

Rapid Assessment of the FBMT

Family Business Management Training



**MARS
WRIGLEY**

WOMEN FOR CHANGE



Consultancy commissioned by CARE, Côte d'Ivoire
for the CARE-MARS Women for Change Program

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Abbreviations

CARE	Cooperative for Assistance and Relief Everywhere
FBMT	Family Business Management Training
FFBS	Farmer Field and Business School
HH	Household
IGA	Income Generating Activity
KIT	Royal Dutch Institute
PNG	Papua New Guinea
RCT	Randomized Control Trial
SG	Savings Groups
VSLA	Village Savings and Loans Associations
W4C	Women for Change Program

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1 Executive Summary

This rapid review was commissioned by CARE to evaluate the Family Business Management Training (FBMT) in Côte d'Ivoire using a qualitative approach.

The relevance of the FBMT in relation to the objectives of the W4C (Women for Change) program was analyzed by comparing the FBMT content and the evidence from the interviews with the objectives and indicators of the W4C logframe. The contributions of the training and the current evidence from the field to each objective is summarized in the table below.

	FBMT content (original)	Evidence from field
Outcome level Objectives	Level of contribution	
Increased investment in HH related need	medium	low
Increased investments in IGAs	medium	high
Increased participation of women in decision making (HH)	high	high
Change induced by community members	low	medium
Impact level Objective		
Improved intra-household relationships	high	high

Table 1: Contribution of the FBMT to the objectives of the W4C program

It becomes clear that the FBMT was most effective in increasing IGAs, balancing decision making and improving relationships. The effect of IGAs on household income not entirely clear yet. Access to the training is determined by participation in VSLAs. While this is not detrimental in the first place, potential entry barriers to VSLAs need to be kept in mind when scaling up.

For men the main challenges to participate in the FBMT are a perceived loss of power and possibly the available time to attend. Yet, those who participated were attracted by potential economic gains and finally recognized the advantages of improved relationships.

A mapping of training courses that are related to the FBMT and are applied in the W4C program revealed that the couple dialogues, the gender strategy interventions and FBMT overlap in some areas but the FBMT goes beyond the objectives of the other two courses. The IGA training courses, which are complementary to the FBMT, overlap with some of the contents of the FFBS¹ (Farmer Field and Business School). The FFBS also overlaps with some of the FBMT contents on gender and also addresses the couple rather than just the women. However, it comprises of about double the number of training modules of the FBMT.

Training application is divided between technical advisors and field supervisors. This arrangement was not evaluated in detail but might not be the most effective and should be reviewed critically. The FBMT sustainably changed some of the behaviour of participating couples, confirming the sustainability of some of the effects of the training. The provision of the training still depends on external funding and cannot be considered fully sustainable yet. Change plans and their follow up by CARE staff are time consuming, resource intensive and might reduce the ownership of these plans by the couple that developed the plan.

The FBMT has been successful in changing household economies and relationships. Specifically the daily calendar, the income and expenditure tree and the prioritization of expenditures as practiced in the NEEDS and WANTS exercise have proven to be very effective. The perceived economic advantages of the training attract men eventually they discover the rewards of an improved relationship. The benefits of the FBMT have motivated some community members to spread its concepts to other households, which is as an opportunity for future programming.

Challenges in FBMT implementation include the difficulty that trainers and participants experienced

¹ This training was added to the analysis since CARE considers its introduction

with some of the modules (e.g., visioning/planning and budgeting) and the difficulty of promoters with low literacy levels to work with a wordy training manual. Ensuring the participation of couples (and not only women) in the training was also challenging.

Based on the review I recommend to review the training manual and the implementation strategy for the W4C program to reduce overlap and increase efficiency and effectiveness. The sustainability of training services should be considered carefully and additional resources need to be mobilized for the expansion. Finally, the expansion into new areas provides a great opportunity to conduct sound research on the impact of the FBMT. Such research can attract donors and other organizations to implement the FBMT in other areas and possibly also in other value chains.

2 Background and Introduction

This rapid review was commissioned by CARE to evaluate the Family Business Management Training (FBMT) in Côte d'Ivoire. The FBMT was originally developed with CARE for Papua New Guinean coffee farmers in 2014. It provides farming families with tools to explore their situation, to take decisions towards improving it and to develop their farming business further. Throughout, the training supports farming families to overcome social barriers and cultural norms that inhibit the development of their family farming business. The FBMT is organized into five training sessions that are approximately 4 hours long and is still being implemented in Papua New Guinea (PNG). It has also been taken up by other organizations in PNG and has spread to Fiji and Vanuatu. In Côte d'Ivoire it has been implemented in a modified and condensed version since 2019. While maintaining a good part of the content, the training sessions were reduced to 4 sessions of about 2 hours each.

This review had the objective of assessing aspects of relevance, effectiveness, efficiency and sustainability. In addition, the review was tasked to reveal contributions of the training to economic resilience and changes in gender equality. Finally, lessons learned and challenges were to be reported in order to formulate recommendations for the further development of the FBMT. The original ToRs are attached in ANNEX 1 for more detail.

3 Methodology

Due to limited time and resources for this consultancy the focus was placed on a qualitative and participatory approach that involved program staff as interview partners but also as data collectors in the field. Focus group interviews and key-informant interviews were the main primary data collection methods. Secondary data was used to explore the context of the FBMT in Côte d'Ivoire and the experiences with FBMT in other countries. Secondary data review was limited to two days and field work took place during 3 days between 25th and 28th of October 2022 in Soubré, Côte d'Ivoire and four surrounding communities. For details of the interviews held and the locations of field visits see ANNEX 3.

The following steps were conducted for this review:

1. Secondary data review

This review included the following documents to provide the consultant with the context of the FBMT in Côte d'Ivoire:

- a. Literature about the situation of women in the cocoa sector in Côte d'Ivoire.
- b. FBMT experiences in other countries (CARE reports from PNG)
- c. Program documents of the Women for Change program in Côte d'Ivoire.
- d. Implementation reports and success stories from CARE Côte d'Ivoire on the pilot phase

2. Field work

The in-country work involved a brief orientation at the office, and three days of field visits. Interviews were held with training participants who had received the training about 2 years ago, some participants who had dropped out of the training, the promoters who provide the training, the master trainers including the technical advisor for FBMT as well as project managers and M&E staff. Training participants and promoters were interviewed in focus groups while others were interviewed individually or in pairs. The interview guides for each group of interviewees are provided in ANNEX 4.

Two interview teams were formed for interviewing in order to reach a larger number of people. The consultant with a translator formed one team while two CARE staff (an interviewer and one notetaker / translator) formed the other. A total of eight focus groups with an average of about

14 persons each were conducted with men and women participants. Four interviews were conducted with participants who had dropped out of the training and two village leaders were interviewed. Furthermore, interviews were conducted with CARE staff and FBMT master trainers. For an overview of the interviews see ANNEX 3.

3. Presentation of preliminary results and finalization of the report

Following the field visit the consultant presented the results in an online call where CARE staff had the chance of commenting, questioning and validating the results. Comments and questions were used to refine this report.

4 Evaluation results

4.1 Relevance of the FBMT in achieving the objectives of the Women for Change (W4C) program

4.1.1 Overview

The outcome level objectives were chosen here to demonstrate what the FBMT can contribute over the period of the W4C project. The outcome level objectives are also best suited to link training activities to the achievement of objectives. Obviously the FBMT also contributes to the Output level (Increased knowledge and skills in decision making, entrepreneurship and diversification) and to all long-term outcomes.

The following chart (Figure 1) provides an overview of the objectives that the FBMT addresses and the related indicators of each objective. Direct contributions of FBMT can be expected to the following outcome level objectives.

- Increased investment in HH related needs
- Increased investments in IGAs
- Increased participation of women in decision making (HH)

Increased participation of community members in promoting social change is not directly addressed by the FBMT but evidence suggests a contribution of the training to this objective (see Figure 1 below for details).

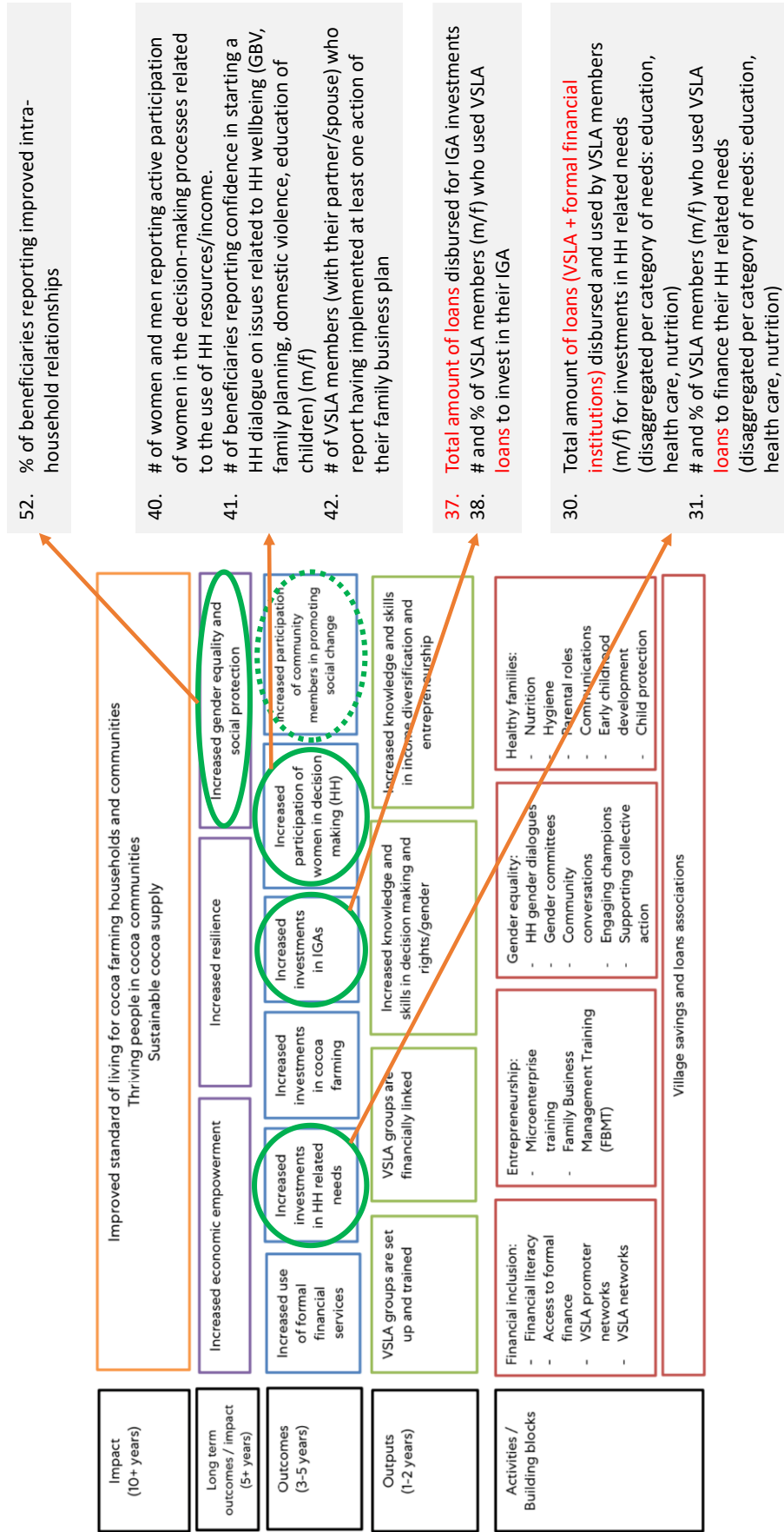


Figure 1: W4C logframe indicating objectives supported by the FBMT

The indicators listed next to the Women for Change (W4C) logframe are those that the FBMT contributes to. The focus on loans in the indicators 31, 32, 37 and 38 is questionable as VSLA members might prefer to invest their savings to cover HH related needs and IGA development. The exclusion of savings in these indicators omits capturing investments from other sources than loans and thus might not accurately portray the changes that happen at HH level. Furthermore, implementation efforts are often guided by achieving targets of specific indicators. Hence, this focus on loans might also lead to an encouragement of loans in VSLAs which is detrimental to the needs of poor people who are generally risk averse and prefer to invest their savings rather than taking out loans.

More details on indicators can be found in ANNEX 1.

4.1.2 Outcome level evidence

The following paragraphs highlight the specific contribution of the FBMT to the respective objective supported by evidence collected from the interviews during the rapid assessment. Annual reports with specific data on the relevant indicators were not available but could be used to supplement the information collected from the fieldwork.

Increased investment in HH related needs

An important module in the FBMT deals with managing money and prioritizing expenditures. Raising the awareness of the couple regarding the importance of expenditures for the wellbeing of the family will increase investments related to household needs such as education, food, and health. However, the current training module will need to be refined to enable couples to fully understand and experience what it means to prioritize expenditures.

Evidence from the assessment

There is evidence from the responses of the interviews that some changes have taken place with regards to investments for HH-related needs. This includes retaining more money for the core family needs rather than committing to the needs of the extended family (one interview). Three interview partners mentioned that they now spend more money on education. Other responses were not as specific and mentioned an improved environment inside and around the house. The current FBMT training may not have emphasized the importance of spending for the wellbeing of the HH sufficiently.

Increased investments in IGAs (where desired and relevant)

Drawing up the I/E tree and a HH budget allows the couple to analyze their income and expenditure structure and, where necessary, will encourage them to diversify their income. Combined with the daily activity clock exercise they may then decide who has the capacity to develop an additional IGA. The budgeting exercise as it is described in the GUIDE FBMT CIV, however, is currently oriented towards a profitability analysis of cocoa production, rather than a household analysis.

Evidence from the assessment

In all interviews where men and women were asked what they have achieved, reference was made to additional IGAs that were developed after the training. These include joint projects of the couple such as joint rearing of animals or joint farming activities but also individual IGAs both for men (e.g., motorcycle taxi) and women (e.g., expansion of small business to include refrigerated goods).

Increased participation of women in decision making (HH)

One of the core objectives of the FBMT is to increase participation of women in decision making. Throughout the training couples are encouraged to work together, improve their communication,

and respect each other. Many exercises and homework suggestions in the original training manual lead the couple to experience change and practice a different partnership approach.

Evidence from the assessment

In five of the eight focus groups interviewees specifically mentioned that they are now taking decisions jointly. In the remaining focus groups, there was reference to the involvement of the wives in all activities and sharing of income from cocoa sales. This is an indication of more openness about the household economy. Whether this means an equal involvement of the spouse in decision making cannot be concluded from the limited interviews. It is clear though that a process has begun in which the involvement of women in household decision making is increasing.

Change induced by community members

Though the FBMT does not directly encourage participants to engage in changing other community members' behavior, the responses from the field work indicate that the FBMT also contributes to the W4C outcome of *"Increased participation of community members in promoting social change"*. Two male interview partners explicitly mentioned that they spread their experiences with FBMT to other community members and outside the community. Their own positive experience and the observation of poor relationships in other couples motivated them to counsel other men. This is an opportunity for further programming.

4.1.3 Impact level evidence

Improved intra-household relationships

Several indicators are listed at the impact level. Two of them aim at gender equality and specifically the indicator on improved intra-household relationships is one that FBMT directly contributes to. Though the FBMT has no explicit training module on improved communication, communication exercises are built into the entire training approach. The GUIDE FBMT CIV has shortened some of the exercises but evidence from the field suggests that FBMT is still successful in improving relationships.

Evidence from the assessment

In all focus groups respondents mentioned improved communication in the household as one of the major changes that occurred after attending the FBMT. Improved communication appears to be a synonym for the improved relationship as many also cited improved intimate relationships – both men and women. Some explicitly made the link between sharing of resources or joint decision making and the improved relationships. As one interviewee put it:

"...he shares income, asks for my opinion, helps in the HH – I can kiss him for that!"

4.2 Effectiveness to achieve transformative changes in gender-equality and economic resilience of households

This chapter refers to the evidence of the effectiveness of the FBMT in supporting gender equality and resilience but also analyzes questions of access to the training and potential entry barriers as defined in the ToRs.

4.2.1 Contribution to income and resilience

The project reports and the findings of the field assessment (see 4.1) suggest that FBMT is most effective in triggering additional income generating activities and improving the relationship of the couple. It is not entirely clear yet how successful the plans to establish new IGA were and how much the FBMT contributed to increased income and diversification of income sources. However, evidence from Papua New Guinea suggests that the FBMT can have a significant impact on household income.

A Pacific Women report on Gender Transformative Approaches² reveals that coffee farming households that received the FBMT had a 22% higher income compared to those that did not receive the training. With an increased income and more diverse sources of income it can also be expected that the resilience of HH to economic stress increases.

4.2.2 Access to training

An assessment of what part of the population in the villages the FBMT reaches was not possible during the short field visit. Information from project staff suggests that farmers who are not members of cooperatives and farmers who live further away from villages, do not have access to the FBMT.

During the scale up of W4C, access to services from the project need to be considered carefully. There are several dimensions of access to services that come into play here. The FBMT is only accessible for those who also participate in VSLAs and thus the participation in the VSLA is determining who can participate in the FBMT. One interview partner indicated that participation in the VSLA was not possible due to limited funds for savings. From this short survey it was not clear to what extent high share values in VSLAs might create an entry barrier for some families.

4.2.3 Possible entry barriers

Entry barriers for the FBMT were not mentioned in the interviews with participants. Unfortunately, it was hardly possible to interview those who did not participate or dropped out of the training. The few interviews with people who dropped out of the training did not reveal any specific entry barriers. Most of the interview partners cited limited time or not being aware of the training as a reason for not participating fully. Whether these are the primary and the only reasons for not participating would need to be investigated further. One remark of an interviewee who had participated in the FBMT might shed some light on the reluctance of some men to participate. He described that once you participate in the FBMT it is necessary to share information on income, which he does not find comfortable. Nevertheless, he was finally satisfied, since it brought more benefits than disadvantages for him.

All participants in the training are recruited via the VSLA groups and mostly it is women who invite their husbands to participate in the FBMT. This means that mostly men would have to be convinced to participate in the training.³ According to men the most convincing arguments for them to participate were economic arguments. The income/expenditure tree seems particularly interesting to men as it is a new way to analyze the household economics and offers the opportunity to discover how the economic situation of the household can be improved. The prioritization of expenses was also mentioned as an exercise that drew men to the training.

4.2.4 The current FBMT training curriculum and manual

The effectiveness of the curriculum is surprisingly high judging by the responses of the participants. However, some modules have been shortened significantly and might not be as effective as originally intended. Particularly the modules on visioning that should be linked with the planning at the end and the modules on household budgeting do not seem to be as effective as they could⁴. Yet, they are crucial if the project wants to achieve diversification and increase of HH incomes.

² <https://pacificwomen.org/wp-content/uploads/2020/09/PNG-GETA-report.pdf>

³ Only in one group of men one person mentioned that their wife did not want to participate.

⁴ They were mentioned as some of the more difficult modules by trainers and participants did not make any reference to these modules in the interviews.

4.3 Efficiency of implementation approach

This section will enlist, examine, and compare some of the training approaches that are being implemented (or are planned to be implemented) in the W4C program’s WEE (women’s economic empowerment) component.

4.3.1 Mapping of training courses and their interactions

The following mapping is based on a more detailed analysis of the modules of each of the training manuals that were shared and those that have some link to the FBMT. The basic accountability and alphabetization training were not included in this list as they don’t directly overlap with any of the FBMT modules. The basis for the comparison was the main Outcomes that the FBMT intends to achieve. Dark grey indicates that the training fully supports this area while light gray indicates a limited contribution only.

	Outcomes													Comment	
	Communication skills	Relationship building	Task Division/ Gender roles	Joint decision making	Managing HH Inc. and Exp.	Developing a vision	Developing a HH plan	Developing an IGA	improvements in GBV	Problem analysis&action	Selection of IGA	Planning of IGA	Managing IGA		
FBMT															
Couple dialogue - GUIDE dialogue de couple															problem focussed
Gender - Strategie W4C															
IGA															
H&M															vision for business
FFBS - Marketing & Gender (chapter 3 & 4)															focus on producer groups

Figure 2: Map of training courses related to FBMT

The greatest overlap occurs in the area of gender roles, which four training courses address. Three of them use the same tool (daily calendar). Three training courses also address joint decision making, though the gender strategy addresses decision making only with women. In the training courses on Income Generating Activities (IGA) there is also considerable overlap between the different training courses; they all deal with selection, planning and management. Nevertheless, the approach is slightly different. While the IGA training focusses more on financials such as profitability analysis and selecting sources of capital, the H&M training focusses more on skills such as services, operations, leadership, and motivation. However, in my opinion, the H&M training manual is not very clear in structure and instructions and thus difficult to follow. Furthermore, some of the exercises do not seem adequate for a rural and largely illiterate audience. It also only addresses women, which might limit its effect on improving power relations and it might even cause conflict.

Training courses that develop IGAs are complementary to the FBMT as they can support those couples that want to develop new IGAs. Thus, the FBMT with its focus on the household can act as a trigger to develop additional sources of income while an IGA training can provide the necessary skills to put the IGA in place. The couple dialogues only have one overlap with the FBMT and seem to focus more on Gender Based Violence (GBV) which can complement FBMT. The gender strategy mentions additional activities that focus on an analysis of problems in the community and their resolution. While some of the activities mentioned in the gender strategy are directly overlapping with the FBMT the descriptions in the strategy leave some room for interpretation and thus it is not conclusive how far the entire strategy and the FBMT overlap or are complementary. Establishing change agents in the community such as the gender committee is very positive. The role of the male champion is not clearly described in the gender strategy. It seems to be a separate position but according to CARE staff the male champion is part of the gender committee and has the specific task

of being a role model in the community. It might be worthwhile to consider expanding this task to more than one person.

4.3.2 Comparison FBMT and FFBS

The FBMT and the Farmer Field and Business School⁵ - FFBS (chapter 4 - Gender) have similar approaches and both are well structured with clear objectives and instructions for the facilitator. The FBMT covers all essential topics that are presented in the FFBS. Both also involve the couple rather than women only. According to the FFBS Innovation Brief the training has its greatest effect in improving food security, followed by women’s empowerment and improved livelihoods⁶. While the original FBMT is a training with 5 half day sessions with a total of 22 hours training and the current FBMT in Côte d’Ivoire is one with 4 sessions of about 2 hours, the FFBS comprises of 43 training modules⁷ of about an hour each with an additional 8 modules for the facilitators.

4.3.3 Current organization of training

The current organization of training in W4C has not been investigated in detail during this short consultancy and thus the following are preliminary remarks based on the organogram and conversations with staff. In the organogram technical support and implementation appear to be divided. Technical advisors (TA) for the areas such as entrepreneurship, financial education, FBMT and others are headed by a senior TA who reports to the project manager. Field supervisors are responsible for the supervision of VSLA implementation and coaching promoters but not for FBMT. However, they supervise all activities which might be challenging as they are not trained in all these activities. Supervisors are headed by a lead supervisor who reports to the project manager as well. For FBMT the technical advisor is also responsible for implementation of activities in the field. This means that she trains promoters and follows up on the training courses in the field.

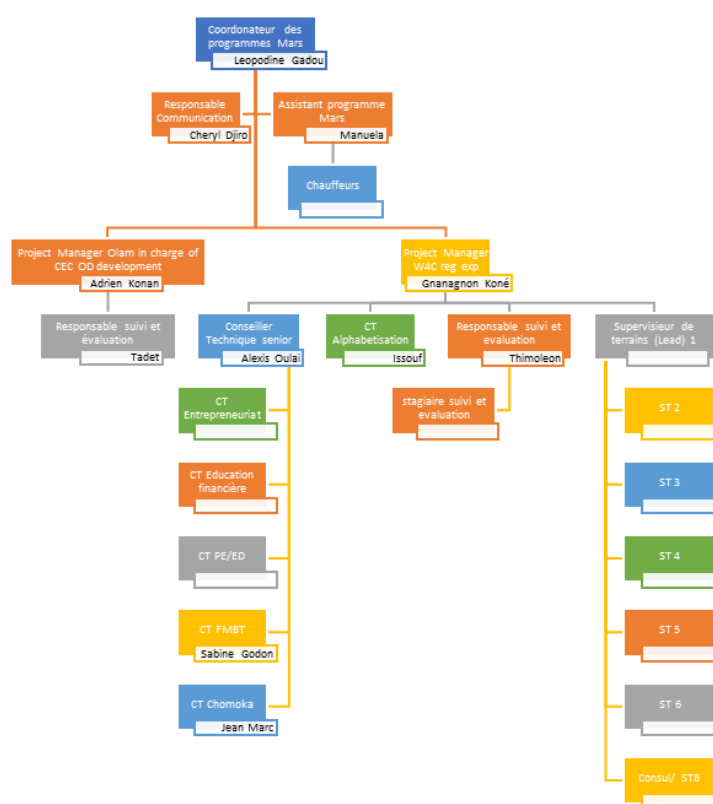


Figure 3: Organogram W4C program

The training of couples in the field is currently led by promoters who were selected from villages and trained in various topics including VSLA, IGA development and FBMT. For FBMT the promoters do not train groups in their own villages due to concerns about confidentiality. Thus, every training requires transport as well as support for food and accommodation.

⁵ This training was added to the analysis since CARE considers its introduction in the W4C program

⁶ improved food security (43%), women’s empowerment (37%), improved livelihoods (13%)

⁷ 12 on agriculture, 9 on marketing, 15 on gender, 7 on nutrition, 4 on monitoring, and 4 on facilitation skills

This arrangement raises a couple of questions. First, it is not clear how implementation and technical support work together effectively and what mechanisms are used to coordinate between technical support and implementation. Second, the FBMT implementation and supervision are divided between TA and field supervisors who were not trained in FBMT and might have difficulties in supervising this activity. Third, the reliance on paid trainers from distant villages requires continuous support from the project and calls for some sort of exit-strategy that ensures continuous support in the villages even after the end of the project.

4.4 Sustainability of training effects and training provision

Two dimensions of sustainability were considered during this consultancy. The training effects and the provision of training. The sustainability of training effects refers to the changes that were induced by the training and whether these changes are lasting. The sustainability of training provision refers to the continuation of training and follow up services for couples. The development and follow up of change plans add an additional dimension to sustainability concerns.

The interviews with participants revealed that they continued to note the **effects of the training** even two years after the end of the training. For some of the details of the changes reported see Chapters 4.1.2 and 4.1.3. This is a very positive and encouraging result, particularly considering the short duration of the training and limited support from the project after the training.

The **provision of the training** currently depends on the payment of community-based trainers who are organized in a cooperative. Thus, a continuation of training services that can reach additional couples will depend on the availability of financial support to the cooperative. During this consultancy, it was not possible to assess the likelihood of future financing for the cooperative. However, this issue should be kept on the agenda and the cooperative needs to be supported to access funds from different sources for it to be able to continue to provide services.

Reports about the **spontaneous spread** of some of the core elements of the FBMT are encouraging and point out the potential of village-based promotion and support structures. This spontaneous support that other couples or individuals received from those trained in FBMT occurred without specific support or guidance from the trainers and highlights an opportunity to explore further.

At the end of the FBMT couples are asked to prepare a **change plan** that is recorded in a form provided by CARE. The change plan captures economic activities and other actions – mostly behavioural aspects. While developing a change plan is an important step to initiate and achieve changes, the format of the plan seems inadequate for the training audience. I would also like to question the necessity for CARE to record all the change plans and follow up on the implementation of these plans. The ownership of the plans and the responsibility to take action and achieve these plans are in question here.

4.5 Lessons learned from pilot phase

1. Key elements of the FBMT

The FBMT has been successful in changing household economies and relationships. The extent of the changes could not be assessed during this consultancy but the fact that these changes are visible 2 years after implementation are encouraging. The key elements of the FBMT training that contribute to this success are:

- the daily calendar
- the income and expenditure tree
- the prioritization of expenditures as practiced in the NEEDS and WANTS exercise

This does not imply that other parts of the training are not as useful. Rather it emphasizes that

these elements need to be retained in the training and could potentially be used to market the training or might require even more attention during the training.

2. Men are attracted by the economic aspects of the training

It is the economic aspects of the FBMT that initially attract men to attend the training. The prospect of increased income or reduced expenses convince them to attend the training and eventually they “discover” the benefits or changing their behaviour and improving their relationship. This also implies that women change their behaviour.

3. Dissemination of key messages by community members is possible

There are two dimensions to dissemination that were observed. One is the intra household communication that aims at convincing spouses (mainly the husbands) to participate in the training. Those equipped with the appropriate tools were able to convince their spouses to attend. The other dimension is that of well-trained community members who have experienced the benefits of participating in the FBMT and pass on key messages to other members of the community or friends and family outside the community. This is an opportunity that could potentially increase the outreach of the project.

4.6 Challenges encountered

1. Change plan follow up

The follow up by CARE of the change plans developed by the couples proved very time consuming. Due to limited resources, it was decided to reduce the targets for couples targeted by the FBMT.

2. Some modules of FBMT are challenging

The visioning exercise and the development of the change plans were described as particularly challenging. One of the reasons provided was the difficulty translating the concept of a vision into the local language and using the same examples of what a vision could look like. It is not clear if the concepts of visioning and planning per se are the challenge or the facilitation of the exercises. Another module that was described as challenging, particularly for illiterate participants, is the budgeting exercise.

3. Training guide for promoters

The current training guide was described as difficult to follow and too wordy by the promoters and master trainers. More pictures were requested and simple instructions.

4. Mobilization of couples by promoters (and wives)

Despite some success by VSLA participants in convincing their spouses and men being attracted by economic aspects of the training it was difficult to get couples to attend the training. According to project records only half of FBMT participants attended as couples. This is concerning as the entire FBMT is designed to train couples and not individuals.

5. Time to train promoters and couples

Both the training of promoters and the training of couples were considered time consuming. The training of promoters lasts 7 consecutive days, time that is difficult to spend away from home for most promoters. The time that couples need to invest in participating in FBMT is only 8 hours in 4 consecutive days. Yet, many reported not having sufficient time to attend. This might be linked to the numerous other training courses that are provided in the same communities by the W4C program or unfortunate timing of the training during busy times for farmers.

4.7 Recommendations

I would like to arrange the recommendations into four clusters of themes. Each theme will have one main recommendation and several sub-recommendations that will contribute to the main

recommendation. In addition to the four clusters one further recommendation regarding research is listed at the end of this chapter.

4.7.1 Revise training curriculum and manual

The concerns about the utility of the manual for promoters, difficulties with specific modules, the overlap with other training courses offered, and the intention to induce profound changes call for a revision of the FBMT curriculum and manual. Five specific recommendations shall be provided in this cluster.

1. Review the FBMT curriculum

Some of the modules in the current curriculum have been shortened to an extent that might not allow for sufficiently profound change. Thus, a review of the curriculum is recommended with a particular view on those modules that were difficult and those modules that have been highlighted to be essential.

2. Develop a simplified manual with images

To ensure promoters and other future trainers can access the training content, a simplified and well-structured manual with graphic content should be developed. This should not replace a manual for master trainers with a detailed description of all training steps but provide a working document for the promoters when they train groups.

3. Training toolkit – Image cards and templates

To accompany the training and allow for a good quality implementation I propose to develop a toolkit. This toolkit will support the trainers in delivering modules and most likely will be a set of image cards for exercises, different templates (e.g., for explaining the budgeting exercise), and possibly some play money. It would also include basic facilitation materials such as markers, tape and paper. Depending on budgetary resources, video messages could be considered to “market” the FBMT in the community, particularly among men.

4. Consider other training courses such as gender and IGA training during the review of the FBMT

To avoid overlap and redundancy between the various training courses and the FBMT all related training courses should be considered during the review.

4.7.2 Review the implementation strategy for W4C training courses

Numerous training courses are offered to participants of the W4C program. Chapter 4.3.1 has pointed out overlaps between some of the related training courses on offer. The W4C provides a three-phase implementation strategy in which different training courses are offered. I propose that this strategy is reviewed with specific reference to the sequence of the training courses and their contents.

1. Refine the training sequence

In the review of the sequence, the objectives and possible referrals from one training to the other should be considered. For example, the IGA training now occurs in the first phase while the FBMT is offered in the second phase. However, the FBMT might actually motivate some of the couples to start a new IGA, yet they might not have enrolled in the IGA training a year before, or they have forgotten about the content by then. There are also some differences between the proposed strategy in the W4C proposal and the gender strategy⁸. The outcome of such a review could be a clear training schedule similar to the training calendar of VSLAs.

2. Reduce overlap between training and focus on fewer training courses

⁸ While the W4C proposal suggests “household dialogues” in the first phase, the gender strategy suggests to form the gender committee first and then engage in “couple dialogues”.

As describe in Chapter 4.3.1 some training courses have the same or very similar contents. Further to the mapping exercise in this report, I suggest to conduct a mapping exercise with all the technical advisors for the respective areas to identify areas of overlap and potential redundancy but also areas of complementarity. The aim should be to reduce the number of different training curricula, particularly considering that they are expected to be implemented by community based promoters. Specifically the gender training courses and FBMT as well as the different IGA training courses need to be harmonized.

3. Develop marketing channels for the respective training courses

Each training should support the following training by making specific reference to it and inviting participants to continue with the next training. Additionally it would be important to develop specific marketing strategies (also see above) specifically for the training courses that require couples to attend.

4.7.3 Ensure Sustainability of training service and effect

These recommendations build on the analysis of Chapter 4.4 and look at provision of services (training and follow up) as well as the sustainability of the effects of the training.

1. Evaluate alternative and additional implementing agencies

The strategy of developing a group of local trainers and supporting them to create a cooperative should be viewed as one of the options that has its advantages (locally based and trainers who know their communities) and disadvantages (the trainers require a remuneration and transport which needs to be externally funded). I recommend that CARE also evaluates other potential implementing agencies from the government and/or private sector. One option could be ANADER (Agence Nationale d'Appui au Développement Rural) as an agency that is jointly run by the government, civil society, and the private sector. The advantage of working with a nationwide (and parastatal) agency is that the training could be adopted by ANADER and scaled up to national level. ANADER has a gender and development program, but it is not clear how effective it is. The reputation of ANADER among farmers and possible bureaucratic hurdles also needs to be reviewed critically.

2. Install village-based trainers or support persons and multipliers

Pro's and con's of village-based trainers were discussed with project staff. The logistical and financial challenges with trainers from outside the village call for some sort of support that is based in the village. One option could be to specifically train two members from the gender committee on FBMT either as trainers or for follow up. My preferred option would be to select a "model couple" from the first or second FBMT training in the village who are then supported to become trainers themselves – as a couple. They would be able to provide that training within their community and enrich it with genuine experiences of their own. Such an approach was successfully implemented in CARE PNG.

The positive experience with spontaneous spread of FBMT elements encourages the establishment of support persons in the village who may counsel other couples or individuals. This could happen in the form of some sort of "club" with the mission to improve HH relations similar to "fathers clubs" in a Plan/Promundo program⁹ on positive masculinities.

3. Increase training time

The current training duration is not sufficient to cover all the essential training steps that ensure a lasting and profound change. Consequently, I recommend increasing the training time substantially. The exact number of hours will have to be determined during the review of the

⁹ <https://www.equimundo.org/resources/learning-brief-recruitment-and-retention-of-male-participants-in-gender-transformative-programs/>

training curriculum but as a comparison, the original FBMT offered 22 hours of training. The training could also be split in two parts if an implementation in one training block is too demanding.

4. Provide refresher training

Voices from the community were requesting additional training courses or refresher training courses after the first input. This is understandable since couples might face issues after the training or may have additional questions. Hence, I recommend planning for refresher training courses for the couples. These could be held at 3 to 6 months and 12 months after the training. However, the exact timing will depend on the revised curriculum and on who will perform the refresher training.

4.7.4 Plan for additional resources

This recommendation might be obsolete if additional and sufficient resources have been planned for the expansion of activities. Therefore, the following should be viewed as a checklist of where additional resources might be required.

1. Additional training time will require additional human and financial resources unless the training is conducted by village-based volunteers
2. The development and reproduction of training materials
3. Graphic content (for training) and possibly video content for marketing of the training
4. CARE staff for roll out

4.7.5 Use the opportunity to conduct research on FBMT

With the new phase of FBMT about to start, CARE has an opportunity to engage with a research institution to conduct a randomized control trial (RCT) or other research on the effects and impacts of the FBMT. One option could be to test the effects of FBMT on its own and in combination with other training courses compared to a control group without training. If the research is set up before the start of the training, the baseline and the final evaluation can be compared well to establish the changes induced by the FBMT and the W4C program in general. This research can provide proof of the effectiveness of CARE's programming. Since this is also in the interest of donors such as Mars it might be possible to fund such research with donor money. One potential research organization to engage would be the Dutch KIT (Royal Tropical Institute). Since 2019 the KIT is engaged in project called "[The Resilience Journey with Mars](#)" that supports Mars in designing an approach to gender equality for cocoa growing communities in Indonesia, Côte d'Ivoire and Ghana.

ANNEX 1 Terms of Reference

TERMES DE REFERENCE POUR LE RECRUTEMENT D'UN CONSULTANT POUR L'ÉVALUATION DU PROGRAMME FBMT COTE D'IVOIRE

Le programme **Women for Change**, mis en œuvre par CARE au Ghana et en Côte d'Ivoire sur financement de Mars Wrigley, travaille avec les femmes et leurs familles dans les communautés productrices de cacao, afin d'améliorer les moyens de subsistance et permettre aux communautés de prospérer. Ce programme débuté en Côte d'Ivoire en 2016 est fondé sur l'approche AVEC (Association villageoise d'épargne et de crédit) de CARE. Il vise à accroître l'équité entre les sexes dans les ménages et les communautés, tout en soutenant l'augmentation de l'épargne, l'amélioration des compétences, la croissance et la diversification des revenus, l'amélioration des taux de scolarisation des enfants et l'amélioration de la qualité de la nutrition. **Le programme Women for Change s'efforce également de modifier les normes sociales et de réduire la violence basée sur le genre en accompagnant les ménages à l'épargne et la prise de décision conjointe.** Cette approche innovante utilise un mélange intelligent **de solutions pour renforcer le rôle des femmes dans la chaîne d'approvisionnement du cacao.**

Parmi ces solutions, le programme *Women for Change* expérimente depuis juin 2019 la formation des ménages (couples) en gestion des entreprises familiales (FGEF/ FBMT). Liée à notre objectif d'accélération de l'équité entre les sexes, la formation en gestion d'entreprise familiale est offerte conjointement aux couples. Elle vise à initier une nouvelle dynamique de communication dans le couple, leur permettant d'augmenter leurs revenus grâce à une prise de décision conjointe – les conduisant vers une prospérité économique durable.

Si la formation sur l'approche FBMT s'adresse de façon générale à tous les membres des AVEC, elle cible de façon spécifique des couples pour lesquels un accompagnement dans le développement et la mise en œuvre des plans de changement est assuré. A ce jour sur le programme W4C, on estime à plus de 11 000 le nombre de membres des AVEC qui ont été formés à l'approche FBMT, donc environ 3000 couples et au moins 3000 plans de changement élaborés.

À une époque où le secteur du cacao est confronté à de multiples menaces et a un besoin urgent de solutions évolutives qui apportent des changements significatifs et durables pour les agriculteurs et leurs ménages, le programme *Women for Change* se veut être un laboratoire d'expérimentation des approches innovantes et l'accompagnement FBMT une des réponses aux problématiques de :

- L'équité entre les sexes et une meilleure représentativité des femmes dans la chaîne de valeur cacao
- L'augmentation des revenus des ménages

Equité les sexes et une meilleure représentativité des femmes dans la chaîne de valeur cacao

La culture du cacao est dominée par les hommes, les ressources étant généralement destinées aux agriculteurs masculins. Une chaîne d'approvisionnement durable en cacao ne peut être pleinement réalisée en excluant la moitié de la population et en renforçant les inégalités. Si les services agricoles ne reconnaissent pas et n'incluent pas la contribution des femmes à la productivité, le plein potentiel des exploitations familiales ne sera jamais atteint et les revenus, la productivité et le

développement économique seront directement affectés. Les normes sociales limitent l'influence des femmes et leur accès aux ressources, même si elles gèrent une grande partie des plantations de cacao, contribuent de manière significative aux exploitations gérées par des hommes et constituent la pierre angulaire de la sécurité des ménages et des communautés.

En Côte d'Ivoire, les femmes possèdent 25% des plantations de cacao et représentent environ 68% de la main-d'œuvre. Mais, elles sont rarement reconnues comme producteurs de cacao dans les fermes familiales et manquent d'une voix dans l'arène de la production de cacao. Cela conduit à la discrimination et à la marginalisation des femmes dans la prise de décisions communautaires.

Au Ghana, environ 20% des producteurs de cacao sont des femmes. Les femmes travaillent en grande partie sur la terre de leur mari en tant que travail familial non rémunéré, et on estime qu'elles contribuent jusqu'à 45% de la main-d'œuvre. La recherche indique que dans le cadre de la division entre les sexes dans le travail, les femmes jouent un rôle important dans certaines activités, en particulier les soins précoces des cultures et la post-récolte (fermentation et séchage). Ces activités spécifiques sont essentielles à l'amélioration des rendements futurs des cultures et à la production de fèves de qualité.

Soutenir l'équité entre les sexes et une plus grande autonomisation des femmes entraînent des gains significatifs pour elles en tant qu'individus et améliore le bien-être de leurs enfants, de leurs ménages et de leurs communautés. Il permet également le succès commercial.

De l'augmentation des revenus des ménages

L'approche FBMT oriente les membres et conjoints à la diversification de la source des revenus. Pour ce faire, elle permet au couple d'opter pour la gestion concertée de leurs ressources, la mutualisation de leur force ce qui facilite la création de microentreprises de couple pour l'amélioration des conditions de vie des ménages. Par ailleurs, les couples particulièrement les hommes de se rendent compte du rendement de leurs plantations de cacao et trouvent des solutions adéquates pour l'augmentation du revenu de cette activité qui est le pilier des ressources des ménages.

Afin de mieux positionner l'approche FBMT dans la réponse de CARE et ses partenaires aux défis humains et communautaires dans les zones de production de Cacao, CARE recrute un consultant pour ***« Evaluer l'intervention FBMT et de son impact dans l'atteinte des objectifs du programme Women for change »***

De façon spécifique, l'évaluation aura pour objectifs de :

1. Évaluer la pertinence de la démarche FBMT dans l'atteinte des objectifs de programmes Women for change, notamment :
2. Évaluer l'efficacité de mise en œuvre de l'approche FBMT et l'efficacité organisationnelle de l'approche ;
3. Évaluer la durabilité de l'intervention en vue d'atteindre l'effectivité de l'égalité entre les hommes et les femmes dans les communautés cacaoyères ;
4. Analyser comment le FBMT contribue à la résilience économique des ménages ;
5. Analyser comment l'approche leadership des femmes dans la chaîne de valeur cacao est intégrée dans la mise en œuvre du FBMT et dans quelle mesure le programme contribue à apporter des changements transformateurs en matière d'égalité de genre ;

6. Identifier et valider les leçons apprises, les bonnes pratiques, les exemples et les innovations qui soutiennent l'égalité des sexes et les droits humains dans la chaîne de valeur cacao ;
7. Identifier et analyser les défis dans la mise en œuvre de l'approche FBMT
8. Fournir des recommandations applicables pour une meilleure interventions FBMT dans les communautés cacaoyères.

Durée

- Le prestataire de services entrera en fonctions à la date suivante, le 2 juillet 2022.
- Tous les travaux sont terminés à la date suivante : 12 août 2022

Actions clés

1. Collecte et Analyse des rapports et supports existants sur l'approche FBMT ;
2. Rencontre en ligne d'échange et clarification des objectifs de la mission ;
3. Elaboration de la méthodologie de travail tenant compte des trois aspects essentiels que sont 1) Cette méthodologie devrait être moins classique et méthodique ; 2) Plus axée sur un apprentissage constructif ; et 3) Il faudrait qu'il y ait des questions qualitatives qui permettent d'identifier les opportunités d'amélioration et d'apporter un avis plus critique ;
4. Elaboration de l'outil de collecte des données ;
5. Mission de terrain ;
6. Atelier de présentation des résultats préliminaires.
7. Elaboration du rapport d'évaluation

Livrables

1. Rapport de mission ;
2. Rapport d'évaluation ;
3. Trois storytelling mettant en exergue les leçons apprises, les bonnes pratiques, les exemples et les innovations qui soutiennent l'égalité des sexes et les droits humains, le leadership des femmes dans la chaîne de valeur cacao ;
4. Listes des recommandations applicables pour une meilleure interventions FBMT dans les communautés cacaoyères.

Comment postuler

Les personnes qui détiennent le profil requis doivent soumettre un dossier contenant : • Un curriculum vitae mis à jour et qui met en exergue les qualifications et expériences du/ de la candidat (e)

- Une proposition de chronogramme et de la méthodologie à utiliser pour la révision des curricula de formation des AVEC
- Une proposition financière avec le montant journalier des honoraires demandés
- Trois références de travail dans le cadre d'activités similaires. Les dossiers complets de candidatures doivent être envoyés à l'adresse suivant : caroll.miloky@care.org et une copie doit être réservée à vidhya.sriram@care.org Échéance pour la soumission des candidatures : 30 juin 2022

ANNEX 2 Indicators supported by FBMT

The following indicators, specified in the W4C strategy, are closely linked to the FBMT

Outputs (to be measured every quarter, in a cumulative way)

Increased knowledge and skills in income diversification and entrepreneurship

25. # of VSLA members (m/f) and their family members/partners who completed the FBMT training
COMMENT: (7 modules) – reference to 7 modules is not clear – PNG manual has 5 sessions and GIUDE from Côte d’Ivoire has 4 sections, thus it is not clear where the 7 modules come from.
26. # of VSLA members (m/f) who developed a family business plan together with their partner/spouse

Outcomes (to be measured annually)

Increased investments in HH related needs

30. Total amount of loans (VSLA + formal financial institutions) disbursed and used by VSLA members (m/f) for investments in HH related needs (disaggregated per category of needs: education, health care, nutrition)
31. # and % of VSLA members (m/f) who used VSLA loans to finance their HH related needs (disaggregated per category of needs: education, health care, nutrition)
COMMENT: These indicators need to be viewed critically as they do not account for investments made by the HH using their pay out at the end of the cycle. In fact, it would be wise for HH not to use loans but their savings to make investments in HH related needs.

Increased investments in IGA

35. Total amount of loans disbursed for IGA investments
36. # and % of VSLA members (m/f) who used VSLA loans to invest in their IGA
See the note above – these indicators should be reviewed.

Increased participation of women in decision making (HH)

40. # of women and men reporting active participation of women in the decision-making processes related to the use of HH resources/income.
41. # of beneficiaries reporting confidence in starting a HH dialogue on issues related to HH wellbeing (GBV, family planning, domestic violence, education of children) (m/f)
42. # of VSLA members (with their partner/spouse) who report having implemented at least one action of their family business plan

Impact (to be measured externally – at end of project intervention. Mid-term review to be done internally)

Increased gender equality and social protection

51. % increase in women’s individual ownership and control of assets (such as land or equipment)
52. % of beneficiaries reporting improved intra-household relationships

ANNEX 3 List of interviews

Date	Interveiw partner	Location	# of participants	Remarks
20/10/2022	CARE Management	online	5	online questionnaire verified in meeting
25/10/2022	Master trainer - Eliam Kouadjo	online	1	
25/10/2022	Master trainer - Sabine Godon & Bernard Ekoun	Soubre office	2	
25/10/2022	Promoters	Oupoyo	17	
25/10/2022	Participants men	Oupoyo	5	
25/10/2022	Participants women	Oupoyo	15	
26/10/2022	Village Chief and wife	Kambelesso	2	wife participated in FBMT
26/10/2022	Participants men	Kambelesso	13	
26/10/2022	Participants women	Kambelesso	20	
26/10/2022	Woman drop out	Kambelesso	1	completed one day without husband
26/10/2022	Village Chief	Konanblékro	1	did not participate in FBMT
26/10/2022	Participants men	Konanblékro	10	
26/10/2022	Participants women	Konanblékro	14	
26/10/2022	Men who dropped out and spontaneous trainee	Konanblékro	3	two who had not completed FBMT
27/10/2022	Men who dropped out	Kragui	2	two individual interviews
27/10/2022	Participants men	Kragui	14	
27/10/2022	Participants women	Kragui	11	
27/10/2022	Couple	Soubre	2	
		Total	138	

ANNEX 4 Interview guides

Interview guide FBMT Participant – PAR_m/PAR_f

Focus group

1. What trainings did you participate in during the last 4-5 years?
2. What can you remember from these trainings?
3. When did you receive the FBMT training?
4. Who provided the training?
5. Did you hesitate to participate or did you go for the training immediately? How about your spouse?
6. What did you like most in the FBMT? What was easy to understand?
7. What did you like least? What was difficult to understand?
8. Tell me one or two things that you do differently since you received the FBMT.
 - a. Chores?
 - b. Communication? Conflict management?
 - c. Money management?
 - d.
9. Tell me what your spouse does differently since you received the FBMT.
 - a. Chores?
 - b. Communication? Conflict management?
 - c. Money management?
 - d.
10. What have you achieved as a couple after the training?
 - a. Did you achieve your vision?
 - b. Investment in IGA?
 - c. Investment in HH needs?
 - d. Investment in cocoa?
11. Would you like to tell us anything else that you think is important?

Interview guide FBMT Participant that did not apply training– PAR_do

Individual interviews

1. What trainings did you participate in?
2. What can you remember from these trainings?
3. When did you receive the FBMT training?
4. Who provided the training?
5. What did you like most in the FBMT? What was easy to understand?
6. What did you like least? What was difficult to understand?
7. Why did you decide not to continue with the training (if that was the case)?
 - a. Time constraint?
 - b. Disagreement with spouse?
 - c. Training was useless?
 - d.
8. Why did you decide not to apply the training at your home?
 - a. Time constraint?
 - b. Disagreement with spouse?
 - c. Training was useless?
 - d.
9. What would need to change in the training or the training setting for you to attend/apply it?
10. Would you like to tell us anything else that you think is important?

Interview guide Relais Communautaires – RC

Focus group

1. Tell me what kind of community work you are doing?
 - a. Are you engaged in other voluntary work aside from W4C?
 - b. What is your educational background?
2. How long have you been a RC? How were you selected to become a RC?
3. When, how and by whom were you trained in the FBMT?
4. What did you like about the training you received?
 - a. What could be improved?
5. How many groups have you trained so far (approximately)?
 - a. How many do you train at the moment?
 - b. How many can you train at the same time?
6. What materials do you use when applying the training? (manuals, flip charts, set of cards with images, ...)
7. What was the most rewarding experience in your work?
8. What was the most difficult situation you experienced?
9. Which part of the FBMT is easy to train and which part is difficult to train?
10. Who supports you in your work or when you have difficulties? Does the person support you well? Can they assist you sufficiently?
11. Why do you do this work? What is your motivation?
12. What do you like about your work?
13. What would you want to improve in your work?
14. Do you see yourself continuing training couples for years to come? Why? Why not?
15. Would you like to tell us anything else that you think is important?

Interview guide Master Trainers

(Eliam - online, Ecoun & Sabine)

1. What is/was your work as a Master Trainer?
2. Who trained you?
3. How many Field Supervisors / Officers did you train? What was the training setting? What works well, what would you recommend to improve?
4. What happened after the initial training? Were you involved in follow up of the trainers? How? What works well, what would you recommend to improve?
5. Did you also work with RC? Did you do the training with them?
6. How do you assess the work of the Field Officers / RCs? Are they doing their work well? How could their work be improved?
7. How do you assess the FBMT training material (manual, materials)? What works well? Where does it need to be improved?
8. What are some of the changes you have seen after couples attended the FBMT?
9. What makes these changes successful? How do you and the FO need to work to be successful?
10. Which opportunities do you see for the FBMT? What changes can it lead to?
11. Were there incidences of negative reactions to the FBMT? (disagreements between couples, men who would not let their wives participate, violence, ...)
12. Anything else you would like to tell me?