



Seed to Cup: Empowering Women Coffee Farmers

Papua New Guinea Coffee Industry Support Project
Mid-term Review

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CONTENTS

LIST OF ACRONYMS	4
EXECUTIVE SUMMARY	5
1.0 INTRODUCTION	10
1.1 Project Background	10
1.2 Mid-term Review Objectives	12
2.0 METHODOLOGY	12
2.1 Mid-term Review Process	12
2.2 Tools	13
2.3 Site Selection	13
2.4 Data Collection	13
2.5 Data Analysis	13
2.6 Limitations	14
2.7 Organisation of findings	14
3.0 FINDINGS	15
3.1 Relevance	15
3.2 Effectiveness	16
3.3 Gender	23
3.4 Partnerships	24
3.5 Efficiency	26
3.6 Sustainability	26
3.7 Monitoring, Evaluation and Learning (MEL)	27
4.0 RECOMMENDATIONS	28
5.0 CONCLUSION	30

LIST OF ACRONYMS

CIC	Coffee Industry Corporation
CISP	Coffee Industry Support Project
DFAT	Department of Foreign Affairs and Trade
FGD	Focus Group Discussion
HOAC	Highlands Organic Agriculture Co-operative Limited
KII	Key informant Interview
MSC	Most Significant Change Interviews
MTR	Mid Term Review
PNGCE	Papua New Guinea Coffee Exports
PPAP	Productive Partnerships in Agriculture Project
PWSPD	Pacific Women Shaping Pacific Development
SMS	Sustainable Management Services
SPSN	Strongim Pipol Strongim Nesen
ToT	Training of Trainers

EXECUTIVE SUMMARY

The Coffee Industry Support Project (CISP) focuses on improving the economic and social wellbeing of women coffee farmers in PNG. To achieve this goal, CARE International in PNG (CARE PNG) works in partnership with key coffee industry stakeholders to mainstream gender equity in their policies, programs, and practices. Through the changes that coffee industry stakeholders make in the programs and services they offer to smallholder farmers, we expect to see a positive impact on women coffee farmers' economic and social wellbeing. Funded under the Australian Government's Pacific Women Shaping Pacific Development (PWSPD) initiative, the project is being implemented in the Eastern Highlands of Papua New Guinea over three years (July 2013-2016).

As CISP is half way through its proposed three year design, CARE PNG and CARE Australia (CAUS) decided to undertake a joint internal Mid Term Review (MTR) of CISP, together with technical input from the CARE UK Private Sector Engagement (PSE) Team. The primary purpose of the review was to assess CISP progress to date and provide formative recommendations to assist CISP in achieving its strategic objectives and overall goal. Particular focus was given to reviewing current scope of project components and their interrelationship, considering relevance, sustainability, impact and effectiveness and lessons for future programming and potential for replication and/or scale-up. The secondary purpose was to consider CISP's partnership approach with coffee industry stakeholders, in particular the private sector, as a means to achieving the project goal.

The review was conducted in Goroka where the majority of coffee industry partner headquarters are located and in Yasubi community, Okapa District, a key operational area for industry partners. The review was based on a mixed-method approach, though the majority of quantitative data came from project monitoring. A standardised set of qualitative participatory tools was developed and included: detailed field guides for community FGDs; MSC interview guides; and KII guides/outlines for private sector partners; government agencies; local NGOs, peer agencies and DFAT. Field research was undertaken in March 2015 and reached both participant and non-participant men and women.

KEY FINDINGS

Objective One: Key industry stakeholders have improved gender equity in organisational policy and practice

Achievements

- CISP has leveraged the uncertainty in supply that exists within the PNG coffee sector, and **established strong collaborative partnerships with PNGCE and SMS (Monpi) two of the largest coffee exporters** in PNG.
- CISP has **strengthened industry partner understanding that smallholders should be at the centre of service delivery and that this requires tackling both the technical and socio-cultural barriers** that exist within the coffee value chain. Partners demonstrate a good grasp of gender inequity along the coffee value-chain, particularly at the smallholder level. They were conscious that traditional values and custom can reinforce gender inequality and are deeply embedded in communities. They are committed the timeframes required to bring about change among coffee-producing households.
- There has been **positive change in employee attitudes that influence women's participation in the coffee industry**. Following GED training, extension units note report internal changes, particularly in how men and women work together within teams – there is greater engagement and collaboration between men and women in the workplace and greater respect for women in management roles.

Challenges

- The potential of the project to bring about large-scale change in the coffee industry will depend on its capacity to demonstrate and disseminate the ‘business case’ that underlies its theory of change i.e. that improved gender equality in the industry will lead to increased productivity and quality. Despite growing recognition that women play a key role in coffee production, and in the quality of the final product, **private sector partners remain sceptical that empowering women is a key factor in influencing yield or returns.**
- CARE in partnership with the industry is working to design and implement an agricultural internship program for recent graduates of secondary school or universities. The program is a low-risk way for partners to pilot hiring female agricultural staff, and is the most direct route to eventually increase the numbers of female extension officers. At the time of the mid-term review the **internship program was yet to be implemented – however commitment from key partners had been secured and planning was underway.**

Objective 2: Women have increased their meaningful participation in coffee farming

Achievements

- **Improvement in the quality and inclusiveness of extension services delivered by partners.** There has been **uptake of the project Family Business Management Training (FBMT) package by private sector partners**, in particular the larger exporters. SMS has adopted three modules on ‘families working together’, ‘financial decision-making’ and ‘communication skills’ and integrated them into its own ‘*Coffee Curriculum*’ which is delivered annually across its farmer networks.
- **Extension units have changed the format of their technical trainings to ensure women can participate** – modules are now participatory with practical demonstrations and activities and written material is accompanied by pictures. Officers use facilitation styles that include both women and men.
- **Improvement in women coffee smallholder access to extension services.** Partners report making targeted changes including delivering technical training across half days and changing the location of trainings to improve security issues so women can attend. Following these changes, partners have recorded an increase in the number of women attending trainings. **Women participants also report receiving more regular visits from the extension officers** and that officers speak with the wife and husband together, whether it be for an inspection or audit.
- **FBMT is legitimatising women’s attendance at trainings on the technical aspects of coffee.** Partners report that once men see working together is a better way to produce the coffee and to bring money into the household it becomes easier for women to attend events outside the home such as agricultural trainings.
- For women and men who have attended FBMT, there is **evidence of gradual changes in household attitudes that enable women to more equitably participate in and benefit from the family coffee smallholding.** Main changes at the household level centre around changes in household labour with a more equal distribution of labour in the home and coffee garden.

Challenges

- **Changes in women’s decision-making regarding income has been slower to progress.** Women observed that whilst FBMT demonstrated that women or men cannot manage the whole coffee production process on their own, and that they need each other, rewards for women’s and men’s

labour still continued to work in men's favour. This means that although women are participating in extension trainings and have a recognised role in production, there is not yet a correlation with a positive change in household decision-making on income.

- Despite the project's emphasis on increasing the number of women in extension/training roles, **the lack of female extension officers remains a significant and persistent barrier to women accessing extension services.** Partners remain reluctant to recruit women for roles outside of head office administration and management – **partners believe field roles need to be men due to high risk security issues and socio-cultural issues whereby men will resist training led by women.**
- **Working through private sector partners can maximise scale and reach, but it means CARE cannot influence targeting.** Partners select households for support based not only on their motivation and commitment, but also on the quantity and quality of their coffee trees. Generally, households with greater numbers and better quality coffee trees are also those with more resources in terms of agricultural inputs and labour. **The project is reaching scale through PSE, but may not working with the most vulnerable women within communities.**
- **Although partners have agreed to roll out FBMT this has taken different forms in each partner with potential to reduce effectiveness.** For example, SMS has integrated a number of modules on communication and financial management and literacy into their existing training – however whilst CARE's version is five days, SMS's is only two- three hours. Whilst it is positive to see core modules being integrated into the private sector at an organisational-level, this must be balanced with the overall intention of the material and desired training outcomes.
- **Time and competing priorities within private sector partners remains a challenge to the roll-out of FBMT.** Farmer certification, audits and inspections continue take priority over the delivery of FBMT whether as part of an overall training package or in isolation, meaning that it is yet to be rolled out at scale.
- **Women remain at the bottom of the coffee value chain, providing labour for production without realising benefits from their labour through processing, marketing and sale.** There remains a gendered division of labour between production and marketing with men dominating the marketing of the highly sought-after certified coffee. While coffee has the potential to benefit smallholder households, especially by bringing in large chunks of income, unequal gender relations in the processing and marketing limit women's interest in participating fully in coffee value chains. Involvement in FBMT or agricultural trainings alone will not create the possibilities needed for women to move up the value chain and put their skills and choices into action, regardless of joint control over proceeds.

Objective 3: Learning about women's empowerment in the coffee industry has been improved.

Achievements

- The project has established **strong partnerships and visibility within the coffee industry** over a relatively short period of time. Within the donor community **CISP is seen to be innovative and there is a high level of interest in seeing the evidence generated by the project** as well as to explore future opportunities to scale-up.
- CISP has **generated a high level of interest within the private sector and CARE is viewed by the major exporters as one of the only NGOs in the highlands working together with the private**

sector in a mutually beneficial way. There is strong commitment to continuing the partnership with CARE moving forwards, particularly around financial literacy.

- **High level of interest from civil society around the family unit approach** – CISP is seen to be strategic and filling a gap around financial literacy and recognition of women in coffee.

Challenges

- The project has **yet to start documenting some of the project achievements and approaches for wider dissemination and sharing.** Documenting the approaches and models the project is using to engage with the private sector should be prioritised over the remaining months of the project particularly in terms of leveraging future partnership and advocacy opportunities.

Recommendations

Recommendations are intended to contribute to improved project planning and implementation for the CISP project, with the hope that other may find useful lessons as well. Whilst all of the recommendations are considered to ensure project impact and sustainability, in recognition of the design phase for CISP Phase II, recommendations have been ordered according to the current and future phase of CISP.

CURRENT PHASE

Refresher training for extension officers: extension units across all industry partners requested refresher trainings in GED, facilitation skills and FBMT. Whilst the first round of training has led to initial changes in practice, teams indicate that they are now ready to build on these changes to improve the accessibility and equity of extension trainings using community-based approaches.

Support extension units to rollout FBMT: Time and competing priorities within private sector partners remains a challenge to the adoption and roll-out of FBMT in its full form (5 days). Farmer certification, audits and inspections continue take priority over the delivery of FBMT whether as part of an overall training package or in isolation, meaning that it is yet to be rolled out at scale. To address this the project could consider building the capacity of a local partner such as Backyard Farms through training and mentoring to deliver FBMT independently as a sub-contractor to industry partners.

Promote broader adoption of FBMT core modules: ACIAR is currently updating a number of coffee production training manuals in partnership with CIC. At this stage there are five generic training modules: marketing; financial management; agronomy; postharvest and quality; and pest and disease control. While these five modules form the core program, additional modules on gender equality and household dynamics are being considered. CARE is well placed to provide input using FBMT modules. Adoption of these modules by ACIAR would increase the scale and reach of CISP's approach and whilst the modules are being developed by ACIAR, the training itself will be delivered by sub-contracted training providers – this is another opportunity for local partners such as Backyard Famers which have been trained in delivering the FBMT.

Organisational strengthening of women's cooperatives/producer groups: As individuals women will find it difficult to participate in the value-chain beyond production – they are more likely to experience the benefits of processing, marketing and sale as part of a cooperative or producer group. Cooperatives represent a mechanism through which to ensure women's economic empowerment whereby they are able to put the skills and knowledge they have gained into action and choices. PNG Women in Coffee has potential, however their organisational structure and systems are weak and they are currently experiencing changes in leadership, and lack the necessary resources and systems

to work effectively with affiliated members. Nevertheless with consistent support they represent an opportunity to progress women's economic empowerment in the coffee industry.

FUTURE PHASE

Working with women co-operatives: The co-operative model offers multiple possibilities for women to move up the value chain, through increasing their income, putting their skills and choices into action, and through assuming leadership roles. A future phase of CISP could seek to a) develop linkages between exporters and women's co-operatives and b) develop the technical capacity and governance of those co-operatives.

Research: working with and through co-operatives is acknowledged to be a challenge due to governance and law and order issues in the PNG context. Nevertheless the fact remains that co-operatives or producer groups are one of only a few models that provide a feasible opportunity for women to participate in the value-chain beyond production. A future phase may undertake research into what makes a successful cooperative in the PNG context. There are a number of functioning co-operatives for coffee and other products - what is it about these co-operatives that has enabled them to continue? What governance structures do they use? Can these be replicated?

Global Advocacy: Fair Trade and organic certification production of coffee is seen as beneficial to small producers in many ways. As Fair Trade and organic certification are focussing on socially progressive issues, there may be an assumption that everyone participating in the process benefits from it. A gender analysis of fair trade using CISP as a field case study, would provide a valuable contribution to the discourse in assessing the gains and losses for women and men which result from compliance with globally set codes of conduct. The project could be used as leverage for a CARE International approach to reviewing certification standards (which are generally agreed to be gender-blind) to have a more specific gender focus.

Diversifying livelihood options: coffee is a seasonal crop and the coffee industry in PNG has serious structural constraints that go beyond the scope of this project or indeed CARE, making it a livelihood vulnerable to external shocks. Smallholder coffee producers should diversify their sources of income and reduce their dependency on coffee in the longer term. Diversifying livelihood options may be one way to smooth both consumption needs and increase resilience.

1.0 INTRODUCTION

1.1 Project Background

Coffee is a major export commodity for Papua New Guinea (PNG) earning around PGK 460 million per year and involves roughly one-third of PNG's population in its production, processing and sale. Coffee production is the backbone of the rural economy in the Highlands and yet many areas where coffee is produced remain disadvantaged and largely subsistence-dependent, characterised by lack of access to markets, services and income generating opportunities. Agricultural support services and banking services are almost non-existent for the majority of smallholder farmers in these areas, with 83% of coffee growers being smallholders.

Women in these areas suffer disproportionately from poverty and their lives are impacted upon by the gender relations institutionalised in households, communities, and government agencies. Women work more hours than men on coffee production yet receive on average less than a third of that of their male counterparts. They are also constrained by unequal access to information, productive resources and extension services.

Women in disadvantaged rural areas are further limited in translating their agricultural work into economic empowerment due to discriminatory customary and statutory laws and practices that favour men's access to land and other productive resources over women's. Increased revenue from coffee will have limited benefit to the community and families if men continue to control income. Research shows that women are more likely to invest in family needs when they have access and control of income. The limitations rural women face in turn impose large social, economic and environmental costs on society as a whole and rural development in particular including lags in agricultural productivity.

Launched on 1 July 2013, the *Coffee Industry Support Project* (CISP) is an initial three-year project funded under the Australian Government's *Pacific Women Shaping Pacific Development* (PWSPD) initiative. The project is administered through the *Strongim Pipol Strongim Nesen* (SPSN) program and managed by URS.

The goal of the CISP is to improve the economic and social wellbeing of women coffee farmers in PNG. To achieve this goal, CARE PNG works in partnership with key coffee industry stakeholders to mainstream gender equity in their policies, programs, and practices. Through the changes that coffee industry stakeholders make in the programs and services they offer to smallholder farmers, we expect to see a positive impact on women coffee farmers' economic and social wellbeing.

CISP has three strategic objectives:

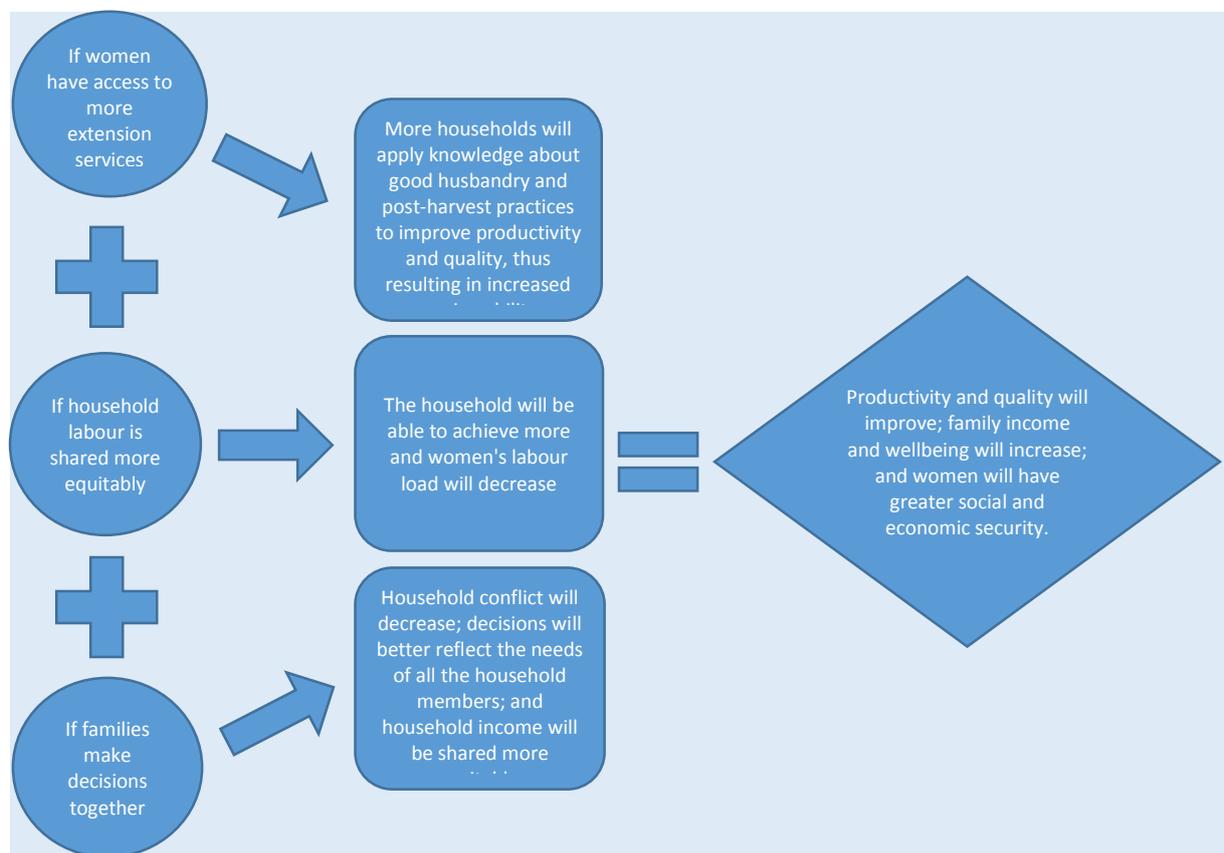
1. Key industry stakeholders have built internal capacity to promote gender equity.
2. Women have increased their meaningful participation in coffee farming.
3. Learning about women's empowerment in the coffee industry in Papua New Guinea has been improved.

CISP was explicitly designed using CARE's Women's Empowerment Framework to holistically address numerous and multi-faceted barriers to women's meaningful engagement in, and benefit from, the coffee industry in PNG. The focus on improving the capacity of coffee industry stakeholders aims to

address structural and institutional barriers to women’s economic empowerment; improving women’s access to extension services and a woman’s ability to earn and control family income aims to improve her agency; and the focus on family business management practices aims to improve the way that smallholder coffee farming families are able to work together so that women’s role in the household is better valued, thus removing some relational barriers to women’s economic empowerment within the coffee industry.

CISP aims to improve smallholder coffee productivity and quality by addressing household-level socio-economic constraints, including gender inequality, that limit production, by working with coffee industry stakeholders to improve their policies, practices and approaches especially in relation to their extension services. CISP works with a range of coffee industry stakeholders including private sector actors such as coffee exporting companies; community based organisations; and the Coffee Industry Corporation, the statutory body for the PNG coffee industry. CISP seeks to increase women’s access to extension services and improve family business management practices so that smallholder coffee farming families are able to work together more effectively.

A brief theory of change for the project is as follows:



CISP is half way through its proposed three year design. CARE International in PNG and CARE Australia (CAUS) have decided to undertake a joint internal Mid Term Review (MTR) of CISP, together with technical input from the CARE UK Private Sector Engagement (PSE) Team. The purpose of the MTR is to review the performance of the project to date in line with the project design document (PDD) and monitoring and evaluation framework (MEF), and to assess the project’s ability to achieve its impact goal and strategic objectives by project completion (July 2016) or whether revisions are required moving forward to enable this.

1.2 Mid-term Review Objectives

The primary purpose of the MTR was to assess CISP progress to date and provide formative recommendations for the second half of the 3 year project period to assist CISP to achieve its strategic objectives and overall goal. Particular focus was given to reviewing current scope of project components and their interrelationship, considering relevance, sustainability, impact and effectiveness and lessons for future programming and potential for replication and/or scale-up. The review also considered project activities and achievements to date in relation to CARE's Women's Empowerment Framework (WEF), and in particular, a focus on activities that aim to address barriers within the relations domain of the WEF as key to achieving sustainable improvements to the social and economic wellbeing of women in PNG's coffee industry.

The secondary purpose of the MTR was to consider CISP's partnership approach with coffee industry stakeholders, in particular the private sector, as a means to achieving the project goal. The question that should be answered is: *what type of partnership is most effective for achieving the project goal?* To do this, the type and nature of CISP partnerships were reviewed with a consideration of which types of partnership could be an effective model for scale or replication.

2.0 METHODOLOGY

2.1 Mid-term Review Process

The MTR team used a mixed method approach for the review - whilst quantitative data came primarily from the two project baseline and routine monitoring reports, the collection of qualitative data in-country gave richness and context to quantitative outcomes and provided an assessment of overall engagement by project partners and beneficiaries. Qualitative methods included focus group discussions (FGD), key informant interviews (KII), and Most Significant Change Interviews (MSC). These tools gathered data for gauging project quality and drawing out key elements of performance assessment (e.g., relevance, effectiveness, efficiency, impact and sustainability). The review was participatory, incorporating a cross section of key stakeholders, including: project participants, private sector partners; national government research and regulatory bodies; technical institutions; local NGOs, civil society organisations; donor agencies, and CARE PNG CISP project staff.

The MTR is aligned with DFAT's monitoring and evaluation requirements, and includes a core set of key evaluation questions developed by CARE regarding various elements of performance:

Key Research Questions

- Relevance: To what extent have key stakeholders been involved in project design and implementation? Is the project design based on sound research? How does the project fit into a long term program strategy?
- Effectiveness: To what extent is CISP on track to achieve its strategic objectives? Are partnerships progressing in line with expectations? How do the results contribute to the goal and specific objectives of CISP? To what extent is CISP reaching the poorest and most vulnerable groups?
- Efficiency: To what extent are the management systems and flows efficient? To what extent is the project management structure adequate to deliver the project objectives? To what extent were budget allocations adequate to achieve the stated objectives?

- **Sustainability:** Is the CISP exit strategy appropriate and adequate? To what extent CISP influencing the policy and practice of coffee industry partners? To what extent has CISP built the capacity of key coffee industry stakeholders and communities?
- **Gender and disability:** To what extent has CISP developed the capacity of coffee industry partners; communities and civil society in understanding and promoting gender equality? To what extent has CISP supported equal access by women, men and people with disability to the benefits of activities, and more broadly to resources, services and skills (e.g., by increased access directly, or by removing barriers to access)?
- **Monitoring and Evaluation (M&E):** Are M&E systems fit for purpose? Are M&E systems being used for reporting and learning?

2.2 Tools

A standardised set of qualitative participatory tools was developed in collaboration with the CISP project team. These tools included: detailed field guides for community FGDs; MSC interview guides; and KII guides/outlines for private sector partners; government agencies; local NGOs, peer agencies, DFAT, and other stakeholders whose opinions were relevant to the key questions in the MTR.

2.3 Site Selection

The MTR team visited Goroka where the majority of coffee industry headquarters are located and Yasubi community in Okapa District. Yasubi is one of the operational areas for Monpi Coffee with 384 farmers in the Okapa district network (known as the Roots network). Yasubi community was selected using the following criteria:

- Presence of a private sector industry partner smallholder network
- Presence of participant and non-participant smallholder families
- Family Business Management Training was delivered 6 months or more prior to the review

2.4 Data Collection

The MTR team carried out FGDs with participant and non-participant men and women and KIIs in Yasubi between March 5 and March 11, 2015. The team carried out female-only FGDs and male-only FGD comprised of either FBMT participants or non-FBMT participants members. Additionally, the MTR team conducted key informant interviews with a diversity of stakeholders each offering a unique perspective of the CISP project – these included private sector partners (Monpi and PNG Coffee Exports); extension officers (Sustainable Management Services SMS, PNGCE, HOAC), government partners (Coffee Industry Corporation CIC); cooperatives (HOAC); local partners (Backyard Farms and PNG Women in Coffee); technical partners (Productive Partnerships in Agriculture Project PPAP), the donor (Department of Foreign Affairs and Trade DFAT), peer agencies (Oxfam) and CARE program and project staff. The MTR team also carried out MSC interviews with extension officers from each private sector partner.

2.5 Data Analysis

Ideally, qualitative data are reviewed each day to crosscheck information and interpretation, and to sharpen discussion guides as necessary. Following each day of interviews and field work the MTR team came together to review and cross-check data as well as identify common themes. Notes from each FGD or KII were electronically transcribed into recording templates and matrices. These summaries

were reviewed and reorganised by the team following fieldwork to identify trends related to male/female perceptions, similarities and differences, and project indicators.

A systematic review of project documents complemented primary data. A reflection workshop attended by the project team and implementing staff was held on March 12, 2015. Preliminary findings and recommendations were shared, and several points were discussed and debated. The results of that discussion are incorporated into this report.

2.6 Limitations

The CARE Country Office was very responsive and supportive throughout the MTR process. Although there were challenges during the course of the review, the extent to which they limit the ability to comprehensively address key review questions is minimal.

Timing of the Review

FGDs were conducted in Yasubi, Okapa District, an implementation area for SMS/Monpi smallholder networks. FBMT training was delivered in Yasubi in September 2014, approximately 6 months prior to the review which allowed sufficient time to observe whether smallholder families were applying skills gained during the training. However, the peak of the coffee harvest season falls between March - August – given that the FBMT training was delivered in September 2014 and the review field work was conducted during March 2015, the review team considers it unlikely that small holder families have had the opportunity to apply newly acquired skills for negotiating allocation of household income from coffee sales and financial management of the money earned from coffee.

Logistics

A total of 12 days was allocated for the in-country field work – given the remote location and poor road access to field sites in addition to the need to manage safety and security risks, only one community could be visited in this timeframe. It must therefore be noted that although this review uses qualitative data from hopefully a sufficiently diverse subset of project partners and beneficiaries, for logistical reasons the team could not visit all project sites where CISP activities are being implemented through partners. Thus, it is difficult to estimate the level to which specific field observations can be generalised to the entire CISP project. Review findings should be used to cross-check throughout the rest of the area of implementation those activities that may need more/less focus in terms of improving outcomes by the end of the project.

2.7 Organisation of findings

The purpose of a MTR is to serve as a management tool, where input from independent reviewers provides an opportunity for project staff to reflect upon implementation of activities, expected impacts, and ways of enhancing the effectiveness of project activities and management strategies. In the following sections, achievements are highlighted. At the same time, the report attempts to point out areas where project effectiveness might be improved, where activities and implementation strategies may need to be reassessed, and where other creative directions might be explored.

Section Three presents the qualitative findings using the over-arching elements of relevance, effectiveness, efficiency, sustainability, gender and partnerships. In Section Four, recommendations are presented for CARE PNG's consideration relative to the final 18 months of the CISP project in the Eastern Highlands and possible programming directions for a future four-year phase.

3.0 FINDINGS

3.1 Relevance

Working with smallholder farming families

PNG's economy is predominately agricultural, with the majority of the population dependent on subsistence farming, despite the production of export crops such as coffee. The country has a large coffee production system, with 470,000 coffee smallholder families. Coffee is also PNG's principle export, earning over PGK 460 million per year. As such it has immense potential to improve the status and income of women and men in farming families. Studies that have assessed gender roles in agriculture in PNG agree that women in PNG perform the bulk of agricultural labour, being responsible for up to 80% of food crop production and more than 60% of cash crop production. Despite this women receive on average less than a third of the income from coffee as that of their male counterparts. They are also constrained by unequal access to productive resources and extension services. The project's focus on the interrelated issues of poverty and livelihood opportunities in rural communities is relevant not just in terms of improved wellbeing for all, but particularly in terms of improvements to gender roles and relations around the status and position of women.

Working in partnership with the private sector

In PNG, the private sector has been playing an increasingly important role both within the government regulatory framework and in providing support to coffee growers. The main coffee exporters work with up to 19,000 growers of which 13,500 reside in the Eastern Highlands Province. Recent research found that offering extension services, farming-related activities and socio-economic support could strengthen relationships between buyers and producers and therefore guarantee supply. Such private enterprise initiatives are also in the coffee sector's interest as they open up the opportunity for the participating groups to increase the both quantity and quality of coffee. Further incentive for private sector interest in supporting coffee smallholders lies in the global financial success of certified products and PNG's potential for expansion in this area. Labelling certifications such as Fair Trade, Rainforest Alliance and UTZ allow consumers to identify coffee that meets agreed environmental, labour and developmental standards. Certification provides consumers with assurance that products are genuinely benefitting growers at the end of the supply chain as it involves independent auditing to ensure compliance with the agreed standards. Addressing gender equity and social development in the PNG coffee industry adds value to coffee by aligning it with the non-discrimination aspects of the certification processes. Companies to which PNG exporters supply coffee such as Tchibo (Germany), Dallmayr (Germany) and Nestle provide added impetus as they also are interested in social projects within coffee-producing communities. Thus a project like CISP is well-placed to partner with the private sector to ensure they deliver inclusive services to coffee smallholders and to ensure men and women benefit equally from coffee production.

Alignment with government priorities

The Coffee Industry Corporation (CIC) is the PNG government-mandated regulatory, research, training and extension and promotion body for coffee. CIC has a 'tree to cup' policy under its Strategic Plan 2008 – 2018 with the aim of "ensuring that a coffee grower realizes and maximizes the benefits of his/her coffee". CISP is well-placed to support the CIC to develop more gender equitable policies for guidance at all levels from recruitment to extension services within the coffee industry.

CISP is also aligned with the Productive Partnerships in Agriculture Projects (PPAP)-2010-2016, a US\$ 46.3 million partnership agreed between the World Bank (WB) and the Government of Papua New Guinea (GPNG). According to the PPAP leaflet "The development objectives of the proposed project are to improve the livelihoods of smallholder coffee and cocoa producers through the improvement

of the performance and the sustainability of value chains in cocoa and coffee producing areas the project would cover. The key outcomes are improvement in smallholders' income, scaled-up and sustained productive partnership and addressed key infrastructure bottlenecks in the targeted value chains."

3.2 Effectiveness

3.2.1 Objective One: Key industry stakeholders have improved gender equity in organisational policy and practice

OBJECTIVE ONE ACHIEVEMENTS

Strong partnerships and commitment to gender equity within the coffee industry

Demand for coffee is growing, especially in emerging markets, however in Papua New Guinea coffee production and supply is declining and remains constrained by a complex range of technical, socioeconomic and political issues. CISP has been successful in leveraging the current uncertainty that exists in the PNG coffee sector, and in establishing strong collaborative partnerships with PNGCE and SMS two of the largest coffee exporters in PNG.

Private sector partners such as PNGCE and SMS are increasingly seeking to work holistically and deliver farmer-centric services in order to guarantee both immediate supply and long-term sustainability. KIIs with private sector partners demonstrated that CISP had strengthened their understanding that smallholders need to be at the centre of service delivery and whilst this necessarily includes improving agricultural knowledge and practice, non-economic barriers to coffee sustainability, such as disempowered women and disaffected youth, must be addressed as well as economic barriers, such as low yields and limited incomes. Qualitative data collected across all levels from extension officers to senior management provided evidence of increased understanding of the need to tackle both the technical and socio-cultural barriers within the coffee value chain. PNGCE senior management stated, *'the project fits neatly with our holistic approach because we are moving towards working more closely with our farmers...over time we have realised that if we only speak about the 'technical' aspects of coffee then our training will fail...coffee here is a lifestyle...you have to talk about everything including family and benefits to the household which includes women – wives and daughters'*. SMS senior management stated, *'it's our commitment that coffee farming is a sustainable livelihood that lifts people out of poverty and that coffee communities become desirable places for the next generation to live – it's good business sense for us'*.

Changes in employee attitudes that influence women's participation in the coffee industry

There has been positive change in employee attitudes that influence women's participation in the coffee industry. GED training has been delivered to the majority of partners (SMS; PNGCE; CIC; HOAC) and all partners report high levels of satisfaction with the training, particularly within the extension units.

Both partner extension units appeared aware of the ongoing discussion on the importance of integrating gender issues into the value-chain and had started to take action to implement this. However, the strategy to integrate gender at all levels was still in the formative stage within both exporters. To their credit, the employees interviewed demonstrated a good grasp of gender issues along the coffee value-chain, particularly at the smallholder level. They were conscious of traditional values and customs that reinforce gender inequality and which are deeply embedded in communities. They are committed to the timeframes required to bring about change among coffee-producing households. Despite this, extension units note that there have been internal changes, particular in how men and women work together within teams. Female SMS Extension Coordinator noted that

managing a team of all men has had its challenges due to ingrained cultural attitudes such as *'yu maritem em, yu ownim em (you marry them, you own them)'* which makes performance and project management difficult for women in leadership roles. Following the GED training she noticed a change within the team whereby the men are more engaged/cooperative and open to discussions with herself – she feels this is due to the level of self-reflection built into the GED training delivered by CARE, *'it's changed the way we think as professionals and as individuals. As professionals it's changed how we discuss and problem-solve together as a functioning team – this has brought me a lot of satisfaction because it has opened the door for other women to join the team – I am more confident that women can succeed here. As individuals it has changed the way we interact with each other – I see the young men in my team conversing with ease with women in administration or finance whereas before they would not speak to each other'*. A male officer from the CIC extension unit noted that, *'at first our staff minds were closed off to the training because of the word gender but as they went through the training you could see them open up – it is something that we really needed because all our extension staff are men – they needed to understand that gender is not about women only – it is about how we work together as women and men'*. Extension units at SMS; PNGCE and CIC requested refresher GED training for their teams.

Effective training material

CISP is underpinned by targeted and appropriate training material including the GED training; Facilitation Skills; Family Business Management Training; and FBMT TOT. The material delivered through these training has been adopted by others in the industry including SMS. SMS has adopted and integrated two of the FBMT modules into its own *Coffee Curriculum* Manual (see section 3.2.2 for more detail).

OBJECTIVE ONE CHALLENGES

Private Sector remains sceptical on the business case for women's empowerment

The potential of the project to bring about large-scale change in the coffee industry will depend on its capacity to demonstrate and disseminate the 'business case' that underlies the theory of change i.e. that improved gender equality in the industry will lead to increased productivity and quality. Private sector partners such as SMS, PNGCE and even government partners such as CIC and technical partners such as PPAP are sceptical that improving women's status/participation in coffee production and post-harvest processes can lead to better productivity/quality. Partners state there are too many external issues: poor infrastructure; law and order; maturity of trees; limited government capacity and land conflicts for such a shift at the household level to make a difference. Despite this, private sector partners see the business case for equitable participation of women as a way to meet multiple certification standards which focus on socially progressive practices and non-discrimination (though the standards are not specifically targeted at women or gender, the clause simply refers to non-discrimination in participation). Although there is a growing recognition that women play a key role in the production of coffee, and in the quality of the final product, private sector partners remain sceptical that empowering women is a key factor in influencing yield or returns.

Gender-equitable internship programs/secondments

CARE in partnership with partners is working to design and implement an agricultural internship program for recent graduates of secondary school or universities. CARE facilitates linkages between schools and coffee industry partners for partners to offer competitive internship spots to high-performing students after graduation. Partners are required to set aside spots for female interns to encourage improved gender equity in extension services. The internship program is a low-risk way for

partners to pilot the idea of hiring female agricultural staff, and is the most direct route to eventually increase the numbers of female extension officers on staff. The project has initially focussed on establishing partnerships with stakeholders across the industry and therefore at the time of the mid-term review the internship program was yet to be implemented – however commitment from key partners had been secured and planning was underway.

3.2.2 Objective 2: Women have increased their meaningful participation in coffee farming

OBJECTIVE 2 ACHIEVEMENTS

Improvement in the quality and inclusiveness of extension services delivered by partners

Private sector partners such as PNGCE and Monpi (through SMS) provide production training and extension services to farmers with the objectives of increasing productivity and quality, and because of its importance as an export crop, the government dedicates resources (albeit limited) to agricultural and market training for coffee producers. However, these services seldom reach the women who are at the heart of coffee cultivation.

A significant outcome of the project to date is in the uptake of the Family Business Management Training (FBMT) package by private sector partners, in particular the larger exporters. SMS has adopted three modules on ‘families working together’ (domestic and productive workloads; recognition and valuing of women’s role in coffee); ‘financial decision-making’ (sharing of family income; family well-being priorities; budgeting) and ‘communication skills’ (listening to each other; respecting each other; making decisions together) and integrated them into its own ‘*Coffee Curriculum*’ which is delivered annually across its farmer networks. The adoption of these core modules into an existing curriculum with dedicated human and financial resources will achieve significant scale and reach as well as sustainability. Whilst SMS indicates delivering its ‘coffee curriculum’ is the priority, there is also a strong commitment to deliver the full 5 days of FBMT over the next six months to its farmer networks. PNGCE on the otherhand does not have a formalised training package, however the extension officers have committed to rolling out the full FBMT package alongside technical training delivered over the coming 12 months.

In addition to improving quality of content, the combination of GED and facilitation training delivered by CARE, has led to improvement in the inclusiveness of farmer services delivered by partners. Extension officers at both SMS and PNGCE have made changes to the format of their technical trainings – modules are now participatory with practical demonstrations and activities and written material is accompanied by pictures. Extension officers also report that they have changed their facilitation styles to include women and men. An extension officer from SMS stated ‘*we are now more conscious that men will always take the front seat and put women in the back seat...this is custom...so now we arrange the seating so women can also easily observe and participate*’. Extension officers at PNGCE also report they are now more aware that, ‘*it’s not only about the women raising her voice up but also about ensuring men make the space for her to do that*’. Both SMS and PNGCE extension officers report specifically asking women if they have questions or ideas at the end of each training module they deliver.

Improvement in women coffee smallholder access to extension services

In response to partner extension service reviews, partners report making targeted changes to improve women smallholders access to extension services and information. For example, SMS now delivers technical training in half days and has changed the location of trainings to improve security issues so that women can attend. Following these changes, SMS has recorded an increase in the number of

women attending its 'coffee curriculum' course over the last 8 months and they attribute this to the increased capacity of their staff through the GED/facilitation training as well as recommendations coming from the extension review. These outcomes are reinforced by FGDs with women participants, who indicate that they receive more regular visits from the extension officers and that officers speak with the wife and husband together, whether it be for an inspection or audit. This experience contrasts with FGDs with non-participant women who indicated they did not know when the last visit by extension officer (private sector or government) had been. The women also indicated that if an extension officer came to visit they would ask them to speak with their husband rather than themselves, *'I would ask them to come back if my husband was not here – he is the one who has the knowledge – how can I answer their questions?'*

During the review it emerged that extension officers across private sector partners, government and civil society believe that FBMT is seen as way to legitimatise women's attendance at trainings on the technical aspects of coffee, *'the FBMT training is the entry point for us to start including women in our other trainings – once men have seen that working together is a better way to produce the coffee and to bring money into the household – the woman can start attending technical trainings. Before we had problems with husbands removing their wives from training but now it's changed and women and men are able to learn together'* (HOAC extension officer).

Changes in household attitudes that enable women to equitably participate and benefit from the family coffee smallholding

For the women and men who have attended FBMT, there is evidence of gradual changes in household attitudes that enable women to more equitably participate in and benefit from the family coffee smallholding. FGDs with women FBMT participants were able to recall all the key messages from the training including how to communicate together, how to plan together, how to make decisions together and how to manage the household budget *'how to make the money last a long time'*. Women also commented it was the first training they has been to together with their husbands *'we were both there at the start and both there at the end – first time!'*.

Main changes in gender relations at the household level centre around changes in household labour with a more equal distribution of labour in the home, *'during the training we could see the work we had each been doing and not just what he was doing but also what I was doing – it was clear there was a better way – there was some finger pointing during the discussion but it was a good discussion and the first discussion we have had....no it's not a discussion I would have had on my own with him. Now we share things more equally – if I am busy in the coffee garden he can also take care of the children and start the fire for cooking, collect the water and so on – it's like this now'* (Female FBMT participant, Yasubi). This is contrast to FGDs with non-participant women who reported doing the majority of work across the home as well as in the food and coffee gardens. These women did not know whether it would be possible for them to start a conversation with their husbands on the issue of workload – however they had heard about the FBMT training from others and expressed interest in participating. This is an achievement in and of itself and indicates potential for shared learning.

FGDs with participant men confirmed women's experiences regarding changes in household labour, *'before the training, women did their duties in the house alone.... now men are helping women at home... men are washing their wives clothes! Before the training men never cooked, now they do the cooking'* (Yasubi man FBMT participant). FGDs with men revealed they considered the training to be useful to them and their family because of improved communication between the husband and wife, *'before the training there were a lot of frictions at home. Now all these arguments are gone'*. Men FBMT participants also reported important improvements in the way how their families now manage

their finances and their time, which partly derives from the tools that they have learned through the FBMT and partly from a more collaborative approach to managing the coffee garden.

Changes in women's decision-making in relation to income generated through coffee or other means have been slower to progress. FGDs confirmed that men often make little contribution to household welfare, while women have little say in household decisions. Women are still the ones to use what income they have to meet basic household needs. Women observed that whilst the FBMT demonstrates that women or men cannot manage the whole coffee production process on their own, and that they need each other, rewards for women's and men's labour still continued to work in men's favour. This means that although women are participating in extension trainings and have a recognised role in production, there is not yet an automatic correlation with a positive change in household decision-making on income. As one woman stated, *'Working with each other is good because it promote sharing in the family, however it would be better if benefits (money) were going to us both and that is not happening'*. (Women's participant Group, Yasubi). Nevertheless FGDs with women participants report that there is more communication in the home about both income and family priorities, even though their husband is still the one to make the final decision about how money will be spent, *'yes we talk about how to plan the household budget and what we need, but he will still spend the money from coffee when he is town and then return with what is left...but he now knows that he needs to consider the family...so I can say that he is bringing more home than before. As for money from the food garden – I spend that money directly at the market before coming home – I buy the salt and soap and oil – whatever we need and then return home – it's the best strategy'*(Women participant, Yasubi).

However the fact that there is more communication in the household is a significant change when compared to the situation in non-FBMT households where women report that they do not know how much money was earned from coffee nor how their husband spent it – it also seems to be a source of ongoing conflict with women stating they are, *'afraid to speak with their husbands about the coffee money and do so only when there is no other way'* (Woman non-participant, Yasubi).

OBJECTIVE 2 CHALLENGES

Targeted extension services for women smallholders

Despite the project's emphasis on increasing the number of women in extension/training roles, the lack of female extension officers remains a significant and persistent barrier to women accessing extension services. Women in both participant and non-participant FGDs indicated that they would be more comfortable attending training sessions specifically for women delivered by a female extension officer, *'all the extension officers that come here are men, we are not aware of any female ones – if there was one I would prefer to speak with her about my problems or concerns – it is easier for us to talk directly with a woman in our garden'*.

However from interviews with SMS, PNGCE and CIC there remains a reluctance on behalf of partners to recruit women for roles outside of head office administration and management – partners believe field roles need to be men due to high risk security issues and socio-cultural issues whereby men will resist training led by women. Despite the security issues, all extensions officers/coordinators across partners agree training sessions for women by women are more effective. SMS and PNGCE believe that it may be possible for women to deliver training but not to undertake inspections/audit work which involves going from house to house within a community, *'a female trainer cannot move around the communities – the risk is too high, however training in a group situation in one location – this would be possible with the right security measures in place'* (SMS Coordinator). SMS and PNGCE are currently

exploring this option. HOAC already has 2 female extension officers and they are usually escorted by a male relative. HOAC female extension officers confirm that security is an issue but that it is not impossible to overcome, *'when I travel to different places my safety is not guaranteed which is why I must travel with a male relative – and this can be challenging to coordinate'* (HOAC female extension officer).

Finally despite changes to extension service delivery, women in both participant and non-participant FGDs are still less likely to access training than men due to their domestic workload, *'yes we can go to the training now, but the husband will go first while we finish the cooking and send children to school, then we will join later'*. Even when women are able to join they find it difficult to participate, *'if I am late they have already discussed many things and it's hard to catch up and I do not want to ask in front of everyone'*.

Scale versus targeting

The review found that although working through private sector partners can maximise scale and reach and reduce operational constraints, it also means CARE is not in a position to influence targeting. During FGDs with women participants and non-participants it emerged that SMS and PNGCE select households to support (training, agricultural equipment and inputs) based not only on their motivation and commitment, but also on the quantity and quality of their coffee trees. Interviews with SMS and PNGCE confirmed that generally, households with greater numbers and better quality coffee trees also tend to be those households with more resources whether it be in terms of agricultural inputs or labour. So although the project may be reaching scale through PSE, it may not be working with the most vulnerable women or households within communities. This finding was reinforced through FGDs with women non-participants and participants – both groups of women were not clear on why they had been selected or not selected, *'they (SMS) came and looked at our garden but they did not come back to us and instead they are now working with other families. I did not feel good after that. They could tell me why they came here – I still do not know why they came and left'* (Female non-participant, Yasubi). *'Can you tell me why some of us receive the training and why some of us do not? I do not know what to say when other women ask me why I have received the training and they have not. I don't know why I was chosen and she was not because she has the same family problems as me'* (Female participant, Yasubi).

This means that within a small community there is an emergence of *'those who have or those who progress'* and *'those who have not or are left behind'*. In the Eastern Highlands context there are potential implications for community cohesion and CARE's underlying do-no-harm programming.

Adoption of Family Business Management Training modules

Although partners have agreed to roll out FBM training this has taken different forms in each partner with the potential to reduce effectiveness. For example, SMS has incorporated a number of modules from the FBM package, particularly around communication and financial management and literacy into their existing training – however CARE's version is five days in total whilst SMS's is two- three hours. The SMS extension officers who have completed the full five day training themselves, expressed concern that two-three hours is not enough time for any deep or sustainable change at the household level to occur. They were very conscious of the traditional values and custom that reinforce gender inequality are deeply embedded in communities and that it would take a long time to bring about change among coffee-producing households. As one extension officer said, *'if we talk to them about growing coffee it goes straight into their minds because this is not a new topic for them – but if we talk about gender and the roles of men and women in the household and how to work together – this is something*

new and it needs continual follow-up to sustain any change – two hours is not enough’ (SMS, extension officer). ‘Even after training there is still pressure on men to behave “like a man” this limits them from saving money and investing in the household. This holds back families – to change this you need more refresher trainings’ (SMS Extension Coordinator). Thus whilst it is positive to see core modules being integrated into the private sector at an organisational-level, this must be balanced with the overall intention of the material and desired training outcomes to ensure their effectiveness.

Time and competing priorities within private sector partners

Time and competing priorities within private sector partners remains a challenge to the roll-out of FBMT. Farmer certification, audits and inspections continue take priority over the delivery of FBMT whether as part of an overall training package or in isolation, meaning that it is yet to be rolled out at scale with either SMS/PNGCE.

Equitable participation of women across the value-chain

Currently, women are almost exclusively positioned at the bottom of the coffee value chain, providing labour for production without realising benefits from their labour through processing, marketing and sale. From the baseline analysis of gender relations in coffee production at smallholder level, it is evident that although both women and men work in the labour-intensive production of coffee, there is a gendered division of activities and resources that does not favour women. FGDs with women participants revealed that women *may* have to work harder to balance their usual workloads with the additional labour involved in producing coffee to the standard necessary to attain certified status (both SMS and PNGCE aim to certify all their farmer networks). FGDs with men participants in Yasubi revealed that since their wives attended training, they are now ‘also able’ to do the pruning of trees, a task that was traditionally done by men.

There is a potential risk that conversion of the family coffee smallholding to certified production may increase women’s workload significantly, while the effect on men’s workload will be less. Women continue do this without sharing in any ownership of the crop, or receiving any of the money that comes from coffee sales. Again, this points to the fact that participation of women in extension trainings does not automatically correlate with a positive change in women’s status and influence over household decision-making. It also highlights the importance of delivering FBMT as part of the regular services provided to farmer networks and their families. As one woman stated, *‘We only have knowledge about some tasks – women get training in tending the trees, harvesting and drying the beans – that’s what we know. We cannot go to town without permission. We are expected to work on the farm and we have no understanding for the coffee marketing. As long as men sell coffee, the coffee is a man’s crop’ (Female participant, Yasubi)*. Men, on the other hand, dominate the marketing of the highly sought-after certified coffee, and a number of them have diversified to focus on the more lucrative producer groups that deal directly with exporters.

From qualitative data generated by FGDs and KIIs, it was apparent that coffee production offers more income, and more possibilities for off-farm diversification for men, and while a few women may benefit from it, overall coffee production increases labour burdens, and strains social relations for women. Thus there remains a gendered division of labour between production and marketing. While coffee may have the potential to benefit smallholder households, especially by bringing in large chunks of income, unequal gender relations in the marketing and control of proceeds have limited women’s interest in participating fully in coffee value chains. Involvement in FBMT or agricultural trainings alone will not create the possibilities needed for women to move up the value chain and put their skills and choices into action, regardless of increased influence and control over proceeds.

3.2.3 Strategic Objective 3: Learning about women's empowerment in the coffee industry has been improved

OBJECTIVE 3 ACHIEVEMENTS

High visibility and interest

The project has established strong partnerships and visibility within the coffee industry over a relatively short period of time.

Within the donor community CISP is seen to be quite innovative and there is a high level of interest in seeing the results/evidence generated by the project as well as to explore future opportunities to scale-up.

CISP has generated a high level of interest within the private sector and CARE is viewed by the major exporters as one of the only NGOs in the highlands working together with the private sector in a mutually beneficial way. There is strong commitment to continuing the partnership with CARE moving forwards, particularly around financial literacy.

High level of interest from civil society around the family unit approach – CISP is seen to be strategic and filling a gap around financial literacy and recognition of women in coffee.

OBJECTIVE 3 CHALLENGES

Sharing lessons learned

The project has yet to start documenting some of the project achievements and approaches for wider dissemination and sharing – this is understandable given the implementation schedule. However, documenting the approaches and models the project is using to engage with the private sector should be prioritised over the remaining months of the project particularly in terms of leveraging future partnership and advocacy opportunities – such documentation could feed into regional and global advocacy with the aim of creating evidence around the effectiveness of community-led approaches in women's economic empowerment and gender-sensitive value-chains.

3.3 Gender

Women's economic participation and empowerment is central to the CISP theory of change and project programming reflects all three aspects of CARE's Women's Empowerment Framework. The project is contributing to change in all three of the single realms of empowerment.

Women's **agency** is improving – in FGDs women report their skills, knowledge, and confidence is increasing through their participation in agricultural trainings and through extension officer support in applying new techniques and practices. Women also report that they are better able to manage the household budget as a result of the financial literacy skills gained through the FBMT.

In terms of **relations**, the project focuses on challenging attitudes and beliefs through raising awareness of inequality and its relationship to the workloads of women and men in the household; and of the positive impact on household well-being of involving both women and men equally in decision-making – this is achieved primarily through the delivery of FBMT. The training attempts to convince men that the work women do in coffee gardens is as valuable as that of men, and that women should therefore share in decision-making over the production and marketing of coffee, as well as how to use the money that comes from sales. However this underlying assumption in the project theory of change has not yet been validated – although men and women's FGDs indicate increasing

recognition of the role women play in coffee production and increased communication within the household, women nonetheless report that men continue to be the decision-maker when it comes to marketing and income generated through the sale of coffee. It is likely that these variables will need to be monitored over a number of coffee seasons.

Finally, one woman participant stated, *'I don't know how much money is made from selling the coffee or how he spent it – I just see what comes back. Land is coffee and coffee is money. We don't own land so we don't own coffee'*. Although this was a single woman's perspective it indicates that barriers to women participating in and benefiting from in coffee marketing and sale lie deeper than household relationships and that future programming may need a clearer strategy for strengthening women's own bargaining power for the project theory of change and goal to be realised.

Despite this there have been incremental but positive changes in women's relationships with their husband around a more equal distribution of labour in the home with men taking on tasks previously taboo. It should be noted however that such changes risk being temporary and in the absence of further gender sensitisation, socio-cultural norms are likely to revert any gains made through FBMT.

In terms of **structures**, through working in partnership with both the private and public sector the project is changing the coffee sector's approach to gender equity. Private sector partners have the willingness and the capacity to give continuity or scale up the project interventions, though they need a more articulated business case in order to fully embrace the cause of gender equality beyond social compliance and certification requirements. However, the review did not find evidence of women being encouraged to move beyond production and take leadership roles within co-operatives or producer groups, processing, marketing or sale of coffee. To be fair, the context in PNG is such that due to the low representation of women in formal structures and institutions in general let alone in existing producer groups, any programming on women's leadership would only be possible in the long-term. Nevertheless it does imply that it is harder shift women's participation to more rewarding positions in value chains than to improve gender relations around production at the household level.

3.4 Partnerships

CISP's broad partnership structure includes three sectors: private sector, public sector and civil society. Potentially this structure lays the basis for the project sustainability, scalability and for structural changes in the PNG coffee industry. Table 1 summarises the partnership types and organisations.

Table 1: CISP Partnerships

PARTNERSHIP	PARTNER
Technical	<i>International Finance Corporation (IFC)</i> . IFC provides support in partnership with CISP to SMS in capacity building.
	<i>Australian Centre for International Agricultural Research (ACIAR)</i> . ACIAR aims to improve the economic returns to PNG smallholder coffee producers and the industry, through delivering a more consistent and higher quality product. CISP complements their technical approaches to coffee production.

	<p><i>Productive Partnerships in Agriculture Project (PPAP)</i>. A public-private partnership aiming to develop public-private alliances with coffee exporting companies and cooperatives that have demonstrated success in working with smallholders. CARE can add a value to any PPAP partner by addressing social issues alongside work on technical issues that influence productivity and quality.</p>
Private Sector	<p><i>Sustainable Management Services (SMS)</i>: Associated with MONPI Coffee Exports. Important for providing rural extension services providers for women smallholders.</p>
	<p><i>PNG Coffee Exports</i>, the largest exporter in the country and rural extension services provider. It can offer both an industry and field perspective.</p>
	<p><i>Coffee Connections</i>: a PNG National Coffee Exporter working with CARE.</p>
Government	<p><i>Coffee Industry Corporation (CIC)</i>: the government-mandated regulatory, research, and promotion body for coffee. The CIC is a key project partner with an overview on the overall project strategy and possibly a fundamental role for the project sustainability, scaling up and influencing the whole coffee industry.</p>
Civil Society	<p><i>PNG Women in Coffee Groups</i>, a network of women's groups with a focus on women empowerment in the PNG coffee industry. It is early days for the network which is not yet fully established.</p>
	<p><i>Backyard Farms</i>, a local NGO with a focus on food security through fish farming and coffee rehabilitation in the Asaro area.</p>
	<p><i>HOAC (Highlands Organic Agriculture Co-operative Limited)</i>: a coffee growers cooperative, Fairtrade certified and linked to Coffee Connections.</p>

Interviews revealed that CARE PNG and the CISP project are highly regarded by all partners. Both private sector and civil society partners stated that through working in partnership with CARE they

had improved their capacities, policies and practices. CARE's focus on the social aspects of the coffee industry and on facilitation skills have been particularly appreciated.

The review found marked differences in the capacity of implementing partners, both in terms of technical capacity and systems, and this has implications for the sustainability of project activities beyond CARE inputs and support. During the review it became clear that CIC has weak organisational and technical capacity. While CIC has the power to issue licences for coffee commercialization and export and to determine the minimum quality standards, its capacity to enforce these policies and support smallholder producers appears to be very limited. Its rural extension staff amounts to 32 people for the whole country, which clearly limits its outreach despite the fact that it has some very interesting programmes with a focus on gender and cooperatives. The HOAC cooperative is a strong project partner and currently employs female extension officers. Its positive track record is due to a strong leadership and to a long relationship with Coffee Connections. The model is mostly based on personal relationships and it is difficult to replicate. PNG Women in Coffee Groups is a dynamic and emerging civil society partner, with great gender-transformative programming potential in PNG society as it works with women cooperatives and within includes several example of successful female leaders and entrepreneurs. However, it has a weak administrative capacity, and would require CARE's support to be strengthened. Overall, the private sector partners and HOAC present the main chance for sustainability and industry level change so far, while PNG Women in Coffee would be an important investment for the future. The *Productive Partnerships in Agriculture Project (PPAP)* is the main international investment in the PNG coffee industry (US\$ 46M), funded through the World Bank. Established in 2010, its objective is to improve the livelihoods of smallholder coffee and cocoa producers through improvement in the performance and sustainability of value chains in cocoa and coffee producing areas. It works through a lead partner structure (all lead partners must be engaged with farmer networks) and it is working to improve smallholder quality and productivity. CARE is not receiving funding from PPAP, nevertheless there is the potential for a stronger collaboration to adopt some of the CISP key methodologies, and to strengthen civil society partners. The PPAP represents an opportunity to leverage CARE's strengths and methodologies and to have a broader impact in the coffee industry through closer coordination.

The review found that governance, at all levels, is a major impediment to a sustainable coffee industry. It is not addressed through the current partnerships. Leveraging civil society organizations and cooperatives and closer coordination with CARE PNG Governance project is one option to address this situation.

3.5 Efficiency

The project management structure is appropriate with the team showing an appropriate balance of program quality, gender and technical capacities.

Implementation of the project has progressed efficiently given the operating context, however achieving meaningful and sustainable changes in social norms and the power balances between men and women requires a timeframe beyond the three years. The positive changes observed during this review should be considered with caution. The project theory of change (that gender equality will improve the competitiveness of the PNG coffee industry) will require considerable and sustained investment in terms of time and resources.

3.6 Sustainability

The sustainability of the project lies in its partnerships structure, mainly with the private sector, which has the resources, capacity and motivation to scale-up and replicate the project approaches and

models. The project has leveraged non-financial resources of private sector partners, mainly the traders' and cooperative's extension services. There still an untapped potential in the ongoing 42M US\$ PPAP project, which might become a key ally in the capacity building process of some of the key project partners.

The review found that all project partners believed their own mandates and/or business strategies were aligned with CISP and were therefore willing to continue to promote and continue activities. However whilst the different partnership models are complementary (private sector, civil society, government), their capacity and outreach are markedly different. Private sector partners have a higher degree of capacity and potential to continue / scale up the project activities. Cooperatives in PNG are weak. Nevertheless these types of partners are essential to promote a deeper level of women's empowerment and women's leadership and require a capacity building by CARE, which would require an extension of the present project.

It should be noted that the coffee industry in PNG has serious structural constraints that go beyond the scope of this project or indeed CARE, making it a livelihood vulnerable to external shocks. Smallholders coffee producers should diversify their sources of income and reduce their dependency on coffee in the longer term (see recommendations for more detail).

3.7 Monitoring, Evaluation and Learning (MEL)

All members of the project team are involved in some way with MEL processes (e.g. data collection, data analysis, information management, reflection). This is a real strength of the team – everyone from project manager to field officers understands and is engaged with the project theory of change and how the activities relate to the strategic objectives and goal of the project.

However, in terms of the MEL system itself, at mid-term, targets still needed to be set for a number of the impact and outcome indicators in the M&E framework, an essential step to defining achievement at end-of-project and ensuring accountability to the program intent and donors. A number of indicators are not yet well-defined raising the question of how they will be measured and whether they are in fact, meaningful. For example, how is CISP currently measuring (or intending to measure) whether *'more conflicts are resolved peacefully between men and women in target households'* and whether or not progress has been made (i.e. what are the target values as opposed to 'more' for these indicators and what constitutes 'more peacefully')? The same can be said for other indicators in the framework such as *'coffee earnings are allocated more equitably between men and women in targeted households'*. Self-perceptions of improvement can lend great insight into interpretation of project results, however the MEL system must ensure there is clear understanding on what constitutes "improvement", so that the definitions are uniformly applied across all project beneficiaries. The use of MSC tools may prove useful for certain aspects of the M&E plan. However, at the time of the MTR the project was focussed on implementation with insufficient emphasis on monitoring beyond outputs – this may also be related to the fact that the MEL system is reliant on the provision of data from partner organisations.

CISP project staff meet with private sector partner extension officers on a regular basis to discuss progress, but in interviews it emerged that they rarely have time to meet directly with project beneficiaries for monitoring purposes. Meetings with extension officers contribute to project reporting needs but such indirect links to the project beneficiaries themselves leads to a reliance on reported outputs and perceptions of the field officers with regards to 'changes on the ground' as the only means to understand project progress and challenges.

From reviewing the project documentation, the project tracks activity/output indicators for reporting, but it is unclear how learning and reflection is gleaned from these efforts. As currently used the MEL system is challenged to provide managers and stakeholders with regular feedback and indications of

progress towards higher level outcomes and goals, or to capture knowledge on which strategies and approaches are working and which are not, such that the project can modify and adapt strategies. The project has produced a number of case studies but these have been used to communicate project successes, and their use appears more media-focused than analytical insight for project management and improvement.

4.0 RECOMMENDATIONS

These recommendations are intended to contribute to improved project planning and implementation for the CISP project, with the hope that other may find useful lessons as well. Whilst all of the recommendations below are considered to ensure project impact and sustainability, in recognition of the remaining timeframes, project implementation schedule, and subsequent design phase, recommendations have been ordered according to the current and future phase of CISP.

CURRENT PHASE

Refresher training for extension officers: extension units across all industry partners requested refresher trainings in GED, facilitation skills and FBMT. Whilst the first round of training has led to initial changes in practice, teams indicate that they are now ready to build on these changes to improve the accessibility and equity of extension trainings using community-based approaches.

Support extension units to rollout FBMT: Time and competing priorities within private sector partners remains a challenge to the adoption and roll-out of FBMT in its full form (5 days). Farmer certification, audits and inspections continue take priority over the delivery of FBMT whether as part of an overall training package or in isolation, meaning that it is yet to be rolled out at scale. To address this the project could consider building the capacity of a local partner such as Backyard Farms through training and mentoring to deliver FBMT independently as a sub-contractor to industry partners.

Promote further adoption of FBMT core modules: ACIAR is currently updating a number of coffee production training manuals in partnership with CIC. At this stage there are five generic training programs: (1) a marketing module (5 days); (2) a financial management module (10 days); (3) an agronomy module (21 days); (4) a postharvest and quality module (21 days); and (5) a pest and disease control module (15 days). While these five modules will form the core of the training program, additional modules on gender equality and household dynamics are being considered. CARE is well placed to provide input with demonstrated effective training modules on ‘families working together’ (domestic and productive workloads; recognition and valuing of women’s role in coffee); ‘financial decision-making’ (sharing of family income; family well-being priorities; budgeting) and ‘communication skills’ (listening to each other; respecting each other; making decisions together). Adoption of these modules by ACIAR would increase the scale and reach of CISP’s approach. While the modules are being developed by ACIAR, the training itself will be delivered by sub-contracted training providers – this is another opportunity for local partners such as Backyard Famers which have been trained in delivering the FBMT.

Organisational strengthening of women’s cooperatives/producer groups: Currently, women are almost exclusively positioned at the bottom of the coffee value chain, providing labour for production without realising benefits from their labour through processing, marketing and sale. As individuals women will find it difficult to participate in the value-chain beyond production – they are more likely to experience the benefits of processing, marketing and sale as part of a cooperative or producer group. Cooperatives represent a mechanism through which to ensure women’s economic empowerment whereby they are able to put the skills and knowledge they have gained into action

and choices. PNG Women in Coffee has potential though they acknowledge their own limited organisational capacity and weaknesses. PNG Women in Coffee is affiliated with the International Women and Coffee Alliance, and currently has administrative structures at the national, provincial and community levels (though not all levels are functional). Their approaches include working directly with households in production, processing and marketing; providing a level of agricultural extension training, and advocacy. Interestingly some members of PNF WIC have already been granted a license to export and have recently exported fair trade coffee to markets in the US (Seattle). However, their organisational structure and systems are weak and they are currently experiencing changes in leadership, and lack the necessary resources and systems to work effectively with affiliated members. Nevertheless with consistent support they represent an opportunity to progress women's economic empowerment in the coffee industry.

FUTURE PHASE

Working with women co-operatives: Exporters in PNG are working towards ensuring that all their farmer networks are either Certified or Fair Trade. Both fair traded and certified coffee are purchased directly from farming networks and co-operatives, eliminating the chaotic middlemen market, and making it possible for farmers to earn a fair price that recognises the additional labour required to meet certification standards. Fair trade coffee ensures that farmers can sell their coffee at a pre-defined and guaranteed minimum price, and receive an additional premium based on the market. The advantage of Fair trade coffee is that the code stipulates that in order to be eligible for certification, farmers must be small growers, depending mainly on family labour and organised into co-operatives operating along democratic lines. The co-operative model offers multiple possibilities for women to move up the value chain, through increasing their income, put their skills and choices into action, and to assume leadership roles. The review also found that the co-operative model may act as a way to address the broader development needs of communities. For example, HOAC produces Fair trade coffee which is sold to Coffee Connections – the premiums from the sale of coffee are then held in an account until the annual general meeting of the co-operative (as stipulated by the code under Fair Trade). At the annual meeting farmers come together to decide how the premium will be used – they may choose to distribute it to individual farmers or they may choose to fund a community development project. So far HOAC has chosen to invest premiums in community development projects including purchasing coffee processing equipment, building 6 water supply systems and four primary school classrooms – remarkably they are yet to use FT premiums as individuals. A future phase of CISP could seek to a) develop linkages between exporters and women's co-operatives and b) develop the technical capacity and governance of those co-operatives. The existing partnerships with SMS-Monpi and PNGCE and PNG Women in Coffee present an opportunity to work with already established women's cooperatives in the Eastern Highlands.

Research: working with and through co-operatives is acknowledged to be a challenge due to governance and law and order issues in the PNG context. Furthermore qualitative data suggests that in PNG cooperatives seem to work better for crops that cannot be sold as an individual such as bulb onions – however coffee can always be sold as an individual albeit to a chaotic middlemen market, as PNG Women in Coffee put it, *“money is always looking for coffee, coffee is never looking for money”*. Nevertheless the fact remains that co-operatives or producer groups are one of only a few models that provide a feasible opportunity for women to participate in the value-chain beyond production. A future phase may undertake research into what makes a successful cooperative in the PNG context. There are a number of well-functioning co-operatives for coffee and other products - what is it about these co-operatives that has enabled them to continue? What governance structures do they use? Can these be replicated?

Global Advocacy: Fair Trade and organic certification production of coffee is seen as beneficial to small producers in many ways. As Fair Trade and organic certification are focussing on socially progressive issues, there may be an assumption that everyone participating in the process benefits from it. However, this review provides some evidence (albeit limited due to the formative nature of the review) that if gender roles and power relations are overlooked, life can actually become more challenging for women and sometimes result in losses for them. A gender analysis of fair trade using CISP as a field case study, would provide a valuable contribution to the discourse in assessing the gains and losses for women and men which result from compliance with globally set codes of conduct. The project could be used as leverage for a CARE International approach to reviewing certification standards (which are generally agreed to be gender-blind) to have a more specific gender focus. In addition to providing input to advocacy platforms, CISP positions CARE PNG and CARE International more broadly to support the industry in aligning with best-practice standards as defined by certification bodies.

Diversifying livelihood options: coffee is a seasonal crop and the coffee industry in PNG has serious structural constraints that go beyond the scope of this project or indeed CARE, making it a livelihood vulnerable to external shocks. Smallholder coffee producers should diversify their sources of income and reduce their dependency on coffee in the longer term. Diversifying livelihood options may be one way to smooth both consumption needs and increase resilience. Through interviews with donors and peer agencies, honey is one option amongst others that has been suggested. The project could consider working in a consortium model where by CARE provides the technical support on governance of co-operatives and a partner such as Oxfam or Backyard Farms provides technical support on the livelihoods/alternative cash crop component. Diversifying women's livelihood options would fit with the lived reality of women smallholders who are already working to achieve this. As the CIC Extension coordinator put it, *'she is not only a coffee farmer, she is also making money in many different ways whether it is selling a chicken, making and selling food, selling betel nut. Her strategy is when she doesn't make it with one – she makes it with another – she finds a way'*. Any programming to diversify livelihoods will need to ensure that women's workloads do not increase for minimal financial gain – income from coffee in the current market will almost always be greater than income from other cash crops and therefore a woman will still be expected to work in family coffee garden regardless of her other income-generating activities.

5.0 CONCLUSION

Overall the findings of the MTR suggest that CISP and its work with industry partners is achieving positive results with progress observed across all three objectives. Objectives are well-suited to the Eastern Highlands context and positive change is occurring at the partner and community level as a result of the efforts of CARE. Findings demonstrate that CISP is improving industry attitudes and practices that influence women's participation in the coffee industry, with partners' increasingly viewing action to address the non-economic and social barriers to coffee production and sustainability as a key part of their long-term business strategy. The review also found that there have been improvements in the quality and inclusiveness of extension services delivered and an increase in the number of women accessing those services. There have been small but significant changes in household attitudes that enable women to equitably participate and benefit from the family coffee smallholding, although the needs of women remain underrepresented in formal and informal institutions, and cultural and social norms still favour men.

It is hoped that the recommendations for the current and future phases of CISP will assist CARE PNG and partners to chart the next stages of the project, in order to improve specific components, to

achieve better overall quality of work, and most importantly to provide greater opportunities for sustainable outcomes and impact.