overall, Phase II: reached fewer female farmers; had less control over the selection of MFFs; had less time to provide follow up support and mentoring; worked with pre-existing, predominantly male, executive structures of the Farmer Groups; and did not use materials or approaches for strengthening women’s leadership or voice in Farmer Groups.

### Sustainability

Phase I	Phase 2
Women and men farmers are likely to continue applying recently gained skills and agricultural practices on their cocoa blocks, having seen the benefits of implementing such techniques both in terms of production, quality, price and therefore household income.	Same as stated for Phase I
There is a high probability that model farming families will not provide services without external encouragement and facilitation.	Same as stated for Phase I. While MFFs may not continue to provide formal “services” (such as training), they are likely to continue to be seen as people with expertise and knowledge to whom other near-by men <i>and</i> women will go to seek advice.
<p>It is too early to conclude whether the youth and women small enterprise component will continue, especially for entrepreneurship in the production and marketing of fertilizers/pesticides because the input-constraints are significant (accessibility to local markets and availability of transportation) and there are ongoing issues with the accountability, transparency and security of the profits earned on behalf of the collective.</p> <p>AS of June 2022, the project was aware of three WYEs ongoing from Phase I: a women's enterprise (fermentary) in Teop, Tinputz District; women selling jute bags in Rearavi, Wakunai District; and women raising pigs (having graduated from selling jute bags first) in Togarau, Wakunai District.</p>	Two women and youth small enterprises were operating at the end of Phase II.



<p>With regards to gender equality and women’s empowerment the evaluation found that such changes risk being temporary and in the absence of further gender sensitisation, socio-cultural norms are likely to revert any gains made.</p>	<p>If women and men within families are able to see the tangible “business case” for gains in gender equality, and the same gains are also recognised within the families around them (the cluster), then these gains are more likely to remain. That is, if men and women value greater household harmony, and value higher production and incomes, and see the connection between these positive outcomes and the gender equality changes they have made, then these changes are more likely to become long term. These normative changes in the household are easier to sustain if surrounding families are also seeing these same changes and benefits in their households and production.</p> <p>Further qualitative and quantitative information is needed to better understand whether such changes are being identified, understood and maintained in the long term. An opportunity exists to revisit Phase I participant families to evaluate the degree to which families have or have not maintained improvements in gender equity.</p>
<p>The cocoa industry in Bougainville has serious structural constraints that go beyond the scope of this project, making it a livelihood vulnerable to external shocks (e.g. cocoa pod borer, climate change). Smallholder cocoa producers should diversify their sources of income and reduce their dependency on cocoa alone in the longer term.</p>	<p>Same as stated for Phase I. Smallholders may recognize and apply some of the same principles they have learned and applied in cocoa production to other productive efforts.</p>
<p>-</p>	<p>While governance training and bookkeeping training have been appreciated by the Farmer Group leaders who participated, leadership and organisational structures and planning (business planning) remain limited. Most Farmer Groups are unlikely to continue in the longer term.</p>

Many of the benefits of Phase II may be sustained at smallholder and cluster level, but most of the Farmer Groups themselves are unlikely to be sustained. In large part this is because most of the Farmer Groups have not developed out of a cooperative or collective base or fostered a collective base, nor have they developed organisational structures and business plans to connect with and benefit members. As one senior BECOMES officer stated:

*“Out of the eight groups only one [was operational] before the CSF grants came into being. This is the only group that is having an impact at the group/collective level...I don’t think they were prepared for it, and they were formed by, how I see it, opportunists. There was no proper mentoring of these groups by CSF. These groups already had burning conflicts when we went to*

*work with them. All the group leaders of these groups told me it was better if BECOMES worked with them first than CSF to prepare them.*

*We are almost done with this groups and I feel that these seven groups will not continue to exist. Some of them have received half a million kina as grants from CSF with not much to show. We have a lot of lessons learnt to inform the redesign of Phase III and also I think BP/CSF should also reconsider and redesign how to work with its grantees” (BECOMES Senior Training Officer, Phase I and II)*

There are real challenges for improving management and governance with Farmer Groups that have received grants without first being supported to develop organisational capacity so that grants strengthen the Farmer Group to the benefit of members. Conflict and distrust between leaders and between leaders and members may have been amplified through CSF grants with perceived inequitable benefits. Problems have been created or amplified over financial transparency; ownership, access and management of high value assets; equitable distribution of cocoa seedlings; and access to training.

If a Phase III of BECOMES again works with pre-selected CSF Grantees, it (or BP) will need to employ strategies that deliberately assist group leadership to acknowledge and address existing conflicts, foster connection, representation and responsiveness with members. Strategies will also need to deliberately assist Farmer Group decision makers (and decision-making structures) to acknowledge and address the challenges of balancing individuals’ social and kinship obligations versus their farmer group responsibilities and obligations.

#### Farmer Group leaders/executives

<b>Training received<sup>6</sup></b>	<b>Training description</b>
Good governance training	Vision and mission statements, roles and responsibilities of leaders, position descriptions, conflict management and resolution, project proposal writing, organisational and management structures
Bookkeeping	What is a business, business ownership, what is bookkeeping and financial transactions, managing source documents, acquittals, advantages and disadvantages of bookkeeping, best practices in bookkeeping, treasurer’s responsibilities

#### FG Outcomes

In Phase II the Farmer Group leaders were interested in and appreciated the training they received. They had received some cocoa technical training and inputs previously (under CSF grants), but not training related to their roles and responsibilities to be able to manage their groups. Leaders could also see the value of training in governance and bookkeeping skills for their own individual enterprises or business ideas.

Farmer group leaders were appreciative of the project’s activities to establish Clusters with MFFs: *“They supported this approach of BECOMES, targeting the MFFs and the cluster members, they said it was the first of its kind. This feeds into the “Independence Ready” agenda, many politicians talk*

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<sup>6</sup> Some farmer group leaders have also had compliance support or training to understand and meet Investment Promotion Authority (IPA) business registration and Internal Revenue Commission (IRC) taxation requirements.

*about their readiness, but BECOMES is really doing it.*” (BECOMES officer). They could also see that a better approach for their Farmer Groups would have been to have BECOMES support prior to CSF support: *“Leaders suggested that BECOMES must come first, before the CSF comes. That comes from the mouths of the leaders themselves. They saw that it would be good, and that we’re doing good work.”* (BECOMES officer)

#### FG Challenges

- Farmer group needs analysis (a foundational activity noted in the Phase II theory of change/project logic) was not sufficiently comprehensive or participatory to help FGs identify and plan for their own needs, nor as a basis for an agreement for the assistance BECOMES can provide. BECOMES had neither the time nor resources to tailor its support to individual FGs.
- Farmer group training in operational and business management training (an activity in the Phase II theory of change/project logic) was partly touched on in Governance training. It could be expanded, and its approach altered to facilitate constructive action planning. There was a gap in training and support to the FG to constructively reflect upon and identify the benefits of tackling gender equity in leadership and operations.
- Governance training didn’t facilitate reflection and construction of governance structures that would deliberately confront issues of culturally defined family and clan expectations and responsibilities.
- There was a lack of organisational and business development expertise or training materials to respond to Farmer Groups’ apparent rationale as cooperatives (or social enterprise businesses). Training didn’t result in critically thought through collective plans and approaches nor a process to then support them to present plans to the membership for consideration and feedback.
- The project faced challenges in engaging with Farmer Group leadership. FG “members” sometimes did not know who the FG leaders were, nor what services or opportunities the FG was established to provide. Most FG leaders were apparently self-appointed, and their FGs not yet constituted to connect with or benefit members. There were difficulties in gaining FG leader interest and investment or engagement in the capacity building of their membership through BECOMES activities.

#### FG Recommendations

- As part of socialisation ensure FG leadership understands the program as a whole (its objectives, processes, activities), and the potential benefits to their FG
- Maintain communication and engagement following the socialisation phase
- Consider an agreement with FGs so that roles and responsibilities of both the project and FG leaders are understood
- Sequence activities so that conflict resolution and organisational strengthening are foundational – setting the basis for rolling out the cluster and MFF activities
- Work with leadership to identify opportunities to incorporate planned clusters and MFFs with their structure, operations, and plans
- Where possible, plan activities in ways that are responsive to the FG plans and capacities
- Conduct participatory monitoring of the FG leadership’s governance and management
- Keep leaders informed and up to date with plans and activities. Seek to have leaders help in mobilizing clusters and MFFs for some activities.

- Expand training to include business development planning (use business development planning packages that were developed to align with CARE's Organisational Strengthening Training (see below)
- Draw on existing CARE PNG organisational strengthening training (OST) packages that have been successfully used with collectives and cooperatives. OST integrates critical reflection and planning for greater gender equity
- In Organisational Strengthening Training for FG leaders also include MFFs. Consider also including ward members<sup>7</sup>
- To increase understanding and buy-in by local leaders, invite interested FG leaders and other local leaders and their spouses to attend FBMT and IPDM training

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<sup>7</sup> CARE's Organisational Strengthening Training has drawn on CARE's previous ward development planning training (which was reviewed and endorsed by the Department for Provincial and Local Government Affairs) and is applicable to ward and village development committees as well local community groups.

## Model Farming Families (MFF)

Training received <sup>8</sup>	Training description
Working together training	Building trust between couples, daily activity clock, healthy and unhealthy relationships, power walk, child protection, sex and gender, roles and responsibilities of MFFs, facilitation skills
Family Business Management Training (FBMT) [+ Training of Trainers for FBMT]	Visioning, generation and control of income, decision-making (working together as a couple), needs and wants, family budget and savings plan
Integrated Pest Disease Management Training (IPDM) [+ Training of Trainers for IPDM]	Best options for managing pests and diseases: weed management (chemical and manual), sanitation (cocoa pod borer management, pest and disease management), cocoa tree pruning, fertilizer application, shade management
Women-only cocoa technical training	Same as IPDM (above) but without chemical application; introduction to and use of women-friendly tools (secateurs, pole pruner, pruning saw)

### MFF Outcomes

MFFs have applied the skills and knowledge gained from IPDM training in their cocoa blocks. Improvements from applying their new skills and knowledge have led to increased production (including dry bean).

Some MFFs have set up savings accounts or keep savings at home; savings to be used to achieve their family goals (from FBMT).

Some MFFs' with recognized demonstrated expertise in cocoa farming have been paid by other farmers to help in their cocoa blocks.

MFFs have sometimes become recognized leaders for their immediate cluster, and in a few cases, where skills and infrastructure are both present, have also become a key link between cluster members and the umbrella Farmer Group

The project selected MFF cocoa blocks to be the location for technical training. These MFF cocoa blocks were then more likely to visibly validate the results of good cocoa block management and build up cluster families' trust in the abilities of the MFFs. The next stage in some locations was for MFFs, supported by BECOMES, to mobilize cluster families to apply their technical knowledge and skills to help each other in their cocoa blocks on scheduled "cocoa days".

*"BECOMES started Cocoa Days [when families help each other clean their blocks] with Qeerie [Farmer Group]. For Haku, BCL, Tsitsil, they also have Cocoa Days now, ... We started with MFFs in the cluster, the next step would be to carry on the activity with a Cocoa Day, we came up with a schedule and gave it to them, and they would go around and rotate, following the schedule. If the MFFs' name is on top, then they would do it. In Qeerie, based on our monitoring, they worked on most of their blocks as a cluster. They continue to be do this (and especially BCN, and Kahule – West Coast Tonsu, and Tsitsil)." (BECOMES officer)*

<sup>8</sup> Five clusters, one in each of Q-Bora, Qeerie, CTCL, Tsitsil, and BCN, received solar cocoa drier/fermentaries through BECOMES. Local cluster MFFs and the assigned fermentary manager participated in *Post-Harvest training and Compliance training* to help them understand and meet Cocoa Board compliance requirements.

## MFF Challenges

- The Phase II design indicated that MFFs were also to participate in Governance Training that was provided to FG leaders. In practice MFFs were not included in governance training.
- Some MFF couples are young, but in places where selected MFF couples are older there is little deliberate or systematic effort to target youth
- MFFs participated in training of trainers (to deliver FBMT and IPDM), and co-facilitated training with project staff for cluster farming families. However, MFFs weren't trained more generally in the adult training principles and techniques that underpin effective training and facilitation.
- The MFF approach is designed for MFFs to provide peer education and extension, and to be role models of respectful and gender equitable behaviours and attitudes, and models of good cocoa farming practice within their clusters. MFFs have varied in their achievement of these roles. Some MFFs lack confidence and experience to train others and BECOMES has continued to lead or co-facilitate formal training with MFFs (e.g. FBMT, IPDM) delivered to cluster farmers. Lack of confidence or ability among different MFFs may be due to:
  - Unsuitable MFF selection (resulting in selection of some MFFs with little interest, little demonstrated ability or experience in cocoa farming, lacking local social standing, with a history of domestic violence, too busy, or too-low literacy)
  - Inconsistent MFF participation in “working together” training and training of trainers
  - Failure to put into practice the skills and knowledge gained in training: *“Those who were actually practicing what was taught to them during FBMT and IPDM were able to confidently deliver trainings to others unlike those who did not practice these skills.”* (SW)
  - Gender norms (e.g. that women should not speak in public settings, or that it is inappropriate to advise both male and female farming peers – and therefore that women MFFs shouldn't arrange training, lead or co-facilitate training). However there was considerable variation with some female MFFs being confident and accepted in their roles
  - Cultural norms – insufficient status or expertise to rightfully “advise” peers
  - Jealousy from other farmers, and a belief that MFFs were being paid by CARE

## MFF Recommendations

- Document (English and *Tok Pisin*) the roles and responsibilities of MFFs and provide this to MFFs (and to cluster farming families and FG leaders)
- Establish transparent and consistent criteria for MFF selection to be able to meet roles and responsibilities. Criteria could take into account interest, location, current cocoa smallholdings, availability, local connections and standing, basic literacy, Consult with FG leadership as well as local leaders such as male and female ward members for this process.
- Consider an agreement with MFFs so that roles and responsibilities of both the project and MFFs are public, understood and agreed
- Ensure MFFs are provided with information and support to understand the program as a whole (its objectives, processes, activities)
- Conduct regular participatory monitoring (not necessarily as separate visits but integrated into activities and follow up support) and provide mentoring for MFFs based on their roles and responsibilities
- Identify opportunities to meet with MFFs and their Farmer Group leadership together
- Include MFFs in Organisational Strengthening Training and Business Development Training

- Identify opportunities for MFFs (and some other smallholder couples) to share their positive experiences and for selected MFFs to co-facilitate training in other clusters
- Help FGs to create linkages with MFFs and clusters as part of their organisational structure
- Identify opportunities to work with FG leadership, MFFs and their clusters to support the development and sustainability of cluster “cocoa days”
- Consider selection of “model youth farmers” to work with the MFFs
- Ensure practical measures to strengthen the effectiveness of demonstration blocks, such as (where possible) central or visible location, effective monitoring of demonstration block standards, and early placement of placards or sign boards beside effective MFF demonstration blocks, so that cluster members and other smallholders understand what the blocks demonstrate, and so that they may seek advice or guidance from the MFF.

## Clusters

Training provided <sup>9</sup>	Training description
Family Business Management Training (FBMT). Usually complemented by connecting participants to financial institutions and banking products	Visioning, generation and control of income, decision-making (working together as a couple), needs and wants, family budget and savings plan
Integrated Pest Disease Management Training	Best options for managing pests and diseases: weed management (chemical and manual), sanitation (cocoa pod borer management, pest and disease management), cocoa tree pruning, fertilizer application, shade management
Women-only technical training	Same as IPDM (number 2 above) but without chemical application; introduction to and use of women-friendly tools (secateurs, pole pruner, pruning saw)

### Cluster Outcomes

In Phase II smallholder families in clusters are seeing some changes in sharing of household tasks, and towards shared decision making, particularly about activities for achieving household goals identified through participation in FBMT. Smallholders have: improved cocoa management skills (and some have additional tools) from IPDM training, distribution of inclusive tools in women-only training; and women are more involved in the family's cocoa management. Smallholding families have produced increased cocoa yields and consequent income from cocoa sales.

Some clusters have developed cooperative and collective features (e.g. regular meetings, recognized leadership, shared knowledge and resources, shared or collective labour, fundraising). Clusters can draw upon the cultural advantages of proximity, familiarity, land tenure, and kinship for collective and cooperative action.

The evolution of clusters into “mini-cooperatives” has sometimes led to the planned (e.g. Teonena Cooperative Society) or accidental dissolution of the FG (e.g. West Coast Tonsu Cocoa Farmers).

The BECOMES project, like the preceding Coffee Industry Support Project (CISP) in EHP, followed a model within which FBMT (with the added practical strength of IPDM) was used to promote a virtuous cycle of greater gender equality creating greater productive benefits, in turn strengthening normative change, and re-incentivising greater gender equity by industry, and by farming families (see CARE PNG's *FBMT: A Review 2021*). BECOMES was unable to gain traction with the cocoa industry during Phase I or Phase II (when the relevant objective was removed); however the internal logic for smallholders still holds true.

The BECOMES project may not have been able to assist the cocoa industry to make the gender equity policy and practice changes originally envisaged, but the project has improved on the CISP model by: targeting clusters of beneficiaries so that normative changes are more likely to be supported outside of the immediate household as well; expanding FBMT to extend the activities on saving and budgeting<sup>10</sup>;

<sup>9</sup> People in locations within three Farmer Group areas have also participated in nutrition training.

<sup>10</sup> Note that CARE PNG has an alternative that does extend the financial aspects of the earlier FBMT. The



linking participants to financial institutions; and providing training in practical cocoa livelihoods strengthening skills as a follow-on from FBMT.

**Nutrition improvement activities in selected clusters** - A limited complement of nutrition activities was added in Phase II of the project in response to ACIAR research findings from the ARoB of a causal connection between poor nutritional health and lower income. The importance of local food security and self-sufficiency was further highlighted as Covid 19 resulted in travel restrictions, closure of local fresh food markets and increased shipping delays and costs. A real risk for cocoa farming families focusing on increased cocoa production (or any other commodity) is that it comes at a cost to their nutrition and food security.

People from three clusters within three farmer group areas participated in activities intended to improve nutrition (particularly child nutrition). Nutrition activities focused on nutrition awareness, cultivation of demonstration plots, and promotion of nutritionally diverse backyard gardens.

#### Cluster Challenges

- Some cluster members were geographically dispersed – making it more difficult for their MFFs to communicate and coordinate across the cluster
- Similarly, some clusters within a given FG area were also distant from each other, reducing opportunities for learning and mutual support across clusters
- Connections were not strong between the FG leadership, its organisational structures (such as they are), and the clusters
- Youths were always welcome participants in training and support, but not a deliberate cohort
- As designed, and within the short timeframe it was implemented, it was unrealistic that the design’s nutrition or “enhanced health and wellbeing” outcome indicators could be achieved

#### Cluster Recommendations

- Seek to work with FGs whose membership is more concentrated, so that FG clusters are also not spread apart
- Have stronger participatory monitoring processes, particularly to learn about and reinforce positive shifts in gender equity
- Work with FGs to identify opportunities to incorporate clusters into their structure for communication and representation (likely through MFFs)
- Work with Clusters (and their MFFs) to communicate (and possibly coordinate) their cluster level plans and activities to FG leadership and vice versa
- Confirm the minimum size a cooperative has to be to meet Cocoa Board production requirements and achieve collective bargaining gains. Share this information with FGs and clusters to help with their organisational planning and structure.
- In careful consultation with FGs, if FGs are either effectively inoperative, or if the FG structure and mission seeks to draw upon the strengths of clusters as collectives, consider support for the *gradual* development of clusters towards more formal status.
- Consider “youth only” training in IPDM (similar to the “women only” training approach)
- Integrate a participatory agriculture-to-nutrition pathways training or workshop approach into the BECOMES suite of integrated training and support provided to cluster smallholders. Like

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newer training is titled *Family Money Management*.

FBMT, an improved nutrition approach would facilitate learning, reflection and planning by the smallholder families themselves so that they may choose how and what changes to make in their household decision making, their income use, and their food growing choices to maintain healthy family nutrition<sup>11</sup>. Any substantive work in nutrition and food security will require additional staffing and resources.

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<sup>11</sup> The author has developed a farming family focused nutrition sensitive agriculture workshop approach which is currently being piloted by ACIAR in Fiji with the Fiji Ministries of Agriculture and Health.

## Women and Youth Enterprises (WYE)

Training provided	Training description
Women and youth enterprise training	Community mapping, daily activities, identifying unmet needs, identifying resources, skills, and space; budgeting and savings <sup>12</sup>

### WYE Outcomes

By the end of Phase I ten small business enterprises had been established and at the time of writing (June 2022) three were still operating. In Phase II Women and Youth Enterprise groups (raising poultry, cocoa nurseries, jute bags sales) were initiated in the eight Farmer Group areas. Training and follow up support were provided to help the groups develop small enterprises that would provide cocoa farming materials or services. Two of the Phase II enterprise groups are still operating.

### WYE Challenges

- In Phase II the project established new women and youth groups in the Farmer Group areas. Pre-existing women or youth groups were not comprised of cocoa farmers, but the establishment of new groups for enterprise development caused some discontent from members of the pre-established groups, even though those groups were not enterprises and not focused on the cocoa value chain.
- Those WYEs that were not centrally located were harder for farmers to access
- BECOMES team members felt that the lack of a dedicated officer for WYE meant that they couldn't provide the focused support and expertise needed
- There was a lack of expertise to advise and problem-solve on specific businesses such as poultry (the manure to be sold as fertilizer)
- Linkages between WYE and the Farmer Group were generally weak. Similarly, the linkages to clusters were weak
- WYEs (which are group rather than individual enterprises) didn't have governance and management training,
- Enterprise training was for a family teams approach (closer to FBMT) as opposed to the establishment of a non-family group enterprise and group business plan

### WYE Recommendations

- Consult with FG leaders and with MFFs to aid establishment of new women and youth groups in central locations
- Facilitate meetings between FG leaders (or Cluster MFF/leaders) and new WYEs to look at opportunities for integration or linkages (for mutual benefit)
- Consider opening WYE training to pre-existing groups as well (as these can still benefit and use their knowledge in other non-cocoa related enterprises), whilst still only providing material support and follow-up coaching to cocoa related WYEs
- Consult with DAL, NARI and other relevant organisations to obtain additional appropriate information; collate this into a useful form and provide to WYEs to meet some of their technical information needs (e.g. from the National Agriculture Research Institute's (NARI's) *TokTok* series, or from *Liklik Buk*)

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<sup>12</sup> Drawn from: Vanua, H. with Simeon, L., Kakap, R., Vai, C., Flowers, E. and Pamphilon, B. 2019, *Business Training for Family Teams A Facilitator's Manual: First steps to starting a small business*, Pacific Adventist University, Port Moresby

- Consider using Business Planning training with the enterprise groups (also recommended for use with FG leaders and MFFs as well)
- Consider allocating specific team members to WYE support activities

## How could the redesign improve Project results (recommendations)?

1. **Revise the Theory of Change (TOC)** to: make assumptions clear, integrate the gender equity framework TOC into the whole of project logic/TOC (Ph I and II have the gender equity framework separate from the project TOC/logic). Indicate the connection between outcomes and objectives (Ph II TOC doesn't indicate how the end of project outcomes link to the two objectives)
2. **Train project personnel to understand the project's "theory of change" (particularly the focus upon increased gender equity as a virtuous cycle)** and the outputs and outcomes that the project is aiming for – and how their activities are intended to contribute towards those outputs and outcomes.
3. Develop **monitoring tools and reporting templates (that can be used by project personnel)** that:
  1. are participatory learning tools for project personnel *and* project participants
  2. can, where possible, be used along-side or following other planned activities to reduce the need for additional trips
  3. more directly correspond with the output and outcome indicators in the MELF
4. The importance of timely, accurate, analysed, documented and accessible data cannot be overstated. **Conduct more frequent participatory monitoring and evaluation** (at the same time as other scheduled activities when possible), facilitating reflection, learning and adaptation with FGs, MFFs, Clusters and WYEs. Use participatory monitoring to enable male and female participants to examine how improved household and leadership gender equity may be benefiting them as individuals, families, and communities (clusters and FGs) – That is, reinforce the "business case"
5. **Team composition. Consider including within the team:** a M&E coordinator/officer, OST and Business Planning officer, and WYE officer (perhaps with youth engagement expertise). If nutrition is included as a component of a Phase III then consider the inclusion of a training officer with relevant nutrition expertise.
6. BECOMES' strengths are best applied with **groups that have not received grants** (the approach taken in Phase I). If this is not possible seek more control over FG selection.
7. Seek to work with FGs that are **less geographically spread out. If groups must be spread out, seek to work with fewer groups, or seek funding for a larger team.**
8. Seek stronger practical **commitment that BP will be working in complementary ways to strengthen the cocoa industry** (buyers, DAL, export companies)
9. **More deliberately target youth in activities** – facilitate meetings between WYE and FG leadership and MFF leadership, train "model youth farmers" in locations where MFFs are not young (so a cluster may have a more senior MFF and male and female MYFs), conduct "youth only training"

10. More carefully **sequence activities to build and integrate connections and collective action at FG and cluster levels and between clusters or members and FG leadership.** In practical terms this may mean first conducting joint organisational assessments with FG leadership, and establishing agreements with them about an approach to building their capacities (through activities such as OST and Business Planning), as well as member capacities (through the MFF, cluster and WYE model and associated training)
11. **Make use of PNG specific CARE and CARE aligned training (OST, Business Development Planning, and or possibly Family Money Management to extend or add to FBMT)** – these all integrate the same messaging and facilitated reflection and practical planning for greater gender equity. This would reinforce consistent gender equity messaging and intended improvements with the leadership, MFFs, cluster smallholders, and WYEs
12. **Develop an approach for nutrition training and associated activity, with realistic expected outcomes, that aligns with the BECOMES model and training approaches.** This might involve “agriculture-to-nutrition pathways” workshops. Like FBMT, this would facilitate learning, reflection and planning by the smallholder families themselves so that they may choose how and what changes to make in their household decision making, their income use, and their food growing choices to maintain healthy family nutrition.
13. **Provide additional leadership mentoring or training for women leaders of Farmer Groups and to female MFFs** (as de-facto cluster leaders). Ensure support enables women to identify barriers, identify potential solutions, and support each other. Provide targeted support to them to address these barriers (and target change among those who may have a vested interest in maintaining the barriers)
14. **Align training and support at different levels, this ensures that CARE’s focus on gender equity as key to equitable and sustainable development is reiterated and reinforced with clusters (farming families), WYEs, MFFs and FGs** – in-turn strengthening the “business case” that equity has tangible benefits for all. Consider lengthening some training (especially Training of Trainers) or facilitate key sessions with reflection and action/planning time for participants between key sessions<sup>13</sup>. **Training for key stakeholders in FGs could be:**
  - FG: Participatory organisational assessment (baseline), OST, Business Planning, Bookkeeping
  - MFFs and MYFs: Working together, ToT FBMT, possibly ToT FMM, ToT IPDM, Post-harvest training, OST. Possibly ToT for Improved Family Nutrition
  - Cluster: FBMT (+ financial linkages), and possibly FMM, IPDM, “Women only training”, “youth only training”
  - WYE: OST (for enterprise groups), Business planning, Bookkeeping, follow up technical training (depending upon particular enterprise – e.g. poultry husbandry)
15. **Train project staff to be confident trainers** and users of OST, Business planning training and any other approaches or material with which they are inexperienced.
16. **Provide regular learning and reflection opportunities for project personnel to understand, identify and effectively challenge gender inequity within the team and in the field.**

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<sup>13</sup> This is how FBMT was designed to be delivered.