



GENDER EXPERTISE ON THE COFFEE VALUE CHAIN PROJECTS OF NESTLÉ IN KENYA AND RWANDA

Mission Report

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Abbreviations and Acronyms

CBO	Community based organization
CBW	Coffee by Women
CEO	Chief Executive Officer
CMS	Coffee Management Services Ltd (Kenya)
CVC	coffee value chain
FAFB	farming as a family business
FDG	focus discussion group
FFH	female-headed household
FFS	Farmer Field School
GAPS	good agricultural practices
GEWA	Gender Equality and Women's Empowerment
INGO	international non-governmental organization
ITC	International Trade Centre
LTR	Land Tenure Registration Program - Rwanda
M & E	monitoring and evaluation
MHH	male-headed household
PO	producer organization
NGO	non-governmental organization
SDC	Swiss Development and Cooperation Agency
SHF	smallholder farmer
TOR	Terms of Reference
ToT	train-the-trainer
UN	United Nations

Executive Summary

Nestlé has been engaged in the smallholder coffee sector in Kenya and in Rwanda for a number of years now, with the focus on strengthening farmers' livelihoods through improved agricultural practices. As the projects record considerable successes in this area, the focus is now shifting to gender equality goals and women's empowerment, as well as to a greater inclusion of youth.

In recognition of the importance of incorporating a gender dimension to the current phases running parallel in the two projects, it was agreed in 2019 that SDC, with its expertise and solid track record in women's empowerment and gender equality interventions and programs, would provide and fund gender expertise with financial and logistical support from Nestlé on the ground. The collaboration would work in two directions – SDC gaining insight into the coffee sector and women's role, and Nestlé, on how to align an agricultural project with gender equality objectives - a win-win for both organizations. One international gender consultant and two national consultants were engaged for this purpose. Consultations with stakeholders commenced in the last quarter of 2019.

Direct consultations with farmers in production sites in both Kenya and Rwanda allowed a mapping of the coffee value chain. It was confirmed that women are predominantly active at the lower end of the value chain, mostly in unskilled tasks on the family farm and, where they are present further upstream along the value chain, women are found in low-paid, unskilled jobs. Lack of education and training, as well as persistent socio-cultural biases that perpetuate the view that coffee is a man's crop, are preventing women from moving beyond their low socio-economic status. Participation in decision-making, particularly about finances, is similarly the domain of male farmers, except in the case of female-headed households composed mainly of widows.

It was found that women had limited knowledge of other actors' roles along the value chain from farming to processing and marketing, as well as limited awareness of the value of their own contribution. Familiarity with the end product was very limited as well knowledge of what constitutes good quality coffee.

The direct beneficiaries of the two projects together amount to 23,000 smallholder farmer households. Based on the organizational structure of the sector, the design of the projects counts only heads of households as direct beneficiaries. Within the technical assistance framework of Nestlé financial support, training of farmers represents the main component. As the number of target farmers within the program budget is ambitious, training is directed only to identified lead or promoter farmers; these farmers are expected to pass on their knowledge to other farmers within their organizational group. This has been the model (Train the Trainer) in previous phases of the two projects on good agricultural practices where most training has been provided by the agronomists on farmer field schools.

Whether this model is going to serve the projects well for passing on understanding of gender equality and women's empowerment remains to be seen. The agronomists themselves have scant training in these non-technical themes which can be difficult to grasp, and are challenged to expand their teaching activities. Furthermore, the

agronomists have not received training on how to teach. External resources have provided additional support in training in some of these new areas, but it is too early to assess the effectiveness. The beneficiaries of the training however are restricted to the Promoter or Lead Farmers and it cannot be assumed that these leaders will be equipped to pass on their knowledge to other farmers within their units. Training is brief and does not allow for follow-up or consolidation of learnings.

Training alone will not lead to women's empowerment. Before transformative change can occur, greater representation of women (and youth) on producer committees is necessary, as a basis. Women and youth who do not hold land title are, in principle, ineligible for representation on producer committees in the cooperative model in Kenya and the producer organization model in Rwanda. Representation on such committees is a key to strengthening voice, agency and advocacy for women, as well as youth.

Apart from committee representation, just being a member of a cooperative or producer organization is a privilege likewise accorded only to registered coffee producers – and only one member in a household is permitted. This is usually the male head of household who is the legal owner of the land. Hence, the invisible women who contribute their labour without recognition are denied membership. Without membership these women also fail to qualify as beneficiaries of training.

Ways need to be found to work within the normative framework that make it possible to reach out to other stakeholders active in the value chain. The women and youth who are not recognized need to therefore also become beneficiaries of training in technical as well as empowerment subjects. In a context of slow land reform and conflicting demands for land, alternative solutions need to be found to include these stakeholders in the projects' scope. Women-only, or youth grants of cooperative coffee tree plots combined with technical support, offer alternative models for farmers without land title. Building networks, and establishing savings groups are further areas that need to be developed specifically for female and youth coffee farmers.

The monitoring and evaluation framework for the two projects was also examined. Whilst it is still early days to assess its potential effectiveness in measuring impacts on women's empowerment and gender equality, the baseline survey to be rolled out offers only a small window for gathering data on female farmers. It was recommended that qualitative data, such as gathered during this mission, continue to be collected for monitoring purposes.

It also needs to be explored where supporting actors can be engaged to provide sustainability to the projects beyond their current lifetime. In this regard, initiatives at local government level to assist women and youth in agriculture should be explored, as well as strengthened linkages should be pursued with appropriate community based and non-governmental organizations active in areas such as youth and women's banking.

INTRODUCTION

Background to the SDC-Nestlé collaboration – the project in two countries

Nestlé has had an ongoing collaboration in place with partners in Kenya for the past seven years and in Rwanda for the past four. The collaboration was established principally to strengthen smallholder farmers' livelihoods in the respective coffee sectors. Nestlé and Nestlé-Zoégas¹, together with Sucafina, are financial partners in the collaboration and are working with implementing partners in the two respective countries.

As the Nestlé collaboration in the earlier project phases in the two countries was aimed principally at improving agricultural practices, gender had *not* been mainstreamed into the project design and activities. Coffee by Women, as an overall theme, had been introduced into the program from around 2015 onwards; concepts of gender equality and women's role in coffee farming had been woven into technical training on agricultural practices, however not addressed directly. This title did not refer to distinct production or marketing activities for women.

Now, with the project having entered a third phase in Kenya and a second phase in Rwanda, gender has been highlighted as a key focus, whilst continuing to support the activities from previous phases. Youth has also been introduced into the current phase in the two countries as a further focus.

In incorporating and strengthening the gender dimension in the current phase of the two projects, it was recognized by Nestlé that the implementing partners may have insufficient experience and expertise in this area to adequately inform their respective projects.

Hence, SDC was approached by Nestlé at the beginning of 2019 for the purpose of SDC providing technical expertise in gender. By mid-year, the SDC had agreed to identify and fund an international consultant, as well as one gender consultant in each of the two countries, to guide the project management and implementation units on strengthening the gender dimensions in the two projects. Following a lengthy preparatory process, the research by the national consultants started in the first week of November 2019. The initial on-site research and consultations with key stakeholders conducted by the national consultants were quickly followed by an in-country mission conducted jointly with the international consultant. This report represents the findings of that mission from late 2019. Recommendations have been formulated on this basis.

Sucafina in Rwanda, and the respective project implementation partners in both Rwanda and in Kenya, together with Nestlé, had already drawn up the proposed log-frames of budget and activities by the time the dialogue with SDC was initiated. The projects were already underway in their current phase, which started at the beginning of 2019, when the collaboration was explored; hence, it was not possible to provide gender expertise as early as in the planning stage of the two projects. The inputs provided by the international and the two national gender consultants

¹ Zoégas Sweden is a fully owned subsidiary of Nestlé since 1986

therefore relate to the two projects overall and to specific aspects of design and implementation. As a major part of the current phase of the two projects relates to training, this is an area where the consultants paid particular attention.

The Terms of Reference for the consultants included a mapping exercise of the Coffee Value Chain – this was able to be carried out through extensive consultation with female and male coffee farmers on site, as well as with other key informants. Through consultations with the respective project units and Nestlé, as well as with other key stakeholders in the two countries, the international consultant examined how the gender dimension is incorporated in the two projects in an institutional and management context, as well as in implementation. The monitoring and evaluation framework adopted was also examined for suitability for capturing gender impacts.

The project documents on which the consultants designed their field work and missions were the proposals submitted by the implementing partners for co-funding with Nestlé as annotated below.²

² CMS in Kenya, *Empowering Coffee Growing Household Resilience in Remote Rural Communities of Kenya*; Kahawatu Foundation in Rwanda, *Proposal to implement a Sustainable Development Initiative in the Rwanda Coffee Supply Chain*

The Coffee Value Chain – a Gender Analysis

The analysis of the Coffee Value Chain (CVC), and mapping of the gender roles played out along the chain, revealed remarkably few differences between Kenya and Rwanda. The introductory analysis presented below could therefore be consolidated for the two countries. More detail on any country-specific features will be referred to in the relevant country sections following in this report. It should be noted that our observations in the mapping exercise are based on information received from the sites included in the two projects, not the country as a whole, although generalizations apply.

Before identifying the gendered roles that actors play along the chain, it is helpful to trace the chain through the steps. Figure 1 on the next page, a very simplified version of the CVC, shows the components of the chain starting from coffee grower, to processor to traders and to the export market. With respect to the smallholder coffee grower the closest link to the market is when the growers deliver their jute sacks holding the contents of their harvest to the wet mill (as they are referred to in Kenya; in Rwanda, they are known as the 'washing station'). Farmers are affiliated with a wet mill as a cooperative member in the case of Kenya; and in Rwanda, as a member of a producer organization. Beyond the wet mill - the first processing stage - the farmers' understanding of the value chain is vague.

From the consultants' discussions, it appeared that beyond the wet mill, it is something of a 'black hole' for farmers, who for the most part, have only scant knowledge of further processes involved in treating the raw coffee beans. Farmers are not sure who the other actors are and are unclear about the various roles of millers, roasters, marketers. Some farmers have basic knowledge of the existence of some market actors, such as marketing or export boards, but remain unfamiliar with the market mechanisms which determine how prices are established, and how processed coffee is graded and traded. They are also uninformed as to whom they should address grievances among the market actors. Where the product ends up in export markets as roasted coffee is totally out of their reach for the most part.

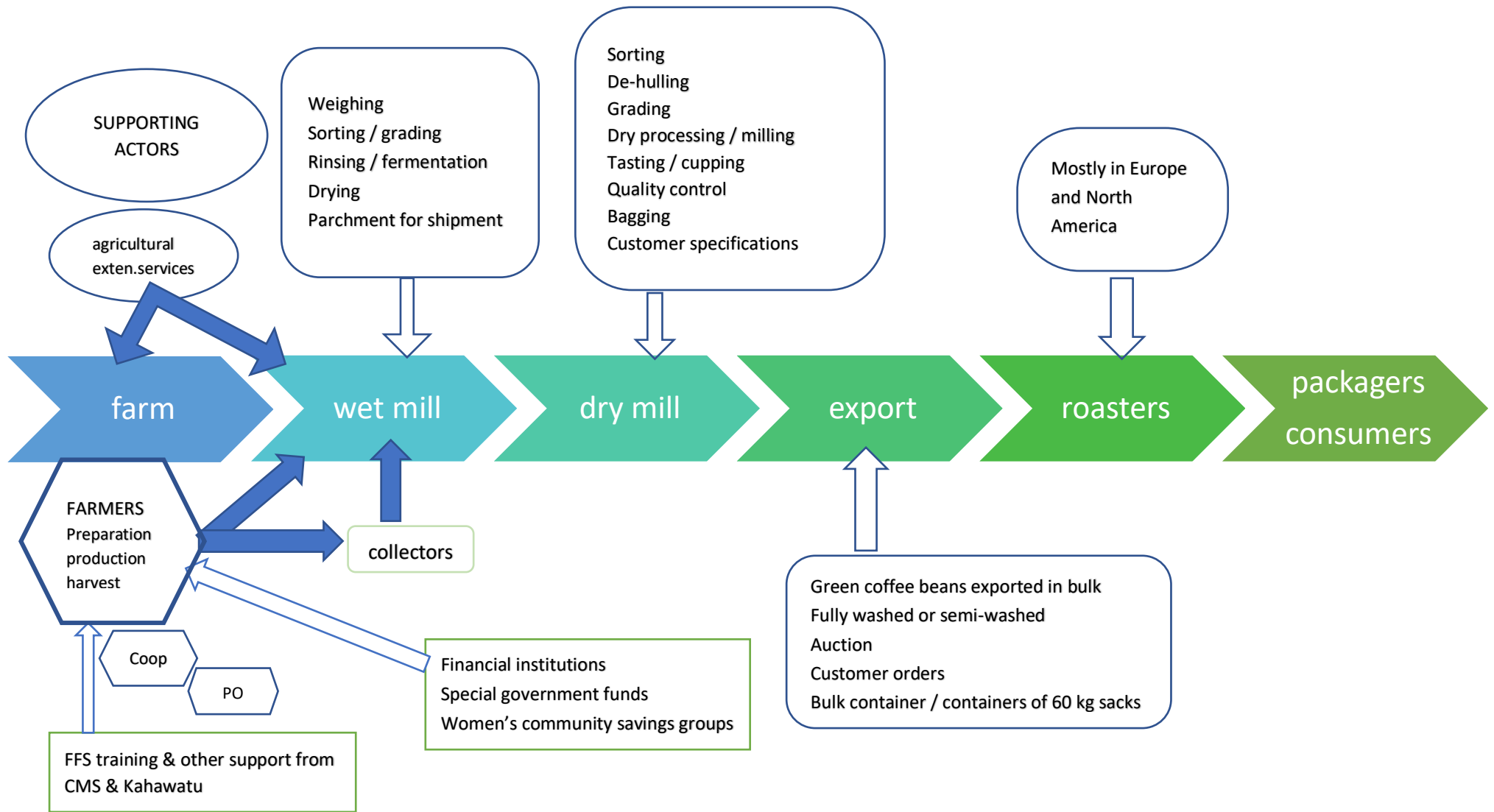
Perhaps the alarming observation is the fact that the vast majority of growers in both countries *had never tasted their own coffee!* And in some areas, not even coffee itself. When female coffee farmers are given a chance to taste it, they become more motivated to produce it³.

For the purpose of analysis, the components of the Coffee Value Chain can be split into three broad phases

- (i) Production
- (ii) Processing / Milling
- (iii) Marketing

³ See section 3.3 for empirical evidence on this development

Figure 1 The Coffee Value Chain



In understanding gendered roles in the CVC, it is this first phase that is of most interest for our analysis. Coffee production is a very labour-intensive crop up until the end of harvest and at peak times becomes a family occupation. However, gender roles are clearly defined along the early stages of the value chain by cultural norms and traditional practice - it comes as no surprise that the roles where women are most present are at the lower end of the value chain. Even in later stages upstream, namely, in (ii) processing, women can be found principally in lowly paid, low skilled roles.

In the production stage (i) the following activities are included: **preparation of land (with numerous sub-activities), planting (new seedlings or grafting), watering, applying fertilizer, pest / disease control, weeding, pruning, harvesting, sorting and transportation** to the wet mill.

TABLE 1 shows who performs these tasks according to assigned gender roles. Tasks that men choose not to carry out, are performed by women and / or casual labour. These include the tasks of weeding, and watering as well as initial sorting post-harvest. Some tasks require technical expertise (pruning) for which women have not been trained and other tasks are designated as not suitable for women, such as applying fertilizer. Sales are predominantly a male domain.

In stage (ii) **processing**, firstly at the **wet mill**, gender roles are also clearly defined for most roles, with only a few positions considered suitable for either male or female. **Weighing** (and manual data entry into ledgers) of the delivered coffee beans is traditionally a male role, but now also carried out by both women and men; this varies in both countries according to site. **Grading and sorting** are considered more suitable for women. **Washing / de-pulping and fermentation** is considered a man's role, particularly as this task requires the operation of machinery. **Drying of parchment on tables** sees the washed coffee beans laid out by both male and female employees. Most wet mills have only a small number of fixed staff on their payrolls (usually around 10), hiring casual labour according to need, which can be in excess of 100 persons for a period of over a few months. Even in the recruitment of casual labour at the wet mill, gender roles are played out with women applying for typical 'female' jobs as sorters, and men as machine operators.

At the **dry mill**, where parchment coffee goes through further refinement for removal of impurities, and then grading and bagging for the market, the gender roles are for the most part clearly distinguishable. On the factory floor in the milling processes, nearly only men can be found (carting 60 kg bags manually is by nature too much for most women), whereas at the sorting tables (further grading and cleaning out of impurities) exclusively women are to be found. The consultants were informed that whilst men are free to apply for these positions such as sorting, they cannot last beyond a day, as the function requires patience beyond that typical of men. The fact that the pay (around \$2 p.d.) is the lowest of all mill workers is defining in itself and further reinforces these stereotypes. Women who can obtain jobs as weighers at a wet or dry mill can easily double their pay.

In addition to the milling activities in factory, there are a number of roles that can be filled by men or women. Depending on the site, accounting positions are often held

by women. Laboratory technicians (cuppers, liquorers) testing the quality and taste of the coffee, can be either male or female (although the consultants only encountered male).

Finally, in the **marketing stage** (iii) where the bagged coffee is sold via auction (Kenya) or direct to buyers by consignment (according to grade and client specifications), there are virtually no women involved. In the case of Rwanda, it was reported that although there are 70 registered coffee exporters, it is not known if any women are involved at all in the export business.⁴ The private enterprises are for the most part family companies handed over to the next generation (male) in Rwanda. Transportation as part of the operation is also exclusively a male domain.

Very little roasting takes place in-country, in either Rwanda or Kenya, as the exported product is nearly exclusively in the form of washed and processed green beans, rather than roasted and packaged. Some small-scale cottage industry type roasting is taking place in Rwanda (and one factory on NAEB premises in Kigali). This is outside the scope of the present project, however further comments on this development will be addressed later in this report in the Rwanda section, as it does expand approaches to women's empowerment in the CVC. Domestic roasting of coffee in Kenya was not investigated.

Supporting services to the Coffee Value Chain

In a typical value chain analysis, we normally also find supporting services, such as providers of agricultural inputs, financial and advisory services, including from local government. However, in the case of the CVC in these two countries, supporting services were found to be limited and somewhat unsystematic. In the Appendix, separate graphics can be found for the Kenyan and Rwandan CVCs respectively, where country differences in supporting services are reflected. Generally, there appears to be very little support in the sector from local government services, nor from formal financial institutions (Sucafina has recently introduced a new initiative in this area – see Rwanda section). Financial support is provided principally by (mostly women's) savings groups registered as Community Based Organizations. Training support comes not from external institutions, but from the implementing partners themselves.

In conclusion, it can be said that the value chain is highly gendered with roles defined by social norms and tradition. Linkages to supporting services and institutions are weak and offer an area for further exploration and development.

Access to and control of the resources within the smallholder coffee farming sector reflect these gendered roles and norms embedded in the value chain. Particularly at the farmer level, control of resources and participation in decision-making are key determinants of women's empowerment for female coffee farmers. Table 2 below provides a summary of these key resources and identifies the decision-makers regarding access to and use of these resources. Whilst there may be some local context differences, the main elements are applicable to both countries.

⁴ NAEB – National Agricultural Export Board of Rwanda

TABLE 1 ACTIVITIES AND ACTORS ALONG THE COFFEE VALUE CHAIN

ACTIVITY	WHO	OBSERVATIONS -Women	OBSERVATIONS-Men
Preparation of land	Mostly men	Women till as instructed	Men also hired as casual labourers
Planting	All participate	Women do not have detailed knowledge on seedlings type, measurements	Men in charge if new plantings. Not all regions plant new coffee trees
Watering	Women	In some locations, women have to fetch water from river in dry season – no assistance from men	Supervise
Applying fertilizer	Mostly men	Women apply manure	Men in charge where technical specifications are involved – they decide what, where, when
Pest/disease control	Mostly men	Health & safety issues to protect women, weight of sprayer as hindrance	Considered a male role
Mulching	Both		
Weeding	Women only		
Pruning	Men	Women have inadequate training	Considered a male role
Harvesting	M & F children and contract labour		
Sorting	Women		Men have no patience to do this task
Transportation to collection point or to wet mill / WS	Both M & F	If you ask the women, they claim they do most of the work, carrying on their backs or by donkey	If you ask the men, they claim they transport by boda-boda and women help
Collecting money from the wet mill from harvest delivery	Men	Only if FHH	Men consider it is their role and right

TABLE 2 ACCESS TO AND CONTROL OF RESOURCES IN COFFEE FARMING

RESOURCE	WHO OWNS IT?	HOW IS IT OBTAINED?	WHO DECIDES ?
LAND	M & F	Mostly by inheritance Some locations, leasing or buying of new land (Kericho, Kenya)	Male (elderly) Youth – only where parents deceased; Women have legal share but decision making by women is only if a widow
HOUSE	M	Self-built	Family
TOOLS & EQUIPMENT	M	Purchased from market Given / lent by coop	Women can use, depending on what tool and what purpose
INPUTS FOR COFFEE - Seeds - Fertilizer - Mulch	ALL	Purchase on market Subsidized sale of fertilizer (e.g. NAEB in Rwanda) Grant – may receive seedlings from coop Mulch very expensive-judicious use	Mostly men unless FHH or women have their own plots
OTHER CROPS	F mostly M involved in cash crops	Purchase or receive through community assistance programs	Women decide if for kitchen gardens; if surplus output commercialized (maize, beans) men influence decision making
FINANCE - Loans - Grants	M	Bank and other formal FI	Man seen as the 'owner' of the coffee trees – control finances related to coffee (and hold collateral)
	F	Informal savings groups	Savings groups are nearly exclusively women's. Youth do not form their own
	F & Y	Government	In Kenya a number of funds earmarked for women and youth
TECHNOLOGY - Farming methods (knowledge) - ICT (for farming & personal)	M	Training from agronomists associated with coop or WS	Women receive training on GAPS if registered with coop or PO. Limited access to ICT resources
Upgrading and new INVESTMENTS	M	Purchase	Normally only M, as W are not informed
TRANSPORT	ALL	Borrow	Most farmers don't own. Men decide if money spent on motor cycle taxi, otherwise Women carry

PART 2 - KENYA

2.1 THE IMPLEMENTING PARTNER IN KENYA

Nestlé has been working in Kenya with its implementing partner Coffee Management Services (CMS) for a number of years starting from the previous phases of the project. CMS is the technical arm of Dormans Coffee (roasters), which in turn is owned by ECOM (Switzerland), one of the leading global coffee traders. CMS hence has a strong financial base and is in a position to expand its services, as it is currently doing, thus strengthening its vertical integration. Whilst offering mainly technical management and agricultural expertise, it is also branching out to providing financial services through instruments tailored to coffee farmers' needs, as well as supplying agro-input products (fertilizer and seeds) to farmers at attractive prices.

CMS also owns 3 dry mills in Kenya which is the next upstream step in coffee bean processing after initial processing in the wet mills. It then on-sells the bulk processed coffee to specific buyers according to requirements, or as a trader in own right, or it can sell to any buyer bidding on the Nairobi Coffee Exchange through weekly auction.

In Kenya, CMS does not operate or own the wet mills. The mills operate as cooperatives owned by the farmers themselves. CMS provides technical support to the mill management, as well as to farmers in training and good agricultural practices. It also meets the salaries of the agronomists hired at the mills.

Under its sustainability agenda, CMS is involved in a number of programs committed to gender, youth and climate change including in certification. Participation in some of these programs is in collaboration with UN agencies such as ITC. As a reflection of this agenda, CMS provides technical assistance and delivers training in a range of areas. It should be noted however, that its expertise is anchored in the skills of agronomists and is clearly most suited to deliver training in this area.

CMS is unquestionably an important player in the coffee sector in Kenya, claiming it has access to 200,000 smallholder farmers (17,000 of these smallholder coffee farmer households are included in the current phase of the Nestlé joint project). With its sister company (SMS) it is able to cover around 50% of the total of smallholder coffee farmers in Kenya.



2.2 THE SMALLHOLDER FARMER COFFEE SECTOR IN KENYA

The current project and its role in the smallholder farmer coffee sector in Kenya

It is estimated that there are around 700,000 smallholder coffee farmers in Kenya providing around 75% of Kenya's total coffee production⁵. As noted in the background documents to the TOR, coffee has been falling behind other crops as an

⁵ CMS Concept Paper, p. 10 – the project document

export, but remains an important source of livelihood for many families with no alternative sources of income.

There are numerous challenges and issues to face if coffee is going to continue to support families and to generate enough income to attract youth to continue in this sector. These issues will be discussed in following sections.

Due to low income generated by coffee production, inter-cropping has increased in some areas (Muranga), whilst in other areas (Kithungururu), following a period of neglect of coffee bushes and inter-cropping, increased interest in returning to coffee production is now occurring.

Phase III of the current joint project is turning focus to the Kericho, Bungoma, Nandi Hills region in western Kenya, towards the Ugandan border. This area is traditionally a strong tea growing area and farmers have practiced inter-cropping for cash crops rather than uniquely coffee growing. As coffee is still considered a 'man's crop' in Kenya, or more particularly, an 'old man's crop', this western region of Kenya provides potential for breaking with traditional norms in coffee production, strengthening the approach as 'family farming'. Opinions emerging from focus discussion groups held in this region indicate more openness by men and women to non-traditional gender roles compared with sites visited in other regions. Some of the mills in this area are newly established. The newly established cooperatives, together with a varied approach to farming, may provide a good opportunity for doing things differently.

Looking at the findings reported from the sites collectively, it was found that the economic constraints are fairly consistent across the coffee growing regions, as are the challenges for women and youth.

Structure of the smallholder coffee sector – the cooperatives

In Kenya the non-estate, smallholder coffee farmers are members of **cooperatives**. The cooperatives vary greatly in size, typically having over 1000 members (some 2000+). Only *one* household member can be a cooperative member – hence usually the male head of household – there is no possibility of joint membership for couples. No cooperative included in the project has an equal number of female to male members; the ratio averages around one third female members, two thirds male.

Governance of the cooperatives is directed by a legislative framework through the provisions set down in the Cooperatives Act guiding the management structure and scope of the cooperatives. Hence, operations are clearly governed by a certain amount of standardization and adherence to representation procedures, accounting and reporting. The Act provides guidance for the selection of agronomists, promoter farmers and board members and Chairpersons. However, the obligations imposed by the Act also constrain innovation in changing how things have always been done in a conservative, patriarchal context. Interpretation (or adherence to the rules) seems to vary slightly from one cooperative to the other, however in terms of board election and composition the practice appears to be fairly standard.

Most cooperative boards consist of 5 - 7 members, with one seat is reserved for female candidates. The manager of the mill (also known as 'CEO'), appointed as

salaried staff, also sits on the board, but does not enjoy voting rights. Board and committee members generally need to meet the criteria of demonstrating that they are exemplary and substantial coffee farmers, producing a minimum of 1000kg of output per annum from their own coffee plots. This automatically rules out youth for eligibility for the most part. Another notable provision in the Act is that promoter farmers must be proficient in English.

The facilities and equipment of the wet mill are owned by the cooperative (a cooperative may have several units of wet mills scattered across a catchment area). The dry mill in contrast is in private hands as a corporation servicing a region.

At the wet mills in this project, only the agronomist is a direct employee of the implementing partner CMS, with wages for the remainder of the staff and casual labour being met from cooperative funds – funds being accumulated from farmer membership dues. The cooperatives are, for the most part, in a precarious financial situation and are largely unable to make capital improvements; however, they are not able to increase membership fees from the farmers who also find themselves in a precarious financial situation. The cooperative management sets the price for the coffee beans delivered by the farmers (guided by the market price at auction).



2.3 THE PROJECT SITES VISITED

The partner, CMS, put forward the view that, in terms of gender and the value chain, it does not matter which site one visits; the issues are the same, unlike in farming practices which need to be adapted for climate and soil. In the field research, the consultants did, however, detect differences between the sites, not necessarily based on region, but possibly due to differing poverty and education levels of farmers at the particular sites visited. Other influential factors may have been the average age of farmers and entrenched social norms governing gender roles in a given community.

In the project documents, it was indicated that there are 12 cooperative units in Kenya included in Phase III, the current phase, of the project in Kenya. One of these units (Marue) was carried over from Phase II. The remainder were to be new to the collaboration. The 'sites' visited in Kenya refer to wet mills. The cooperatives included in each phase of the CMS-Nestlé collaboration are selected based on quality of product, as well as loyalty, according to CMS (bearing in mind the participating mills benefit from technical expertise and training).

By the time the consultants carried out field visits in November 2019 however, the cooperative of Marue had withdrawn from the project (meaning they chose to no longer work with CMS, nor to supply their coffee for further processing and marketing). This was unfortunate as an important benchmark was lost for measuring impact of the program from Phase II to III. As the largest mill in the project, it also represented an important number of respondents in the M&E survey (carried out in April 2019 by Rainforest Alliance and local partner). A further cooperative, Mutindwa,

was taken up for inclusion in the project. As of February 2020, two further changes were made to replace participating cooperatives.

A list of the cooperatives included in the current phase of the project, together with details on their size and composition, can be found in the Appendix. A summary of the sites where consultations were held is also found in separate table in the Appendix. In all, 6 sites in 3 regions in Kenya were visited, where FDGs and bilateral interviews with key informants were held, totalling 140 participants. Key informants were drawn from promoter farmers, savings group representatives, agronomists and management (Chairperson, board members and factory manager), as well as from a county government office. In Nairobi, interviews were held with key informants in government ministries and one NGO. The consultants found it most informative from a gender perspective that the Chairperson in one cooperative (site) was a woman, and in another, the Manager (CEO) of the mill was female.



2.4 TRAINING IN THE COFFEE PROJECT

A core part of the project collaboration with Nestlé has been in training; this continues to be the foundation in the current phase, Phase III.

In Phases I & II of the collaboration, the implementing partner CMS focused on training principally on good agricultural practices (GAPs), as well as on certification. Gender topics were not addressed directly, but woven into the trainings. Already by the second phase, training female farmers to be promoter farmers had started. Now, in Phase III, the focus has turned to empowering women farmers, as well as farming as a viable business. With a shift of emphasis to empowerment and gender equality, the focus of training has been realigned and set against targets and key performance indicators.

Both male and female farmers are targeted, although some areas of training are destined more for female farmers who may be more in need of skills development. As part of the three-year training program within the current phase, the following subjects are treated:

- *Women's empowerment*
- *Leadership*
- *Confidence building*
- *Financial literacy and record keeping*

In its activity planning and monthly monitoring and reporting, CMS counts (i) 'empowerment training' and (ii) 'leadership, confidence building, financial literacy' as two separate training clusters – the number of women who participate are counted under these two headings. This is a little confusing as topics such as *confidence building* would normally fall under *empowerment* training itself⁶. It is not very clear to the consultants exactly what content comes under what heading in on-the-ground

⁶ The subject matter for teaching women's empowerment is vast and varied, however as a guideline of general practice the UN Women teaching packages are referred to here by the consultants as a guide

training delivery. It is understood that only Promoter Farmers receive this formal training directly, not other farmers even if they are members of the cooperative.

Year-end activity statement records only one *women's empowerment* session had been conducted, but 239 "*individual women farmers [were] trained on leadership, confidence building, financial literacy*" (CMS/Nestlé activity statement October 2019). For future *women's empowerment* training it is not clear whether both men and women are target participants. It would be important to include also men.

Training on Women's Empowerment

Through consultations with CMS and with several female Promoter Farmers who had undergone women's empowerment training, the consultants were able to gain some understanding of what training material is used and what depth of instruction is provided. The first three subjects listed above (*women's empowerment, leadership, confidence building*) are given only a very broad coverage - more an exploration of the concepts than providing practical tools that can be readily applied by participants.

The training on these topics is largely outsourced, the consultants were advised. Based on what the consultants were able to see, the material (for example on leadership) did not appear to be tailored to the coffee sector, nor even particularly to agriculture. The training sessions, typically conducted over two to three days, are delivered by several different facilitators, depending on the topic. There are no follow-on courses.

During the current phase of the project, CMS has conducted trainings in collaboration with the Coffee Research Foundation for cooperative Promoter Farmers on '*Good coffee husbandry, coffee nutrition, pest/disease control, coffee processing, record keeping, good governance, safe use handling and disposal of agro-chemicals*' (in March 2019).

A further training with the theme of '*Women's Empowerment*' was held (September 2019), covering the subjects of '*Good coffee husbandry, leadership skills, cooperative governance, financial literacy and confidence building*'. There are no 'advanced' courses provided as a follow up. It is still early days in Phase III of training in these areas. (N.B. Peter Kimata Project Manager of CMS, who delivers the trainings on marketing, couldn't recall who delivers the training on women's empowerment and related subjects, but most likely it was by consultants/facilitators recruited via the Coffee Research Foundation).

The above trainings are targeted principally at the Promoter Farmers, but also at members of the board and mill management (at a wet mill, not a dry mill). A female manager at one wet mill emphasized to the consultants how important it is to strengthen advocacy by female farmers to gain board representation, as well as for advocacy within the coffee industry at large. Training in leadership skills are clearly beneficial to prepare female cooperative members for this challenge. It would therefore appear worthwhile to invest in ongoing teaching and consolidation of these skills to specific target groups of women with potential leadership roles. It is not clear where *financial literacy* appears on the syllabus, but it is assumed it is covered by *record keeping* which is delivered mainly by the agronomists.

Training by the agronomists

In addition to teaching record keeping (sporadically), the agronomists seek to align their training of Promoter Farmers with the seasonal activity. Over the space of a year, they may cover the topics of weeding, pest & diseases, picking, processing, new technologies (in spraying), new varieties of trees and climate change. How the agronomists receive their own expertise in women's empowerment is not clear – short courses in their agricultural college studies, supplemented by occasional day sessions at external institutes – recall was limited.

The agronomists are extremely stretched to reach coverage of all member farmers of a cooperative and to train Promoter Farmers who are in turn to guide others. In some cooperatives, there is a ratio of one agronomist for 1200 farmers; in other sites there may be two agronomists at the most; and in some sites one agronomist covers two cooperatives. An agronomist might target to train 5 new Promoter Farmers per month.

Under the cooperative model in place in Kenya, the farmer groups linked to a cooperative comprise from 7-30 members in one group (normally in geographic proximity to each other), with 20 being typical. Each group has an elected leader, who has normally also been selected as a Promoter Farmer to teach other farmers under a ToT concept. This is not a classic ToT model, inasmuch as the Promoter Farmers are taught skills to pass on and are not instructed on teaching methods as such. Promoter Farmers therefore vary in their own ability and skills in playing the role of trainer, and may also differ in how much time they are able to commit to passing on their knowledge to others. The problem is particularly acute for female farmers faced with multiple roles to play in the household with care responsibilities and competing demands for their time.

Group sizes vary for individual training sessions, however, training on agricultural practices is generally conducted in demonstration plots or in farms convenient for the majority of participants.

In the case of technical skills, the farmers are taught by the agronomist on how to be a Promoter Farmer, but not actually how to be a trainer, as mentioned above. As a general practice, a female Promoter Farmer teaches other female farmers, however with group sizes varying, the groups are sometimes mixed as well. For example, in Mutindwa Cooperative in Meru county there are 30 farmer groups, of which 20 are male groups and 10 female.

The consultants were not able to confirm this, however it appears that it is not routinely documented by the Promoter Farmer to whom, when, where and what topics (the '4Ws') they taught to other farmers. This is not proscribed as standard procedure to record, nor whether those farmers who they are training are adopting what they are taught.

In the areas of training related to *women's empowerment* and *gender equality*, the consultants remained unconvinced that CMS had sufficient depth of understanding of the concepts to design teaching modules. The agronomists are already overstretched in their resources, but are expected to teach financial literacy through practices such as record keeping. Ongoing teaching of financial and other record

keeping, as well as follow-up and consolidation does not occur. Clearly, financial literacy is not a skill obtained in a one-off training. Monitoring is done by the agronomists, albeit unsystematically.

The budget of the present phase at approximately USD 556,000 allocates 12% to gender activities. Whilst planned training activities may be met from this budget, it is spread rather thinly in two main respects. Firstly, the ratio of agronomists to farmers is very low as referred to above (especially in light of the fact that agricultural extension services are limited to non-existent in the coffee sector). The costs of agronomists are met from the project funds. Secondly, the budget does not allow for consolidation of trainings conducted through follow ups or more advanced courses.

Overall, follow-up on training and monitoring of the impact of training is weak and unsystematic. Participants interviewed by the consultants expressed the view that it would be beneficial to have an opportunity to meet up again with the other female Promoter Farmer participants of their one-off training courses, to allow them to develop an informal network. The Promoter Farmers, dispersed geographically, have no opportunity otherwise to meet up. This would not require a costly training event, but a minimum cost for a meet up at a community venue that could provide a platform for women to exchange experiences since the training on what they have learnt and what they have been able to put into practice. What has worked, and what has not. If there is sufficient interest on the part of the women, such a platform would be self-sustaining, supported perhaps by a simple app (similar to how the agronomists exchange with each other).

Finally, agronomists, Promoter Farmers and farmers themselves all need to keep records of trainings they have given or received. The consultants were unable to see any records kept, apart from training certificates received. The Promoter Farmer should have ready records of the '4Ws' mentioned earlier (and be provided with basic material for the task). And as for the farmer herself, she should be shown how, and encouraged, to make a simple notation as a diary (to the extent her literacy skills allow) of what she learnt when the agronomist visited, regardless of whether she is the cooperative member or her husband. This could provide an insight as to how much passive training non-members are exposed to and allow for strengthening.

For example, we can see from the activity statement (October 2019) that 4652 households were visited for TA and coaching. We don't know what the split was between MHH and FHH and in MHH how many wives were also present and shared in the coaching. Probably these details were recorded somewhere by the visiting agronomists, but it would be looking forward to have the figures sex-disaggregated and precise, especially for monitoring internally and by third parties should the need arise. Better record keeping on training, not just GAPs, would support monitoring in the project implementation unit, and allow for cross-checking of data where the need might arise.



2.5 KEY ISSUES FOR WOMEN AND YOUTH IN THE COFFEE SECTOR IN KENYA

Discussions in Focus Discussion Groups held at the sites, as well as results from consultations with key informants, both at the sites and in the capital, revealed a range of issues of concern.

The main issues facing women and youth involved in coffee farming in Kenya can be summarized as follows:

- persisting cultural norms that identify coffee as a 'male' crop - an obstacle for women
- land title in husband's / parents' name
- low levels of female and youth membership of the cooperatives unless a FHH
- denial of voting rights in coffee cooperatives, and limited access to training as non-members (women and youth)
- limited board representation
- lack of technical skills for farming and for coffee farming as a business (record keeping, financial literacy)
- undeveloped leadership skills
- lack of motivation to contribute labour

Land title continues to be a key issue for women in coffee farming, despite progress made in establishing equal rights for women through constitutional reform⁷ and subsequent Land Act amendments. The Kenya Land Council⁸ found that of title deeds issued by the government between 2013-2017, only 10.3 percent were issued to women. In terms of hectares covered by these deeds, 97.76 percent went to men.

In some localities, it was reported that where women have been providing their labour to the family farm, without enjoying rights or influence over its management, let alone share of profits, there is a lack of motivation on the part of wives to carry out efficient farming and to exercise diligence - care of the coffee trees has become inadequate in some locations. In a situation where men control all the resources, women have even refused to provide their labour (men need to then hire casual labour).

For **youth**, whilst some of the challenges are shared by women as outlined above, the main challenge reported is lack of motivation due to low earnings, or no earnings shared by coffee farming parents despite youth providing free labour. Here, we are talking of adult offspring up to the age of 35 (although CMS specifies 'youth' as up to 30 years of age in its training log-frame). Children helping out on the farm during school holidays is common practice and not a topic of discussion. We are talking of youth seeking an occupation and an independent income. According to government estimates,⁹ 85 per cent of Kenyan youth (15-34) work in the informal sector; hence young people involved in family coffee farming are not necessarily far worse off than

⁷ Art. 45 of the 2010 Constitution states 'Parties to a marriage are entitled to equal rights at the time of the marriage'

⁸ <http://www.kenyalandalliance.or.ke/>

⁹ Government of Kenya, Department of Youth Affairs, Youth Development Policy 2019 -draft – not for circulation

many other of their cohorts in irregular jobs, but there may not be loyalty to remaining in the coffee sector with weak incentives.

Inability to raise finance to buy land or seeds, needed to be able to carry out coffee farming independently of parents' farms, is a further discouragement to youth to remaining in the coffee sector. Some cooperatives have programs to provide seedlings to landless youth, allowing them to plant on demonstration plots. Networks among youth farmers are weak, however, and they have little, or no, representation on committees or other vehicles of influence.

In Kenya, it is idiosyncratic that youth are poorly represented in political and economic spheres¹⁰. This is explained by lack of proper organization, orientation and empowerment, as well as due to societal attitudes and socio-cultural barriers which favour elders' viewpoints and decisions. With the average age of farmers at over 62 years in 2017¹¹ clearly these social norms persist in coffee farming.

There is much mistrust on both sides. Parents and elders mistrust their (male) children with their land, for fear that, if they be given land title, they will either neglect the coffee trees, or cut the coffee trees down and plant faster cash crops (such as macadamia or avocado), or even sell the land to developers. From the youth's perspective, elders and parents are accused of profiting from their free labour and not allowing youth any role in decision-making or influence among the elders in committees. Committee board members also voiced the opinion that youth are not interested in participating in committees.

Female representation on (cooperative) boards is increasing (no exact figures available), however it remains a challenge that has only recently been taken on. Board / committee members must campaign running up to election time, something most women farmers are reluctant to do (lack of confidence as well as cultural norms). Some succeed by the failings of the incumbent (male) members and by diligently performing their duties as board members which may enable them to eventually become Chair or an office holder by election.

Overcoming these challenges

On a practical level, female coffee farmers, without land title, employ a pragmatic approach, whereby they also farm their own coffee trees on allocated plots that they succeed in wresting from their spouses, in addition to caring for the family or 'man's farm'. It cannot be estimated how common a practice this is (no figures available), however we heard that it is not rare nowadays for male spouses to assign a specified number of coffee trees to their wives, and register such as their wives' property, enabling them to become cooperative members in their own name; hence receiving voting rights and gaining access to training. This does not imply a transfer of land title: it is only the trees that become the women's property to manage and her right to a share of the income.

¹⁰ Government of Kenya, Department of Youth Affairs, Youth Development Policy 2019 -draft – not for circulation

¹¹ *ibid*

Clearly, transferring stewardship of a certain allotment of trees to women, and allowing them to share in the profits, encourages nurturing of these trees and strengthens motivation that is otherwise fluctuating.

In cooperatives where this is occurring among male members, there has reportedly been a commensurate increase in the number of female members of the cooperatives, with an increase in female participation in training, representation on committees and in decision-making. This informal practice of entitlement clearly represents a powerful trigger to strengthening women's empowerment.

Working synergistically with this development, it was reported that where a board is composed of several female members (and a female Chair) there has accordingly been a notable increase in the number of female farmers becoming cooperative members. It seems to act as a trigger. As there needs to be a tangible step in getting women registered in their own name as a member, assigning trees to wives of male headed households is an effective approach and a stop-gap remedy to the structural transformation that is ultimately needed for achieving gender equality. It was reported that husbands in younger couples show more willingness to take this approach.

Membership in a cooperative would appear to be the first step towards empowerment. Without amendments to the Cooperative Act in Kenya (which is difficult), it seems unlikely that smallholder female coffee farmers can exercise much influence over committees, nor can they take much initiative to enhance their own capabilities as they are not eligible for *formal* training as long as they remain outside of the cooperative structure.



2.6 INSTITUTIONAL ISSUES

Institutions are not weak in Kenya; however, governance is poor, creating serious challenges for addressing underlying causes of problems, such as those outlined in the above sections. In addition, the country faces the challenge of a weak social fabric, which has grave implications for youth.

In Kenya it is an easily observable phenomenon that the private sector does its best to keep government at arms' length, as a general practice and principle. Although this tendency has its roots in valid misgivings and distrust given the poor level of governance in the country, it is unfortunate, as some opportunities for forming linkages to support gender and youth in the coffee sector are being missed, especially at the county government level.

Agriculture is the policy domain of county governments in Kenya (of which there are 47), whereas gender policies are formulated at the national level. County governments are expected, however, to also formulate their own gender frameworks in alignment with national policies. Whilst communication and collaborative mechanisms are supposedly in place, the watering down of responsibility for

implementing gender equality policies is slowing progress in achieving results in the agricultural sector.

Last year, 2019, saw a strengthening of efforts towards achieving gender equality and women's empowerment (GEWA) in Kenya with the release of a number of new policy documents and instruments at the national level¹². *An Inter-Governmental Consultation Framework for the Gender Sector* was launched with the objective of improving national government and county level government cooperation on GEWA through a number of mechanisms.

Of key interest here are the Gender Sector Working Groups at county level where representatives from the private sector may participate and contribute to the thematic direction and formulation of programs. (NB the Intergovernmental Forum on Gender is the space where donors can participate). The State Department for Gender Affairs also published its National Policy on Gender and Development (October 2019) which outlines the national government's continued support to 3 funds targeted at women's empowerment¹³. Youth responsibility falls under the same ministry and there are a number of bodies designed to work as a consultative mechanism with county level governments with a similar mechanism as for gender¹⁴.

Within the framework of the present project, and its institutional linkages, opportunities in the areas of gender and youth need to be continually explored. The launch of Phase III of the project in the Nestlé-CMS collaboration, celebrated in Bungoma (western Kenya) in 2019 was well publicized and attended by the County Minister of Cooperatives and Deputy Governor. Taking advantage of such opportunities, supported by county authorities, is one channel for strengthening linkages by Nestlé and the implementing partner with county and communal institutions that support gender and youth.

Each county government has (at least in theory) both a youth affairs and a gender officer working from the county governments' Social Services Department. We learnt of one instance (in Murkarwa, Muranga County) where the gender officer was providing technical assistance to a women's savings groups (hence not through the project itself).

There appears, however, to be very weak linkages between CMS in the coffee project and the county offices of the sites in this respect. Women's groups, through savings groups and other registered community-based organizations (CBOs), are forming their own linkages, seeking out material or technical assistance where available. However, such CBOs are not specific to the coffee sector in a local community. Youth working in the coffee sector, however, do not cultivate such networks and links with youth officers in county governments, or with other youth organizations have not been developed. Youth do not organize themselves as readily as the women into groups, such as the savings groups.

¹² <https://gender.go.ke/downloads/>

¹³ The Women Enterprise Fund, Uwezo Fund, National Government Affirmative Action Fund

¹⁴ The National Youth Service and the National Youth Council

County government agricultural extension officers reportedly provide little support directly to coffee growers who rely on the cooperatives' agronomists for such guidance. This is despite the fact that government policy¹⁵ aims to enhance extension services to particularly benefit vulnerable women in agricultural practices¹⁶. The agronomists themselves reportedly benefit from some training and technical exchanges (if at all) from the agricultural colleges rather than from the county governments. It was a challenge to identify a county government agricultural extension officer willing to meet the consultants.

The consultants learnt that neither Nestlé Kenya, nor CMS, had established contacts within the State Department for Gender, nor the State Department of Youth (both departments come under the Ministry of Public Service, Youth and Gender Affairs). Appointments for consultations with key informants were ultimately able to be arranged with each department at the appropriate level - this provided valuable information on government policies, as well as exchange from our side on a private sector initiative.

Other relevant institutional issues relate to the Crop Act and the provisions of the Cooperative Act already referred to earlier, with significance for governance in respect of cooperative structure, management, voting rights and membership.

¹⁵ National Policy on Gender and Development, Government of Kenya 2019

¹⁶ Ibid, chapter 4.8

Part 3 - Rwanda

3.1 THE IMPLEMENTING PARTNER IN RWANDA

Kahawatu Foundation is the implementing partner in Rwanda for the collaboration with Nestlé. The Kahawatu Foundation, with its head office in Geneva, is supporting the coffee sector in Uganda and Burundi, as well as in Rwanda. Nestlé and the Swiss company, Sucafina, are funding the present phase of the project 50/50.

Nestlé's collaboration with Kahawatu is more recent than the partnership in Kenya, with Phase II having started in Rwanda in 2019 as a sustainable development initiative. Kahawatu, registered as an NGO in Rwanda, is able to focus on sustainable social development in the coffee sector, as well as assisting farmers to adopt sustainable agriculture practices. It shows commitment to achieving social development objectives through the project.

The project is obviously not devoid of commercial objectives – in the form of strengthened livelihoods through increased revenue for farmers; apart from the budget allocated to Kahawatu specifically for the project, Kahawatu also receives support for the project in various forms from Rwacof and Sucafina (a Swiss company) and the three organizations are closely linked through the management and governance structure.¹⁷ Rwacof is a fully owned subsidiary of Sucafina Switzerland.

As the washing stations (and one dry mill) are owned by Rwacof Rwanda itself, rather than by farmer organizations (as was the case in Kenya), there is a certain amount of vertical integration – from washing station to export - which perhaps facilitates the adoption of gender mainstreaming practices more easily; although these have yet to be realized.

It was observed that Kahawatu is operating on rather lean management in Kigali (from the Rwacof premises at the dry mill) and with only 5 agronomists employed for the whole country - only one agronomist is assigned to each district as designated by country districts. Only one agronomist is therefore covering the district where the 5 participating mills for the present project are located. Unlike in Kenya, where the agronomists are locally based, the place of residence of the Kahawatu agronomists is Kigali with frequent field trips. The agronomist has a huge task of providing technical training on agricultural practices, as well as now the recently introduced 'soft' subjects relating to women's empowerment. The agronomists' own training on these new areas appears to be very cursory.

¹⁷ See M&E Section 4.2

3.2 THE SMALLHOLDER FARMER COFFEE SECTOR IN RWANDA

There are an estimated 800,000 families involved in coffee farming in Rwanda of which half are smallholder farmers.

There are 300 washing stations for coffee in the whole country, of which Rwacof owns and operates 19. Only 5 of these are participating in Phase II of the present project in the Nestlé-Kahawatu collaboration. The present phase of the project covers 6000 smallholder coffee farmers in Rwanda.

Growers (at least the 6000 farmers included in the project) are affiliated with one designated washing station through their producer group, known as Producer Organizations (PO), although a farmer may supply to more than one washing station if he chooses. Each PO typically has 30-35 members – this is not constrained by legislation or guidelines. The POs elect office holders to form a committee consisting of 3 members (President, VP plus one Secretary) with the adopted practice whereby if the President is a man, the VP is to be a woman and vice versa. Kahawatu encourages a youth member, although this is not enforced and largely not practised it was reported.

Market model

Typically, 1000 growers supply to one Rwacof-owned washing station. Through its vertically integrated link to Sucafina, Rwacof is not only close to buyers, but also to the export market. Sucafina is an important player in the Rwandan economy, responsible for exporting around 35% of Rwanda's total coffee production.

Until 2006 the marketing model practised in Rwanda was informal and fragmented with low value added for exports. Sucafina responded to calls from the Rwandan government for foreign investment, and through the establishment of the Rwacof mills, was able to improve the value added from exporting fully washed green beans rather than semi-washed (nonetheless still representing 35% of Sucafina coffee exports) which receive a lower price.

The environment in which the project is operating is not typical of the coffee sector overall, inasmuch as the exporter (Sucafina) is vertically integrated with both the dry mill and washing stations (Rwacof). Most Rwandan coffee exporters own a dry mill for processing, but not the washing station.

A major difference between the Rwandan and Kenya coffee sectors is the low productivity of Rwandan coffee bushes (weight per bush, not quality inferiority). The average annual production of a small-scale coffee farmer in Rwanda is 1.5kg per tree¹⁸, whereas 3-4kg per tree is cited as the threshold in Kenya for breaking even financially (and now achieving 7kg yield in the current project).

Another major difference with Kenya is that there is no coffee exchange or auction system in Rwanda for alternative sales, hence coffee farmers are very dependent on the washing station with which they work for the prices they receive. Farmers in Rwanda are however free to market their coffee independently as well as to the

¹⁸ Source: Kahawatu consultations

washing station, as they are not bound by being part-owners of a cooperative, as is the case in Kenya.



3.3 THE PROJECT SITES VISITED

The 5 sites of the project – which are the washing stations owned by Rwacof - included in the current phase of the project in Rwanda were all visited for consultations. The breakdown of these sites, together with numbers of female and male participating farmers, can be found in the Appendix.

Women represent 37% of the total number of farmers registered in the 5 sites. Four of these sites are located in the western part of Rwanda by Lake Kivu. Nyamyumba near the DRC border is the largest with more than 2000 registered farmers. At this site, many male heads of households leave for jobs in Rubavu town, or in the DRC, leaving women in charge, even if not as actual owners – it was observed during consultations and group dynamics that the women here appeared to have a higher level of confidence and empowerment than at other sites in Rwanda. Nonetheless, despite a certain level of self-reliance that could be observed, women still have little control over decision-making on the income derived from coffee production.

As referred to earlier, in Rwanda, the farmers' association structure is somewhat looser than that of Kenya, as they do not own the wet mills, and the farmer groups are largely self-regulated. As mentioned in the previous section, farmers organize themselves into POs based on locality and proximity with other farmers in the group, and select one (or more) Lead Farmer. The elected office holders of the PO work with the Lead Farmers (who may also be an office holder on the committee) acting as back-up to the agronomists. All 6000 registered farmers in the present project belong to a PO.

The groups are largely male / female mixed; however, the majority of registered female farmers are drawn from households with only a female head. There are also female-only producer groups, headed by a female Lead Farmer and other office holders. Only one member per household can be a member of a PO (as with Kenya, no joint membership within a household), unless a wife or adult child is farming a separate plot. The number of female Lead Farmers in the project is still very low at 23. This is out of a total of 170 farmers trained to play the role of Lead Farmer (as at end 2019).

Although **gender** is a core focus of the current project, the POs do not as yet have either gender policies in place, nor have they established gender committees (both of which have been provided for in Kahawatu's 3-year budget as outputs).

The visits to the sites involved focus discussion groups (FDGs), as well as one-on-one interviews with key informants such as Lead Farmers. 12 Lead Farmers were interviewed and 12 FDGs were held, with a total of 124 participants. The composition of the groups can be found in the Appendix. The FDGs were conducted a little differently from in Kenya due to local context – female farmers often had a very limited grasp of the concept of being part of a value chain and were challenged by

the exercise of identifying activities and actors.¹⁹ It was found that female farmers had only a vague grasp of all the steps involved in coffee production on the farm and, beyond the farmgate, they were unable to ascribe the gender roles. Female farmers who were not head of household usually required the participation of their spouses to complete the value chain description. In separate sessions, discussing who does what, there was substantial diversity of perception between men and women which led to conflicting opinions.

Male farmer participants also showed an inaccurate appreciation of value chain actors, over-inflating their contribution to tasks – the responses from male farmers were disputed by female farmers when presented with the accounts in the plenaries. Overall, it was noted that both female and male farmers knew very little about other actors in the Coffee Value Chain and did not readily acknowledge the extent of the family members' contributions. For the approach of encouraging 'Coffee Farming as Family Farming' it is not a solid foundation.

In addition to the 5 above sites included in the current phase of the project, a further site was visited by the National Consultant - the Sake Farm (in Ngoma district, Eastern Province) which had been targeted in two previous projects – one with Kahawatu/Rwacof (on GAPs, coffee quality and traceability) and the other with a local NGO, supported by an international donor (an initiative on gender equality, establishing savings groups and introducing cottage industry processing of coffee). This NGO is referred to again in this report as a potential partner for Kahawatu in training. The interest in this site lay in the fact that it was a coffee farm managed by women, whereby its commercial viability had been revived through the provision of equipment and training for good agricultural practices.

The noteworthy development that took place at this site is the creation of interest in coffee among farmers themselves, whose awareness of the value of their product has been raised, through better understanding their role in the value chain and finding out how coffee tastes as a finished product. Small home-based pan roasting operations have been set up using primitive manual methods, included pulverizing. The roasted and ground coffee is consumed at home and any surplus supplied to local consumers and shops. The project is a benchmark for improving farmers' knowledge about their role in the value chain and bringing about familiarity with the taste of the product and ability to recognize quality. Together with learning about good agricultural practices, the women reported increased incomes and a greater role in decision-making in coffee farming. The success of the two projects is a good demonstration of the positive impacts of training on women's empowerment given the right approach and setting.

A note on Female-Headed Households (FHH)

With 37% of the coffee farmers included in the project being women, it is assumed that nearly all are from female-headed households. 8 out of 10 women work in agriculture in Rwanda (formally and informally) and many of these are in the form of

¹⁹ For this reason, first a plenary was held, with mixed composition of male, female, and youth in order to explain the purpose of the discussion and to introduce the concepts of the 'gender balance tree' and the Coffee Value Chain. The groups were then separated according to sex – male / female farmer and youth

female-headed households. With 30% of the country's households female-headed in Rwanda²⁰, it might have been expected that female coffee farmers would play some kind of role model for the next generation. This theory was not able to be validated, and if anything, the consultations through the FDGs and key informant interviews, revealed that the FFH interviewees from the sites included in the present phase of the project found themselves in precarious positions. Often surviving financially precarious situations, they were also vulnerable to exploitation where they needed support through hiring casual labour (high demands for wages, low quality work provided) for tasks they could not perform themselves, or, at peak times of harvesting. Moreover, discussions revealed there was no guarantee of family assistance or succession by daughters or sons. In summary, the lot of FHH was *not* one to be envied and whilst their participation in producer organizations is more prominent than in MHH it is by necessity of circumstances. Moreover, it was reported that male heads of households returning to coffee farming are adopting previous roles in decision-making and areas where finances are concerned, such as in farm investments and in sales.



3.4 TRAINING IN THE COFFEE PROJECT

As with the training approach in the Kenya project, in Rwanda the implementing partner, Kahawatu, focuses its training on the Lead Farmers.

The training modules in the present Phase II of the project fall under the following subjects (according to the 3-year budget and log-frame):

- *GAP & Sustainable Agriculture Land Management (SALM)*
- *Group dynamics and leadership*
- *Input financing*
- *Nutrition and food security*
- *Joint household planning*
- *VSLA (Village Savings and Loans Association) – planned*
- *Other topics under Health, Hygiene and Sanitation include family planning and HIV/AIDS (only 45 farmers trained so far).*

The ToT model is the approach adopted to broaden the inclusion of training beneficiaries. The Lead Farmers, elected in their respective PO, are the principle beneficiaries from the above key modules and are expected to then pass on their knowledge to other farmers. Only 23 female farmers have been trained as Lead Farmers so far, out of a total of 6000 farmers in the project, compared with 154+ male Lead Farmers (according to the activity statement from October 2019). Hence, if it is only the Lead Farmers who pass on what they have learnt to other farmers, only a small number of female farmers are being reached. Therefore, male Lead Farmers are expected to train not only other male farmers. With so few female Lead Farmers

²⁰ MINAGRI, Agriculture Gender Strategy, 2010

trained up to date however, this low number of female Lead Farmers can act as a constraint on how many female farmers are being reached and prioritized.

The demonstration plots run by each PO feature as an important part of farmer training (for male, female and youth) as **farmer field schools** on technical subjects, as well as for learning record keeping. It is the agronomist employed by Kahawatu who has overall responsibility for organizing Lead Farmer trainings.

The POs, whose committee members have undergone training on *group dynamics and leadership*, have been guided on how to formulate a gender policy for their group. Although having a policy in place is form of prerequisite for receiving training, it was reported that few POs have managed to take this step. Gender policies in the POs and at the washing stations have not been institutionalized as yet, and training on *group dynamics and leadership* is ongoing. It is noted that nearly all the female Lead Farmers have participated in training on *group dynamics and leadership*, as few as they are.

The implementing partner in Rwanda places importance on encouraging coffee farming as a family business in sharing responsibilities among family members and in decision-making to increase the business viability of their operation. Hence, they teach a module known as *Farming as a Family Business* (FAFB) in which participants are invited to identify gender roles involved in their farm and household activities; they also explore joint decision-making on money, on land allocation and animal management; and the benefits of FAFB for all the family are explained. From the activity statements, it would appear that the only female participants to date have been the female Lead Farmers (as at end 2019 only 8).

It would clearly be beneficial if the FAFB approach is to be adopted, that women who are *not* Lead Farmers themselves, nor even a member of a PO, should also be invited to participate in these sessions. In fact, to support the FAFB approach, it would be preferable to include joint training for couples in this module, regardless of the wife's status. If FAFB is not taught to both the wife and the male farmer head of household, it is not likely to instil sustainable practices either in farming, nor in management of household resources.

The agronomist is also expected to deliver training on other subjects that are not specific to farming practices, such as *women's empowerment*. We were advised that *gender mainstreaming* as a topic has already been introduced, but where it figures in the training plan for Phase II is not clear. It is concluded that the term probably was used loosely to refer to any subjects that fall under the heading of *women's empowerment*, rather than actually teaching *gender mainstreaming* within the organization as part of institutional strengthening.

The agronomist responsible for the 5 sites, informed us that he delivers a 2-hour course at the washing station on 'gender'. He uses teaching aids such as flipcharts illustrating the gender balance tree and other graphics for tools. The Lead Farmers who participate in this instruction are then to deliver training to other farmers in their

group; their training is monitored through spot-checks and backstopping from the agronomist.

The consultants were able to inspect only some of the materials used in *gender* training, so we are not in a position to reasonably assess, however from what we did see, the subject matter treated in graphics seemed very well suited to family farming contexts under the FAFB module. As basic as the course content may be, it is questionable how a Lead Farmer can then go on to train other farmers in the PO on topics new to his or her way of thinking - and with a once-off, 2-hour course only. There is no reinforcement of learnings, and no follow-up. Among the respondents in our key informant interviews and FGDs, there were no farmers who reported having been trained in FAFB as yet. Only some Lead Farmers have received training. Hence, this is clearly an undeveloped potential for reaching more households.

However, training on concepts such as *women's empowerment* and *gender equality* and all the subjects that might fall under these heading (such as *leadership*) would appear to be beyond the expertise of an agronomist. There should be a distinction between training on *gender mainstreaming* for the purpose of institutional strengthening of the partner organization, and training on *women's empowerment and gender equality* which are targeted at the coffee farmers. The distinction needs to be clearly made.

Together with the fact that there is only 1 agronomist assigned to the 5 sites of the western region included in Phase II of the project, this would strongly indicate a need for external support. During the consultations, we came across a number of suitable and very experienced NGOs in Rwanda which offer the potential for Kahawatu to form strategic partnerships to reinforce their capacity in training in non-core topics (see *Recommendations* in Part 4).

The budget of the present phase, at USD 400, 000, allocates approx. 27.5% to gender and youth activities. Whilst planned training activities may be met from this budget, there appears to be insufficient funds to extend to the institutional strengthening referred to above. Recommendations on partnering with external organizations (such as NGOs) for gender and youth training is also going to require more funding than allowed for in this budget.



3.5 KEY ISSUES FOR WOMEN AND YOUTH IN THE COFFEE SECTOR IN RWANDA

Discussions in the FDGs held at the sites, as well as results from consultations with key informants, both at the sites and in Kigali, revealed a range of issues of concern.

The main issues can be summarized as follows:

- persisting cultural norms identifying coffee as a 'male' crop – a major obstacle for women
- limited access to land - women may share title, but traditional values and norms persist, whereby men are still considered to hold the power over land

or on any valuable asset; in the case of youth, they generally do not have their own plots

- lack of product identification (leading to weak motivation to contribute labour)
- limited understanding of their role in the CVC, or of the value chain itself
- limited knowledge of who the other actors are in the CVC
- lack of technical skills and of coffee farming as a business (record keeping, financial literacy) as well as low confidence for representation and advocacy
- very limited access to training as non-members of producer organizations
- limited access to finance – commercial loans are difficult to get for men or women in Rwanda, and without collateral, impossible from formal financial institutions. This applies also to youth.

The first two of the key issues listed above are anchored in a socio-economic normative framework within which attitudes are shaped and customary law may still prevail over legislative provisions. Bias against women as equal rights holders persists.

Whilst the Rwandan Constitution (of 2003) provides for full equal rights to both wife and husband, and the Land Tenure Regularization (LTR) Program (started in 2007) treats men and women equally, women may face challenges in asserting these rights. The LTR program has in fact seen women outnumber men in holding land title in Rwanda under the formalized registration process²¹. However, impoverished, rural women, if not within a legal marriage, remain vulnerable. In FHH, women are subject to tenuous claims to inherit land if the widow was not in a legal form of marriage.

Moreover, during consultations with female farmers, it was clear that men hold control over what use is made of resources, even if the land title is jointly held. The male head of household still decides whether the family plants coffee as main crop, or inter-cropped together with another cash crop and the man takes most of the important decisions alone regarding investments towards the farm (see Table 2 in Part 1).

Through adopting alternative models of land ownership, Rwandan women are forming a collective force in coffee farming. Outside of the model of this current project managed by Kahawatu, women are forming cooperatives to farm coffee, as a solution to some of the above-mentioned challenges.

Unlike in the Kahawatu project, where the model is based on POs and the sites are owned by Rwacof, cooperatives are a feature in the Rwandan agricultural landscape, including in coffee farming (as in Kenya). The consultants learnt of a number of instances where women's cooperatives had been established and were proving very successful, even carrying out further processing and exporting. As with the Sake farm referred to in Section 3.3, the circumstances leading to the establishment of a women's cooperative vary, hence there is no standard template for success. One approach is for women in a community to hold common plots of coffee bushes

²¹ In 2016, 63.7% of titles were jointly owned or owned by women alone. Source: Landesa <https://www.landesa.org/what-we-do/sub-saharan-africa/rwanda>

(purchased from savings) which they care for together in the absence of, or in addition to, family plots.

One successful example is the TUK cooperative (Twongere Umusaruro wa Kawa in Kayonza district) where currently only 3 men are members of the 148 in total. The initiative started with a group of women having a common plot of around 30,000 trees which they were able to supplement through a land grant from the Government of Rwanda on which they planted further coffee bushes. For the first year they received the required working capital, machinery and training from a local NGO. By the second season the operation was sufficiently viable (and able to demonstrate diligent loan servicing) to meet their capital requirements from a commercial bank and the cooperative began to show profit.

Another cooperative (supported by the same NGO) started from a different scenario, whereby a corrupt and incompetent board of a small cooperative was ousted, and a new committee established appointing a female president; they then built their own washing station on-site. Receiving capacity building support through training led to the cooperative winning a prestigious prize for quality coffee by the second season. This cooperative today is comprised of 90% women.

It is a different model in the case of Kahawatu, with its feature of vertical integration in the value chain, however the experience in the women's cooperatives as described above, clearly demonstrates the importance of exemplary leadership of committees and the importance of training in capacity building for women's empowerment.

Of the 5 sites, the washing station site at Ngororero is part of the present phase of the Kahawatu-Nestlé project. It is still early days and small scale, however in addition to its normal operations as a Rwacof-owned washing station, a **growers' cooperative** has been established at that site with majority female membership. The washing station provided a group of 30 women with a plot of land with approximately 2000 bushes. The members received training on leadership and cooperative management which then attracted more interest from farmers, with now 10 male members out of a total of 40. It is not clear what the long-term plans are in introducing this model, but it should certainly be monitored closely for promising results.

Kahawatu is planning to take a similar approach in establishing a **youth cooperative** – whereby youth will be provided with their own common plot to care for and be supported by training. Before establishing a youth cooperative however, a first priority in Kahawatu's focus on youth is to strengthen youth's overall involvement in coffee farming and in the POs, through measures such as reserving one seat on producer committees for a youth member (the guideline referred to earlier on committees). There is clearly a challenge in getting youth more interested in coffee and more active in committees. 'Youth' in Rwanda is considered under 35 years of age.

It is recognized by the implementing partner that **youth** indeed demands its own focus, just as gender. Accordingly, Kahawatu identifies 2 youth groups for specific treatment: (i) married, but living with parents, may or may not farm their own plots

(even if the land title is held in the father's name), and (ii) single but owning their own coffee plots. It is not clear yet what specific programs for youth are targeted at these groups, by identifying them as distinct categories.

A *Youth in the Coffee Sector* project managed by the Rwanda Youth in Agribusiness Forum²², which came to a close at the end of 2019, demonstrated clearly the need for a youth-focussed program in the coffee sector. Training on GAPs, cooperative management, time and record keeping and climate-smart agriculture were subjects covered by 65 facilitators reaching 31,000 youth in 640 locations over the country. The latter topic was supported by ICT tools which are considered both effective and necessary in engaging youth in coffee production, as well as in agriculture broadly. Preliminary estimates indicated that only 26% of youth participants in the program were female. The report on this project is forthcoming.



3.6 INSTITUTIONAL ISSUES

One significant institutional issue in Rwanda concerns **access to finance**, clearly affecting smallholder coffee farmers. For a small economy, Rwanda has an impressive number of formal financial institutions (16 commercial banks), however they are fragmented and charge high service charges even for just holding an account, before the interest rates for loans are even applied.

In order to meet this market failure, Sucafina has recently launched an initiative in collaboration with Equity Bank to facilitate opening and operating a bank account for smallholder coffee farmers attracting zero charges, thus enabling farmers to obtain unsecured loans (albeit still at high interest rates). In the first rollout to 10 000 smallholder farmers, the response from female coffee farmers was high (40% of total enrolments). The beneficiaries of this first rollout were drawn from registered farmers from the total of 19 Rwacof-owned washing stations (not just the 5 in the project).

Access to land is an ongoing issue that has not been resolved despite amendments to the legislative framework. In a land densely populated and with 70% of the land under agricultural use and 60% of that land under 0.7 hectares, it is clear that land conflicts are rife. In terms of land ownership, equal land rights for women and men have been established by the Constitution and title regularization is being carried out under the LTR program as referred to in the previous section. However, the dispute settlement mechanisms are weak. Hence, despite formal rights that may exist, a woman's access to land is not enforced institutionally within the legal framework of the country. As referred to in the previous section, if a widow was not in a recognized legal form of marriage, vulnerable women face the traditional restrictions on access to dispute resolution institutions which lie beyond the reach of a barely literate female coffee farmer.

Other significant institutional issues in Rwanda include limited **educational facilities** for youth interested in specializing in **coffee farming agronomy**. Although there is

²² A government-initiated organization with INGO and donor support

an adequate number of agricultural colleges in Rwanda, what is missing is access to agricultural training for youth who do not have formal education.

For occupations that require skills and studies applicable to the higher end of the coffee value chain, training initiatives are largely left to the private sector or to NGOs. For example, Mastercard has sponsored (through an NGO) **barista training** and national competitions which have proven very popular among young actors involved with coffee in the service sector. In the area of export and marketing, female presence is weak, and the business is usually in family hands. Consultations did not reveal any one particular educational institution offering marketing training for coffee exporters that might attract female candidates or allow for affirmative action measures to encourage female students to take up this area of study.

No scholarship scheme was identified for encouraging a specialization in the coffee sector in agricultural economics studies (although an official of NAEB²³ came to work as a CVC specialist through his study at an agricultural college, where a Kahawatu staff member was also an alumni). NAEB provides support to existing coffee exporters (export market development missions, workshops and so on) rather than nurturing the next generation. The RAB²⁴ plays an important role in the agricultural sector in Rwanda in delivering training to farmers through FFS and grooming promoter farmers. It conducts a research program on coffee, however the program does not address gender equality in farming.

On the positive side, as a counter to some of these institutional shortcomings, Rwanda offers a rich NGO and INGO landscape, with many organizations engaged in promoting gender equality awareness and women's empowerment. A number of these NGOs work in areas that could offer synergies to Kahawatu's areas of interest, especially in training. There is valuable bank of knowledge, expertise (and data) built up by these organizations on farmer activities and needs. Specialist training programs and tools have been developed and trialled with successful pilots rolled out to develop further programs.

The Rwandan government is clearly setting an example of gender equality principles with 60% of the seats in the Upper House of Parliament occupied by women. The foundations are there. There are a number of government bodies responsible for formulating and promoting the gender agenda in Rwanda²⁵ and other government agencies are expected to incorporate the principles of gender equality in their policies and programs.²⁶ However, it is reported that **inter-agency coordination is weak** and implementation of these policies is not enforced.

The Gender Monitoring Office (GMO)²⁷ in Kigali is taking an innovative approach in seeking collaboration and cooperation with business through the launch of its '*gender seal*' initiative. The GMO has developed a partnership with the private sector to strengthen corporate commitment to gender equality – currently 12 Rwandan

²³ National Agricultural Export Board of Rwanda

²⁴ Rwandan Agriculture and Animal Resources Board, an autonomous body under MINAGRI

²⁵ MIGEPROF – Ministry of Gender and Family Promotion; GMO- the Gender Monitoring Office; and the National Women's Council

²⁶ for example, the Ministry of Agriculture and Animal Resources – MINAGRI -has an Agriculture Gender Strategy

²⁷ an independent agency but supported financially by the central government

companies in diverse sectors are participating in this initiative. The program includes an initial audit, followed by training and monitoring; and, finally, evaluation on the success of gender mainstreaming and equality in the participating company. Participating companies that succeed in meeting the required standards are awarded a '*gender seal*' which can be used as a marketing tool for the domestic or export market.

A final observation relates to the partnership arrangement itself from an institutional perspective, namely, that Nestlé as a partner does not have a corporate presence in Rwanda. For the present project phase, Sucafina in Rwanda is the financial partner on the ground. Moreover, from an institutional perspective, it can be observed that governance is somewhat fragmented as the monitoring team for the project is based in Kampala, Uganda. The management of Kahawatu's Rwanda operations is likewise based there, with the incumbent wearing several hats (i.e. representing Sucafina and Ugacof - the Rwacof equivalent in Uganda). Governance may be dispersed geographically, but reporting mechanisms are clearly in place.

Part 4 – OBSERVATIONS AND RECOMMENDATIONS

4.1 HOW WELL HAS THE GENDER DIMENSION BEEN INCORPORATED INTO THE TWO PROJECTS?

4.1.1 Planning: how the gender dimension has been integrated

Since the consultants were not part of the earlier phases, it is not clear how *gender* or *women's empowerment* came to be integrated into Phase III of the collaboration in Kenya and into Phase II in the Rwanda project. We understand that the topic of *women's role in the coffee sector* had already been introduced in the earlier phases in the two projects, as a theme woven into other trainings. Female farmers had already been targeted in terms of participation in trainings with a goal of 30% in Rwanda, and in Kenya, the identification and training of female promoter farmers had already commenced in the second phase of the project there.

We were not able to determine whether it was 'management' who decided female farmers need training on areas such as financial literacy, leadership and confidence building (in addition to farming skills), or, was the decision based on feedback received from the agronomists on the ground? With limited representation by female farmers and low literacy levels in some areas, the consultants assumed that the push was not 'bottom up', inasmuch as the decision to integrate a gender dimension in the current phase of the two projects was not the response to a push from the female farmers themselves.

Nonetheless, despite familiarity with the themes on the part of the project implementing partners, it was observed that the foundation of the concepts was not very solid. There were certain assumptions that appear to have been made at the outset that have informed the current phases of the two projects.

Firstly, it was assumed that '*gender dimension*' and concepts that this term covers, such as '*gender mainstreaming*' and '*gender equality*' and '*women's empowerment*', were equally understood by all stakeholders. The consultants found this not to be the case. The two projects are both multi-stakeholder partnerships and hence reflect different normative frameworks, adopting different practices and approaches subject to interpretation.

Moreover, as a second observation, it could not be verified whether the decision to integrate a *gender dimension* was the result of a participatory consultative process, which included mill managers and other mill employees, board members and community representatives, as well as the farmers themselves. This point is only important in hindsight in order to understand how the priorities were identified – these are the priorities established in the planning process that translate into the training programs drawn up in the respective implementing partners' / Nestlé's log-frames.

Thirdly, the consultants had expected that the two implementing partners had accurate knowledge of the target farmers' profiles. It was found that whilst data is available for Kenya by each mill in terms of cooperative membership, sex-

disaggregated, much data is lacking, for example, it is not known how many non-cooperative member female farmers are involved in coffee farming as a principal source of income.

In the Rwanda project, the figures are there, however the lack of clarity in definitions provides confusing information. Specifically, there is confusion between the number of women who have '*access and own coffee bushes*', and '*women that own or have responsibilities to manage coffee bushes*' (Output 3.3 in the log-frame). In the absence of a baseline, it needs to be known whether we are only talking about female farmers who are registered as members of a producer organization (hence, mostly FHH), or are we also addressing the wives of male headed households who similarly carry '*responsibility to manage coffee bushes*'? (We can deduct from the arithmetic that it is the former definition that is correct).

Clarity at the planning stage is therefore a good foundation for implementation - it is important to have accurate knowledge of the farmers' profiles, and clear identification of the target beneficiaries, as well as common understanding of definitions and scope.

4.1.2 How the gender dimension has been integrated into the *implementation phase*

In **implementation**, the extent to which the *gender dimension* has been integrated is largely reflected through the trainings and the beneficiaries of this training. Some training modules are targeted uniquely at female farmers, and other standard trainings deliver the same module to both male and female farmers with targeted participation levels for women (and youth).

It is understood the principle training beneficiaries are the promoter / lead farmers, and at a factory level, they are the board members (some of whom might also be promoter farmers), mill manager (Kenya) and key factory staff, as well as the agronomists themselves.

How the selection of participants is carried out at each site is not clear. Where both male and female household members are part of a cooperative or producer organization, it is not known whether selection is deliberate to deliver joint training in a household, or deliberately separate, or haphazard, according to the reach of the agronomists to train promoter or lead farmers. The selection process may be clear to the implementing partner's management unit, as well as to the agronomists involved, but it would be helpful to have more information on the processes and selection criteria of female participants, as well as the composition spouse / non-spouse joint participation (in Rwanda there is in any case a very low number of female Lead Farmers).

How effective the training will be for female farmers will depend, not only on the content of the teaching material and the topics covered (see sections 2.4 and 3.4), but also on how the scheduling is planned for women. Due to her multiple roles as care-giver, as well as coffee farmer, attending training sessions may be difficult for women with time and mobility constraints. Likewise, attending other empowering activities, such as information and consultative community meetings, may be

challenging. In planning training for female farmers therefore, consideration must be given to **location, time and duration**.

If located near to a woman's coffee farm, the farmer field school (where much hands-on training takes place) may be easily reached and allow for infants to accompany the female farmer, however other training programs, on subjects such as women's empowerment, may require attendance at a distant training centre for a course held over a number of days.

With regard to formal training of promoter / lead farmers the women tend to be middle-aged to older (the position requires experience and respect from the community) and therefore these women may be less restricted by mobility constraints than younger women. The trained promoter / lead farmers need to then consider the mobility and time constraints of the female farmers she is to teach under the ToT model. If the training is to take place at the farmer field schools, can women with young children also attend? And at what time of day? The female farmers training others may also not have sufficient free time to teach other female farmers without compromising their own care responsibilities and farming operations.

Little reference has been made in the project documents to women's time poverty; if this issue is not addressed in implementation, impacts may be limited if female farmers are not able to fully participate.

In monitoring the impact on training of the beneficiaries, particularly on female farmers, it should also be acknowledged that, for many women, participating in exercises such as those held by the national consultants in focus discussion groups in various sites in the two countries, is in itself an empowering exercise. Group discussions to identify roles provided a space for women (and men) to define their identity in the family, in the coffee farming business and in the community. Not just in terms of activities. Women with access to few resources and with low literacy levels are rarely asked for their opinions on matters of farming. It is not only the goal of gender equality that is important, the journey is itself an empowering process.

The question of how well the gender dimension has been integrated into **monitoring** in the two projects, will be addressed in the next section.



4.2 OBSERVATIONS ON M&E AND GENDER IN THE TWO PROJECTS

The monitoring practices of the two implementing partners, and Nestlé (and Sucafina in Rwanda) were examined and critically appraised during the mission with regard to the suitability of the instruments used in order to be able to assess gender impacts of the two projects. Our comments relate only to how effectively gender monitoring is carried out;²⁸ we are not qualified to comment on other aspects monitored in the projects.

The consultants were able to confirm that there is a heightened gender awareness in the respective implementing partners' management and the need for gender

²⁸ The SDC *Gender Toolkit* was used as a basis for reference

monitoring is recognized. Gender mainstreaming and equality concepts have already been introduced into the two respective projects in prior phases, hence it is not new territory for the partners. However, it was observed by the consultants that gender impacts are *not* being systematically monitored as yet – it is only the activities and outputs that are being monitored – hence *output monitoring*. It must be borne in mind that the implementation of *specific* gender-focus activities are fairly recent in both projects, despite the fact that the theme has been interwoven with other trainings in earlier phases. One major difficulty for effective monitoring of gender impacts is the absence of a baseline in either country. In both projects, the *output monitoring* focuses on trainings delivered.

In the case of the **Kenya** project, CMS management unit receives monthly activity statements from their agronomists in the field, reporting on training sessions held on specific topics from *good agricultural practices* to *women's empowerment*. The figures are quite detailed, although actual content coverage and depth is not reflected. In Section 2.4 of this report the lack of clarity in the reporting on training in *women's empowerment* was commented on – it is clear only 1 session was held on this topic, but who were the participants? The number of individual women farmers trained on *leadership, confidence building, financial literacy* is clearly recorded.

Even with clearer, recorded information, the data will be insufficient to measure impacts and hence to allow *outcome* monitoring.

The CMS agronomists have been instructed to also monitor adoption rates of new techniques and practices taught to farmers so there may be more information on that level of monitoring in the future, although how this will be carried out systematically and reported is not clear. In discussions with agronomists it was reported that adoption rates are 'quite good' among younger farmers. Even if data on adoption rates relates only to technical subjects, if the data is sex-disaggregated, comparisons between impacts of trainings on male and female farmers may be possible. The impact of financial literacy training may be reflected in levels of record keeping practised on the farm. But the question is will adoption of practices be monitored? For female farmers, only cooperative members would be monitored according to the current system. Meaningful variables become more challenging for 'softer' subjects, such as measuring the impact of trainings on leadership and confidence building. There is no instrument in place currently.

A number of the comments above apply equally to the project in Rwanda, inasmuch as only outputs are being monitored at this stage, not outcomes.

In **Rwanda**, at the start of the project in early 2019, Kahawatu prepared detailed budget and log-frame documents to guide monitoring and reporting processes. Under the headings of 3 major *outcomes*, the activities are reported against distinct outputs under each outcome heading on a monthly basis by the agronomists. The log-frame is thus clear in the project's structure and objectives.

The consultants had some reservations about some aspects of the method used by the Kahawatu project implementing unit for measuring gender achievements. In the activity statements, an accumulated average of the year to date per output is used - this method does not provide guidance as to how many people have actually been

trained in a particular area; and where training is concentrated seasonally over a short period, it drags the average annual percentage down. It was recommended to the implementing partner in our final discussions, that nominal values for gender variables be applied (number of female farmers receiving training on a particular subject) with the percentage share of the total of female farmers at that point in time added as a notation.

In the absence of a baseline, it would be good to have some clarity on the figures generated by Output 3.3 regarding the number of women who have '*access and own coffee bushes*'. This is the indicator, and just one indicator for both terms, but clearly the two are not necessarily the same, and furthermore in the next column (in the log-frame) as a description '*women that own or have responsibilities to manage coffee bushes*'. The total headcount given here is 3057 female farmers - the total number of 'female farmers' included in the project over the 5 sites. This figure therefore does not give us an idea of the number of women who 'have access to' coffee bushes or who are contributing their labour to the family farm without land title of their own. It would also have been helpful to know what share of the registered female farmers – representing 37% of total – are FHH. It is assumed nearly all, however there may be female farmers in male headed households who also own their own plots and hence are registered in their own name as farmers as well as the male head of household. This number may be insignificant.

The reporting in the Kahawatu project is established through the monthly activity statements; however, it was noted by the consultants that some activities planned in an earlier version of the log-frame had changed, not just in terms of timing but descriptions. This needs to be monitored, not just for targets achieved through outputs, but whether training content has changed from the original plan, and if so why.

The governance, as well as the reporting, mechanisms are in place and appear to be working well, allowing for multi-stakeholder between Kahawatu the implementing partner and Nestlé, Rwacof and Sucafina. However, it may well be difficult to track how much training on what specific topics female farmers have received over the 3-year span of the project if this is not well documented. Some areas of focus referred to in the original project documents, such as kitchen gardens (output 3.1) or VLSAs²⁹ (output 3.5) appear to have been removed or delayed – this also needs to be tracked and documented.

Finally, some reference needs to be made regarding the monitoring of impacts in Rwanda on farmers from training in any one subject area. The FDGs revealed that recall is weak. Farmers have difficulty recollecting what subject or what content they received. The '4W' approach referred to earlier in the Kenya section is of limited applicability with so few Lead Farmers in the project so far in Rwanda. The female farmer herself should be encouraged to keep a personal scorecard as a record of what trainings she has attended, or any coaching, on and off-farm.

²⁹ Village Loan and Savings Association

Both projects

In the discussions with the partners at close of mission, in both Nairobi and in Kigali, the consultants suggested that it will *not* be readily apparent from the current monitoring system whether improvements in women's empowerment have occurred, or to what extent. The illustration of attempting to measure an intangible variable such as women's agency was used; the appropriate proxy variables that could be used to reflect changes in women's agency were introduced. The difficulty is in the methodology – in the current monitoring framework, very little qualitative data can be captured. Impacts on male farmers of women's empowerment interventions should also be measured. Particularly in the context of Rwanda, where Kahawatu is employing the Farming as a Family Business model, the impact on male farmer attitudes will be important to monitor.

The clear governance mechanisms in place would appear to offer an adequate framework for monitoring the participation of women and youth against targets, if not the impact itself. Multi-stakeholder steering groups established for both projects allow for checks and adjustments to be made throughout the ongoing phase. It is not clear however from the governance structure that there is also room to allow for feedback at the end of the 3-year period of the current phases from farmers or community groups on specific issues or impacts.

Baseline survey

An important development in the M&E of both projects is the collaboration with Rainforest Alliance. Nestlé has partnered with Rainforest Alliance to carry out a global pilot baseline survey of coffee farmers in 10 countries. In **Kenya**, the first survey was carried out in the second quarter of 2019 with on-the-ground data collection implemented by a local company. The implementing partner in Kenya, CMS, assisted with sample selection and setting up interviews in all of the sites included in the project (12 at that time). The 100+ questions in the questionnaire relate mostly to the farmers' profile and farming practices. A gender module and family module are being developed for inclusion in the survey, although the core questionnaire itself is a template to be applied across all countries being surveyed. **Rwanda** will be included in this rollout in 2020.

There are a few gender-related key questions contained in the survey (such as on women's ownership of land title and participation in sales under the section 'Agripreneurship') which will provide useful data for monitoring changes with regard to key indicators of 'women's empowerment' over a time period, but only based on these few variables. The vast literature on this subject suggests that women's empowerment measurements need to be based on a much larger basket of variables. Moreover, in the recent baseline survey in Kenya, the sample size was too small (122 for Kenya in total) in any one site (for example N=5 in Meru), and with so few female respondents, in order to gain an accurate picture of female coffee farmers and their actual level of empowerment.

Further M&E recommendations

1. The consultants hold the view that through strengthening the gender module, the baseline survey may generate useful information on farmers' profiles, however, this

tool will not be sufficient to monitor changes in levels of women's empowerment. Continued pursuit of **participatory methods**, such as the FDGs conducted by the national consultants in the mission, are recommended for capturing qualitative data that will inform the project on the impact of interventions on gender equality and women's empowerment.

2. Areas that also require more exploration include **daily time use** for female farmers – the current '*production*' module in the survey (still under development) questions the amount of time dedicated to coffee farming by the respondent as an *annual* percentage. It is unlikely that female coffee farmers would be in a position to make any such calculation (based on findings from the FDGs and lack of awareness of gendered roles in the CVC). Daily time use surveys, as well as seasonal, would be useful for planning interventions to include time-poverty female farmers balancing farming with providing for family care needs. In addition to understanding time allocation dedicated to coffee farming compared with other crops (kitchen gardens or intercropping of cash crops), it would be useful to learn of income allocation through these activities, and income sharing within the family (male head of household, female farmer and youth providing free labour).

3. Improve simple data clarity in recording of trainings: numbers as totals, then split male / female participants (and youth where appropriate). Where only the percentage of female participants is indicated, it makes it unclear whether this refers to percentage of total female farmers trained, or the percentage in a particular training session. It is important to see what trainings are mixed sessions. The '4W' approach referred to earlier in this report, in some appropriate format, for agronomists' and promoter / lead farmers' records is one basic method at a minimum that can be easily standardized.

Conclusion: The monitoring framework provides an appropriate structure for good governance of the two projects by Nestlé and its partners. The tools employed currently at an operational level allow project management teams to monitor the activities for reporting against key indicators. Monitoring by a third party, however, would be difficult without more transparent figures matched against coherent and consistent categories or groups of beneficiaries.

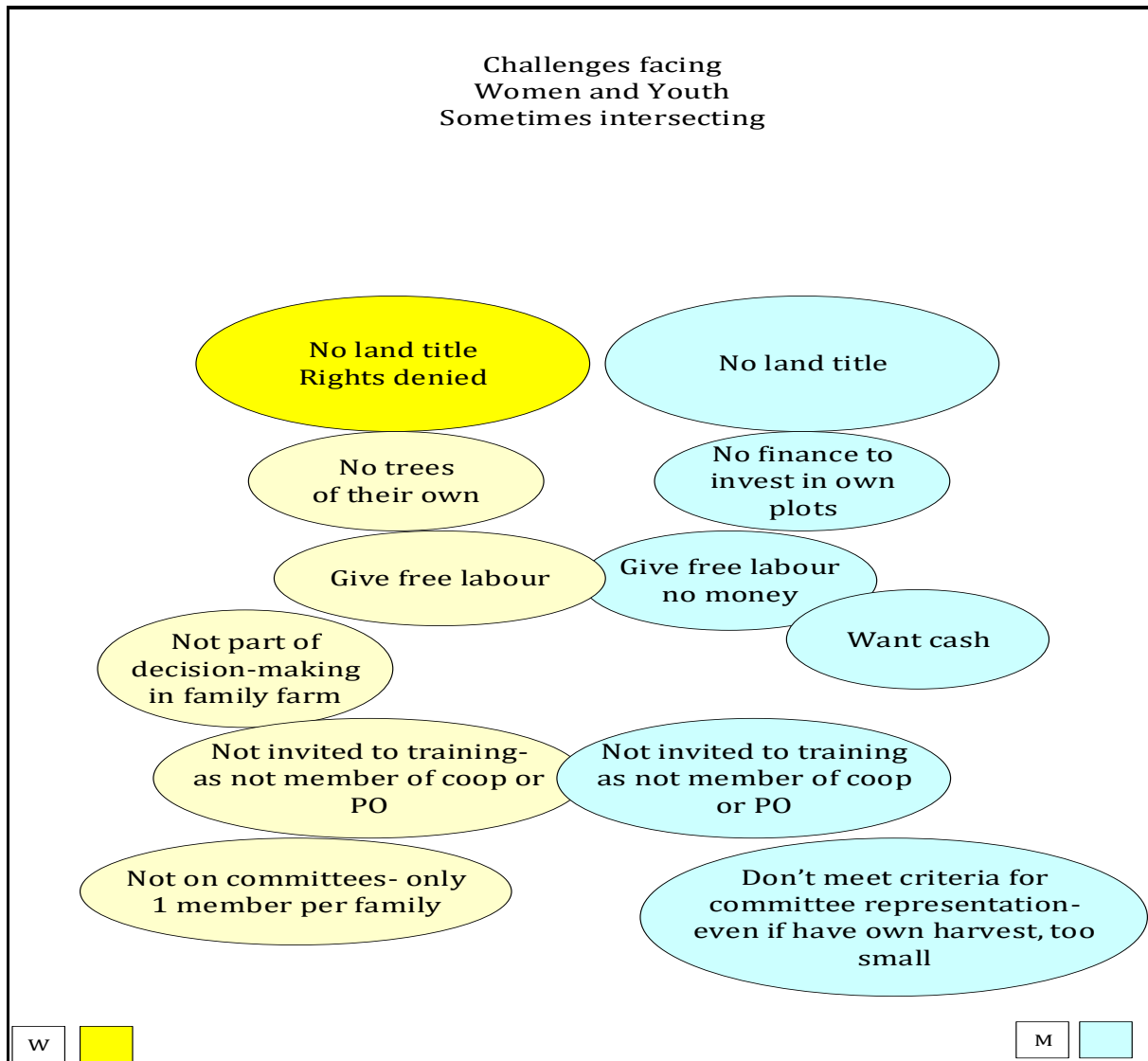


4.3 ACTION PRIORITIES FOR YOUTH

In preceding Parts 2 and 3 of this report, key issues for women and youth were identified for each country respectively in the coffee sector. It could be observed that some of the challenges facing youth had some commonality with the key issues confronting women in coffee farming. Figure 2 below provides a simplistic, graphical representation of the intersectionality of these constraints.

Recommendations for meeting the challenges for youth, as depicted graphically below, will be explored in the following sections positioned in each of the two countries' contexts.

Figure 2: Intersectionality of constraints



Action priorities for Youth

Summary of recommendations - Kenya

- **Strengthen linkages** between the implementing partner and **county government** youth affairs officers, as well as with actors at a county government level within the Inter-Governmental Framework
- Promote **youth representation** on committees (principally the board) – this requires leniency on minimum production requirements to allow youth to become members, or at least be represented to have their collective voice heard
- **Strengthen linkages** between the implementing partner and **youth advocacy groups** – it is necessary to identify the right youth groups to tap into or to create special ones for the coffee sector
- **Platforms, networks and venues** are needed for youth in the coffee sector to communicate freely and with their generation and exchange learning experiences. The space can be physical as well as virtual. Even a simple step such as introducing selected youth to observe the workings of the Nairobi Coffee Exchange first-hand would be inspiring. In Kenya in general there is limited access to safe public spaces for youth, especially for young women
- Use Nestlé name for up-stream CVC initiatives to highlight opportunities for **youth** all along the VC not just downstream in farming. Coffee as a career for the future.

Summary of recommendations - Rwanda

- Introduce an initiative that targets training at youth for the development of **specific skills** e.g. pruning – they can subsequently ‘sell’ their specialized skills to FHH who are unable to carry out such tasks alone. This would provide not only some cash income, but also make coffee production more attractive if they are used not only as unskilled ‘free’ labour (and FHH farmers would be able to trust the quality of the service they are paying for).
- Young people living with parents should be allowed to be **part of the PO** structure – this would improve their access to empowerment training and allow for representation.
- Promotion of **off-farm employment**. Coffee farming for youth is seen as viable if they are able to also work in the wage economy. Washing stations offer seasonal casual work opportunities. A proactive strategy from the implementing partner is required to engage youth in income earning activities alongside coffee farming. Whilst this is not part of the present project phase, it can still start – the identification of young coffee farmers (especially those still living with parents and without their own plots) who might take over coffee farming from the present generation if they see prospects for cash income. Washing stations can prioritize such youth for job opportunities and keep records, as well as assisting with linkages into other parts of the value chain for employment.
- Explore mechanisms that would allow youth to lease land at low rates, individually or collectively, for starting their independent coffee production.

- For youth, the Rwanda Youth in Agribusiness Forum offers a potential partnership for Kahawatu in specialized training in the coffee sector and for building networks. A forthcoming report³⁰ can inform the project on what interventions work best for youth working in the coffee sector

In conclusion, for both countries it can be said that youth will need a full package of support and incentives to remain in the sector. The incentives are mostly financial, but not only. Youth will need to feel they are connected and part of the bigger world whatever their role may be, downstream or upstream in the CVC. They will need to become informed on global issues that impact on their lives, such as climate change, and permitted to formulate and express their views. Space must be made for this to occur. The fact that the elders are unfamiliar with many of the emerging challenges facing coffee farmers, such as climate change and appropriate species adaptation, it should also be seen as an opportunity for youth to step forth. Training techniques must also include ICT tools that are common place with their generation.



4.4. GENDER – SUMMARY OF RECOMMENDATIONS

The causes of gender inequality in the coffee sectors in Kenya and Rwanda have some commonality that can be traced back to socio-cultural norms and the historical development of the sector. Hence, the challenges facing the project partners for **strengthening the gender dimension** in the two projects are quite similar. However, due to differing contexts in the two countries and differing project scopes, the gender mainstreaming approaches will differ.

As women's empowerment is supported in the two projects principally through **training**, it is clearly important to use project funds wisely, directed with most efficiency and impact. Deciding who should be the beneficiaries of training, and what the priorities are in terms of capabilities enhancement are key issues. What should not be overlooked are other opportunities for strengthening the gender dimension in each project; this includes institutional strengthening within partners through improving knowledge and practice of gender mainstreaming.

As a very first point of focus, raising the visibility and awareness of women's roles in the value chain should form a solid foundation for interventions in areas such as leadership, confidence building and coffee farming business to name a few. Whilst the goal of women's empowerment might be the same for both implementing partners in the two countries, priorities and delivery mechanisms differ; the key recommendations for meeting the gender issues are therefore enumerated separately in the following sections.

Kenya

- Provide ongoing support and training for **greater female roles on boards** of the cooperatives – encouraging women to stand for office, challenging existing male office holders (especially corrupt and inefficient ones)

³⁰ *Youth in the Coffee Sector* referred to in section 3.5

- Establish **gender committees** at sites for developing policy guidelines and monitoring implementation (where the Cooperative Act allows room for it – the motion needs to be supported by the respective boards before it can be put forward for amendment within the existing legislative framework)
- Supporting female managers and boards to take a wider role in **advocacy** in the **coffee industry** (e.g. Coffee Producers' Association) to the extent their duties allow
- The implementing partner should extend activities into **savings groups** support that could group women coming from the same sector - coffee
- Encourage up-skilling at mills to provide women with opportunity to get into higher paid jobs (e.g. as machine operators in stages such as de-pulping which are traditionally male jobs), as well as actively inviting female applicants for positions preferred by men (although the reverse is unlikely to occur as male factory workers do not want to do 'female' tasks such as sorting). This applies especially to casual labour, where stereotyped gender roles appear to be entrenched
- Continue and strengthen rewards – prizes for recognition of good farming practices and quality – female, male categories (as practised at Mutindwa) – at the cooperative level, as well as awards from the Agricultural Food Authority (best coffee grade in area) and other regional or national bodies. Recognition and awards act as powerful incentives and role models.

Rwanda

- Strengthen **gender mainstreaming institutionally** within Kahawatu, Rwacof, Sucafina through building greater awareness in the three organizations; capacity building, and through ensuring a policy of equal opportunities is in place and applied
- In the case of Rwacof / Sucafina HR policies at headquarters should be reviewed for **recruitment practices**, including internships; retention rates should also be examined - such as looking at whether there is a higher turnover among female employees. There is also the possibility of adopting 'affirmative action' policies to encourage female applicants for non-traditional (such as 'coppers') and management jobs. Ensure gender-sensitive working conditions are in place at Sucafina/Rwacof in Kigali and at mills to encourage female participation at all levels
- The Gender Monitoring Organization (GMO) (referred to in section 3.6 in this report) provides support in identifying gaps through a '**gender audit**' and brings companies up to standard, with the possibility of being awarded a *gender seal*. As this is an initiative targeted at the private sector, collaboration may have to take place through Sucafina/Rwacof rather than with Kahawatu
- At the **washing station** – encourage more female applicants from agronomist applicants for the position of **Manager** (currently only one female manager out of 19 mills owned by Rwacof). In the recruitment of casual labour at the washing stations in peak months, opportunities can be explored for 'up-skilling' of female employees who show interest and aptitude, as well as

actively inviting female applicants for positions preferred by men as outlined for Kenya

- Kahawatu's approach for **Family Farming (FAFB)** for the coffee sector is a good approach and needs strengthening. It doesn't however, address the needs of FHH. The approach also has to be balanced with initiatives instigated under the 'Coffee by Women' program theme. Is this banner still appropriate?
- Form partnerships: Kahawatu should seek to form partnerships with other NGOs **to support training** delivery. Limitations on Kahawatu staff capacity for training in specialized subjects was referred to earlier in this report. *Women's empowerment, leadership and confidence building* are the subjects treated requiring more depth and expertise on the part of the facilitators. The consultants met with a number of NGOs in Kigali who have tailored training programs in these areas e.g. *Sustainable Growers* – who has delivered extensive training in the coffee sector. There are also NGOs (*Women for Women*) who have had successful training programs to engage men in their support of women's empowerment initiatives. Ultimately, a partnership would be guided by the best institutional fit. Other potential partners would be the *Rwandan Women's Network* on empowerment training who have a very grassroots approach.



4.5 CONCLUSIONS AND SUMMARY OF KEY RECOMMENDATIONS

This section provides a summing-up of the key recommendations for the project partners in facing the challenges outlined in this report with respect to **gender and youth**.

4.5.1 Current Phase

The recommendations presented immediately below are considered to be workable within the framework of the present phase of the two projects *without* a significant impact on budgets. The order is not necessarily hierarchical nor sequenced, as the measures may occur simultaneous.

Understanding of the Coffee Value Chain: work to improve women's and youth's knowledge of the Coffee Value Chain and their understanding of their contribution and respective roles. As referred to in Part 1 of this report, limited knowledge of actors' roles, including their own role in that value chain, is de-motivating and works to de-link the farmers from their economic role in the coffee sector.

Get to know coffee as an end product: as an ancillary to above, introduce activities to raise awareness of the value and taste of coffee itself. Assist with recognition of quality as an incentive to producing good quality coffee harvests through good practices and family farming.

Extend the reach of the project beneficiaries: under the project design for Phase III in Kenya, and Phase II in Rwanda respectively, the scope of the beneficiaries is

limited to registered members of the farmer organization - the cooperatives in Kenya and the POs in Rwanda. These are the farmers who are considered the *direct* beneficiaries at present. The wives of MHH, and youth, have been excluded and considered as *indirect* beneficiaries, if at all. Whilst project funds limit how many beneficiaries can be targeted directly for training activities, greater consideration should be given as to how other family members who participate in the farming activities can also benefit. Endeavours should be made to include the 'invisible women' in the projects' benefits, such as on and off-farm participation in activities - such as passive training through on-farm coaching provided by the agronomists to the head of household, information sharing, as well as direct training.

Women's time poverty: little reference has been made in the project documents to a woman's time poverty due to her multiple roles as care-giver as well as coffee farmer. Whilst the project cannot shape intra-household decision-making with regard to resources and time use, in the allocation of project funds for training, it should be considered which category of female farmers would benefit most from the training and what type of training to ensure maximum participation.

Governance could be strengthened, allowing for more diverse representation through a feedback mechanism. It is not clear whether this is planned to occur at the conclusion of the current phases of the projects. As part of Good Governance, monitoring of gender impacts can be clearly reinforced through improved data collection of qualitative and quantitative data.

4.5.2 The Longer Term

In addition to the above, the following section groups together interventions or initiatives that may be continued, reinforced or introduced at a later date if there are further phases in the CBW program. Some of these, or some elements of these, have already been explored or introduced by the implementing partners. Where they are occurring, it is outside of the framework of the current two projects in terms of budget or planned activities.

Competitions and awards: the granting of awards and recognitions is already in practice in a number of producer sites (e.g. at Mutindwa in Kenya). It has been demonstrated that such recognitions for good farming represent powerful motivators to strive for excellence, even if, in financial terms, the prizes are not always significant.

Triggers for inspiring youth: all along the value chain, there are opportunities for attracting youth. Creating interest in professions related to coffee, not just coffee farming itself, will be necessary to retain youth in this sector. In Rwanda a young female barista won a recent national *barista* competition – an inspiration to other young women especially.

Traineeships in the private sector: for graduates, work experience in the private sector provides an introduction to the coffee sector for making a career. Opportunities are already being offered by Sucafina-Rwacof in Kigali for traineeships in areas such as accounting.

Scholarships: agricultural colleges are the starting points for agronomists seeking to make their career in coffee. There is at least one college in Kenya offering specialized courses in coffee (to our knowledge) however not in Rwanda. Sponsored scholarships would help to channel agricultural studies students' interest in this direction.³¹ Likewise, designing courses in agricultural colleges as 'agribusiness' for coffee needs to be done hand in hand with the industry (such as exist in South Africa agribusiness education).

Document success stories: both projects have identified the preparation of success stories and farmer profiles to illustrate best practice as part of their output planning. However, as yet, these are not part of current activities. As male youth coming from coffee farming backgrounds frequently lack an inspirational role model from their immediate environment, this instrument can be an effective tool of communication, also for female farmers. This activity should be pursued without delay.



A final point refers to the 'Coffee by Women' title of the program. As explained at the beginning of this report, Nestlé-Zoégas introduced the theme of women in the coffee sector already some five years ago. The question needs to be asked whether this is intended to ultimately lead to separate production activities for female coffee farmers, or, is it to translate into distinct marketing approaches for coffee produced by women? Due to the risk of possible counter-productivity in teaching farming as a family business, (see Section 3.4), neither of these approaches is included in the recommendations above as a strategy for strengthening women's empowerment within the frameworks of the current phases. Nonetheless, when progress in women's empowerment can be registered, there could be opportunities for exploring niche areas promoting specifically female coffee farmers and their output. This could be in developing niche products for export in organic coffee by women for example, dependent on consistent quality and supply.

In conclusion, it must be said that within the remaining two years of the current phase of the two projects, it would be unrealistic to expect gender transformative changes to occur. This will take much more time. Furthermore, transformative change for women and youth will only come about when the process is supported by actors beyond the immediate value chain itself. Such actors were identified in Part 1 of this report. As observed in the mapping exercise, supporting actors and institutions are weak in both countries in terms of the CVC at present.

Country-specific observations have been presented in the relevant chapters in this report, however common areas of concern that stand out include the application of reforms achieved to date, including land reforms, and gender equality policies and legislative frameworks. Nonetheless, the translation of government policies on gender and youth into real impacts has yet to be realized. For youth, the challenge of assuring a future in coffee farming is urgent. Youth require a full spectrum of support

³¹ This is not the same thing as the *Coffee Aroma Scholarship* that Nestlé introduced in 2015 for meeting school fees of needy children coming from coffee farming families

and incentives in order to remain in a sector that is rapidly ageing. Otherwise, the urban drift and all the problems it generates, will only gain force.

APPENDICES

Appendix A1

Kenya – Project Sites: Cooperatives participating in Phase III of the Nestlé collaboration with CMS

UNIT	COUNTIES	ACTIVE MEMBERS	MALE	FEMALE	WETMILLS	2018/19 CHERRY (kg)
BARICHU	NYERI	4,767	3,025	1,742	4	2,708,000
KITHUNGURURU	EMBU	800	592	208	2	483,000
KIMAMA	BUNGOMA	1,500	1,181	319	1	820,000
KAPKURONGO	BUNGOMA	1,880	1,118	762	1	284,131
CHEBICH	BUNGOMA	2,942	2,142	800	1	700,000
KUNYAK	KERICHO	1,023	726	297	3	1,000,000
SONGONYET	KERICHO	557	429	128	1	690,000
MUTINDWA	MERU	800	654	146	1	780,000
MUKARWA	MURANGA	992	692	300	3	190,416
GAKUI	MURANGA	649	416	233	1	300,000
KIRU	MURANGA	3,708	2,477	1,231	4	1,150,000
KABUNYERIA	NANDIHILLS	1,207	947	260	1	820,000
GRAND TOTAL		17,724	12,374	5,350	24	10,317,547

Status as at December 2019

3 original cooperatives included at outset of Phase III have been replaced by alternatives
These are highlighted.

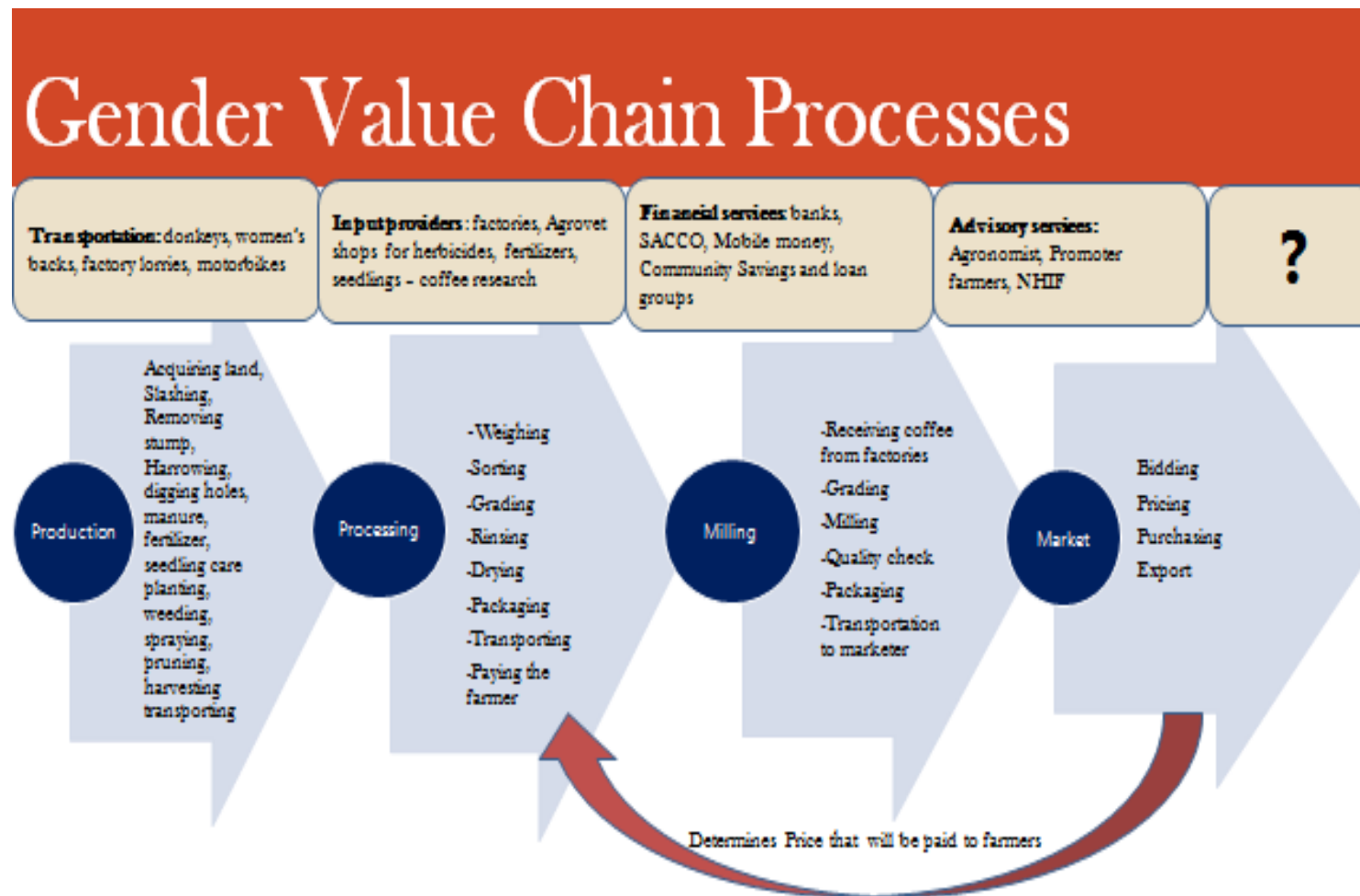
Appendix A2

Rwanda -Project sites: washing station sites participating in Phase II of the Nestlé collaboration with KAHAWATU

CSW NAME	Total	Farmers			Lead farmers		
		Male	Female	Youth	Male	Female	Total
Ngororero	1,772	1,237	535	230	25	2	27
Nyamyumba	2,301	1,189	1,112	299	26	6	32
Rwinyoni	990	616	374	218	35	1	36
Mushonyi	1,213	727	486	109	32	3	35
Musasa	1,927	1,376	551	405	36	4	40
TOTAL	8,203	5,145	3058	1,312	154	16	170

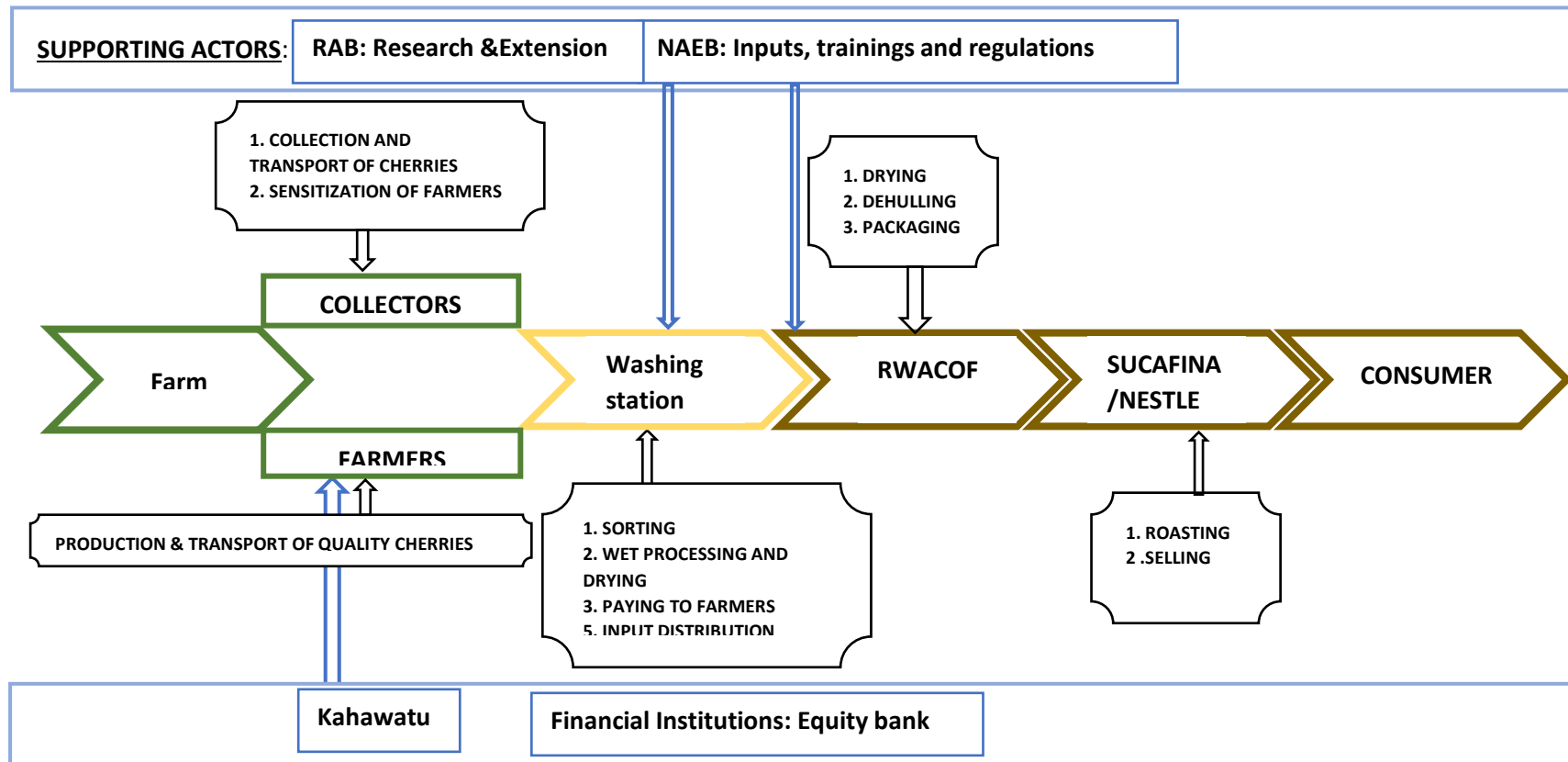
Appendix A3

Coffee Value Chain Kenya



Appendix A4

Coffee Value Chain Rwanda



Appendix A5

Summary of interview and FDG participants in Kenya (4th November – 26th November 2019)

Place and number of participants	FGDs and KIIs
Songonyet (32)	Young Male FGD <35 years Cooperative Members (5) Male FGD >35 years Cooperative Members (10) Female FGD < 35 years Non Cooperative Members (8) Female FGD >35 years old Cooperative Members (8) Factory manager (1) Women Promoter Farmer ³²
Kunyak (28)	Young Male FGD <35 years (except one man 53 years (7) Female FGD mixed age Cooperative members (11) Female FDG >35 (5) with < 35 (1) Non Cooperative Members (6) Vice Chair person of the board (1) and audit officer (1) – (2) Women in charge of saving group (1) Factory Manager (1)
Gakui (36)	Board Members FGD > 50 years (4) Male FGD mainly < 35 years (9) Male FDG > 35 years (8) Female FGD >35 Non Members of cooperative (9) Female FGD > 35 Members of Cooperative (5) Female Savings Group (1)
Mukarwa (36)	FGD Board members -2 female and 5 male (7) Female FGD > 35 years Non Cooperative members (8) Male FGD mainly youth <35 years cooperative members (5) Female FGD >35 years Cooperative members (6) Male FGD >35 years Cooperative members (7) Female promoter farmer (1) Agriculture officer and gender officer from Muranga County (Sub County employees (2)
Kithungururu (4)	Cooperative Board Chair (1) - Female Woman promoter farmer (1) Woman in Savings group (1) Agronomist F (1) Female
Mutindwa (4)	Factory Manager F (1) Women Promoter farmer (1) Women from savings group (1) Agronomist (1)

Total Number of participants: 140

Total FGDs: 17; Total FGD participants: 123

Total Key Informant Interviews: 18; Total Key Informant participants: 17

³² Woman Promoter Farmer was part of the Women FGD > 35 years old> She was interviewed separately as a promoter farmer

Appendix A6

List of further consultations with key informants – Kenya

In addition to FDGs and key informant interviews held at sites, consultations with the following key informants and project partner were held in Nairobi 22 November – 2 December 2019

CMS – Coffee Management Services - the Implementing Partner in the Project

- Catherine Nganga, Manager Sustainability, CMS, Tatu City
- Peter Kimata, Project Manager, office at dry mill site Karatina

Nestlé

- Judy Mwangi, Communications and Public Affairs, Nestlé Kenya
- Japhet Kirimi, Media and Content Director BCW - PR agency for Nestlé Kenya

Kiguta Coffee Producers

Josephine Njoki Ndikwe

Marketing Director

Participant in ITC SheTrades Initiative for the coffee sector Kenya, ITC; and Committee Member of the Kenya Coffee Producers' Association and Committee Member of the Nairobi Coffee Exchange

State Department of Gender Affairs

Ministry of Public Service, Youth and Gender

Melli, Advisor to the Permanent Secretary, Social Economic Division

+ project staff

State Department of Youth Affairs

Ministry of Public Service, Youth and Gender

Jared King'oina, Advisor

PURPOSE - INGO

Sheaffer Okoro

Senior Campaigner

And Youth Activist

Appendix A7

Summary of interview and FDG participants in Rwanda

Site name	FGDs	Plenary sessions	Lead farmer
Musasa	3	1	3
Mushonyi	3	1	3
Rwinyoni	3	1	3
Nyamyumba	2	0	3
Ngororero	1	1	0
Total	12	4	12

Average age: 45 years

Average HH: 5 people

Total of people who participated :124

Women: 79(64%)

Men: 45 (36%)

Youth: 29% (F M combined)

Average size: 553 trees

Experience in coffee farming: 22 years

Training: 72% have received only on GAP [100% of M and 70% of W]

Lead farmers: Had GAP+ special [gender, business]

Appendix A8

List of further consultations with key informants in Rwanda

Scheduled visits in Rwanda

In addition to FDGs and key informant interviews held at sites of Rwacof mills (4th November - 5th December), consultations with the following key informants and project partner were held in Kigali 2-12th December 2019

Kahawatu -the Implementing Partner in the Project – supported by Sucafina and Rwacof

Frank Olok, Regional Program Manager, Ugacof/Rwacof
Alex NZEYIMANA, Kahawatu Sustainability Manager, Rwanda
Innocent Ntwari, agronomist for project zone (+ other agronomists outside zone)
Christine Mukarugori, Manager, Kayumbu WS
Habimana Wenceslas, Manager Ngororero WS
Max Veglio, Sucafina, Rwanda

- **Rwanda Youth in Agribusiness Forum (RYAF)**
Jean-Baptiste Hategekiman, Chairman
Michel Benjamin Rusizanibakwe (Coffee project)
- **Gender Monitoring Office (GMO)**
Rebecca Asiiimwe
Director and Acting Executive Secretary
- **Sustainable Growers** (now operates as an NGO, formerly as private company Sustainable Harvest)
Jean d'Amour Nzarulinda
Director
- **Women for Women**
Jeanne d'Arc Musabeyezu
Program Manager
- **Rwandan Women's Network (RWN)**
Annette Natukunda Mukiga, Director of Program
Andrew Ndahiro, Program Manager
- **National Agricultural Export Board (NAEB)**
Alex Nkurunziz
Coffee Value Chain Manager

Appendix A9 – Summary Factsheet of the two projects in the two countries

NESCAFÉ PLAN	
Creating Shared Value – Coffee by Women	
KENYA	RWANDA
Phase III 2019 – 21	Phase II 2019 -21
Previous phases: I & II 2012-2018 CSV	Previous phase: I - 2015-2016
Implementing Partner / PMU = Coffee Management Services Ltd – CMS - Nairobi	Implementing Partner / PMU = KAHAWATU Foundation Rwanda, Sustainability Manager
Project Budget: USD 555, 894 Nestlé 57% (USD 65000 for gender =12%)	USD 400,000 (USD 110 000 for gender& youth =27.5%) Nestlé 50%, Sucafina 50%
No. of Households targeted: 17 000	6000 HH
Small scale farmers = 75% of Kenya's coffee pdtn 700,000 SSF in total Small holder defined 0.5-5 ha	Total no. SSF in coffee – approx. 90% of coffee growers 400,000 in total (who have coffee as main crop) Small holder = 60% of farmers < 0.7 ha (ag overall)
Coffee 25% GDP; export earnings ca. USD 150m. in project 7 kg per tree	Coffee ca. 50-80% export revenue
No. of Coops in project= 12 Total of 23 wetmills (revised)	Washing stations = 5
No. of regions by county = 6	4 provinces
COOPS – own wetmills Models for project delivery: - <u>Promoter farmers</u> (1/100) - Agronomists & clustering	Produce Organizations (POs) = farm hubs = washing stations Rwacof owned <u>Lead farmers</u> trained on SALM & FAFB
No. of formally recognized female farmers (as registered members of cooperatives) = 25%	Women = 37 % registered farmers
Focus Phase III productivity & quality & WE	Phase II farming as a family business
Gender focus in new project for women's empowerment. - Leadership capacity development - Confidence building - Financial literacy training	Gender: female (and youth) empowerment through - FAFB training through innovative household tools - gender balance tree, leadership empowerment map for planning & d-m -Financial services and literacy training
Previous phases: CSV (2012-2018)– improved seedlings, GAPs (demo plots), climate, food security & gender, 28,000 farmers trained. 159 women promoter farmers trained, 26 wetmills	Phase 1 CSV Nestlé- 2015-16 = 1 yr: improving quality and productivity through GAPs
M&E: Rainforest Alliance M& E, family modules TBD Will represent baseline	4 distinct outcomes with indicators (gender under Outcome 3) M&E Outcome 4
Governance Structure: PMU = CMS; Steering Committee = Nestlé + PMU	Governance structure: Overall project responsibility:Sucafina (Supply Chain & Sustainability Manager), Kahawatu, Regional Program Manager, for Project Management & capacity building of farmers. Steering committee = Nestlé, Kahawatu, Sucafina, Rwacof incl. washing stations

