

*The
chocolate that
champions
women*

IMPACT REPORT
2018 - 2019



Seriously good chocolate

‘At Divine we use the amazing power of chocolate to delight and engage. We bring people together to create dignified trading relations, empowering both producers and consumers’

This is our mission; this is what has driven us for over 20 years. By creating and selling an exceptional range of chocolate, we are able to deliver four income streams to the farmers in Ghana who own the biggest share of the company, pay Fairtrade premiums to many thousands more farmers worldwide, and invest in farmer-led programmes across Africa.

Divine is inclusive – we want to make all chocolate lovers happy, and we want to ensure the positive impact we deliver for farmers benefits women and men equally.

The more cocoa and sugar we buy, and chocolate we sell, the more impact we make.

Divine invests 2% of its annual income in farmer-led programmes – our Producer Support and Development fund. This report highlights how that money is invested, the impact it made this year, and how championing women is core to everything we do.



IN 2018 - 2019

WE SOLD



£6.6M
OF CHOCOLATE IN UK



£8.4M
OF CHOCOLATE IN USA



£0.6M
OF CHOCOLATE IN SWEDEN

WE BOUGHT



920
TONNES OF COCOA



290
TONNES OF SUGAR

WE DELIVERED



\$184,000
FAIRTRADE PREMIUM ON COCOA



\$17,400
FAIRTRADE PREMIUM ON SUGAR

OUR PRIORITY

‘To fight global inequality, empower women’

Women invest in precisely the things human beings need to prosper. That’s why Divine has been championing them from the start

BY DR. KRISTY LEISSLE

Author of ‘Cocoa’ (Polity) and Co-Founder, Cocoapreneurship Institute of Ghana

The evidence is overwhelming and indisputable: given the opportunity and resources, women invest in precisely the things that human beings need to prosper. Women foster consensus and prioritise peace. They invest time, energy, and income into feeding and educating their families, maintaining health, and caring for the sick. They listen, collaborate, and put others’ needs before personal wishes.

These are the actions that serve our most basic needs as a species, and that allow us to realise our fullest potential as individuals. Anyone who feels that they are able to make the most of their talents and opportunities will have, somewhere in her, his, or their life, a woman to thank.

WOMEN NEED SUPPORT

For too much of recorded history, these qualities have been seen as optional at best and weaknesses at worst.

If we are to succeed in any of our sustainability goals – including preserving cocoa, and our cherished treat chocolate, which provides a livelihood for millions across West Africa – then we need to take women’s contributions seriously. And we need to empower women to act upon the values of empathy, compassion, and conscientious collective action in a strong way.

Barack Obama recently claimed that if women ran the world even for two years, “you would see a significant improvement across the board on just about everything.” I agree. But for far too many women, the opportunity to run anything at all, much less the world, is still a pipe dream. To



Dr Kristy Leissle

succeed in such a vision, women need specific tools and support. To run a profitable cocoa business, for example, women need to be literate and numerate, and they need secure tenure over farmland and control over cocoa income.

CHOCOLATE THAT CHAMPIONS WOMEN

Obama’s idea seemed to be a novel one for many, but not for Divine Chocolate. In partnership with Kuapa Kokoo and the co-op’s own focus on gender equality, Divine has invested in women since its inception, from supporting women’s groups, and offering training and education programmes that help women smash sociocultural barriers to business leadership. This is the crucial work, and it needs to continue. We have a glimpse now of what the global consequences will be if we do not adopt a different value system, and very soon. I am grateful to Divine Chocolate for championing that path from the start.

OUR MISSION

How Divine champions women farmers

As well as the income and Fairtrade premium farmers receive, Divine invests 2% of its turnover into farmer-led programmes that benefit women

“No country can ever truly flourish if it stifles the potential of its women and deprives itself of the contributions of half its citizens,” said Michelle Obama at the Summit of the Mandela Washington Fellowship for Young African Leaders.

For many reasons, both cultural and educational, women farmers have always been socially and economically disadvantaged, despite working as hard and being as crucial to the farming process as the men.

Yet, for any programme to have maximum impact in a community, it is absolutely vital we ensure women have equal access and derive as much benefit from these programmes as men.

FARMER-LED PROGRAMMES

That is why Divine is on a mission to make sure women are reached and included, that their needs and wellbeing are addressed, and that their ability to make strategic life choices, and put those choices into action is strengthened. There is clear evidence that changes that empower women, in turn benefit communities and economies.

Carrying out this mission has meant creating a really exceptional range of chocolate that has delighted chocolate lovers around the world, promoted through marketing that works hard to communicate all the compelling reasons to choose products that not only taste great, but deliver impact and real change in the lives of the farmers those products depend on.

It has also driven a business model designed to deliver profit, knowledge and power to the farmers themselves. As well as the income and Fairtrade premium they receive, two percent of our turnover is designated a Producer Support and Development fund (PS&D) which is invested directly in farmer-led programmes which tackle the causes of poverty and inequality preventing



Michelle Obama speaking out for women

farmers getting a living income and maximum benefit from their crops.

With every farmers' organisation Divine works with, we ask 'what are the biggest issues holding you back; your biggest barriers to deriving a real living income from your farms and improving your communities?'. We then commit to investing in programmes addressing the farmers' top priorities - and our main areas of focus have been Gender Justice, Sustainable Agriculture, Labour Rights, Strong Organisations, and Learning & Leading.

DISAGGREGATED DATA

As we develop and design each of these programmes we start by listening to both women and men, and by ensuring any statistics we are looking at to assess the scope of the project have been disaggregated by gender to expose the different needs and issues for women. We can then set in place whatever is needed to bring women fully on board.

‘Survey statistics are disaggregated by gender to expose the different needs and issues for women.’

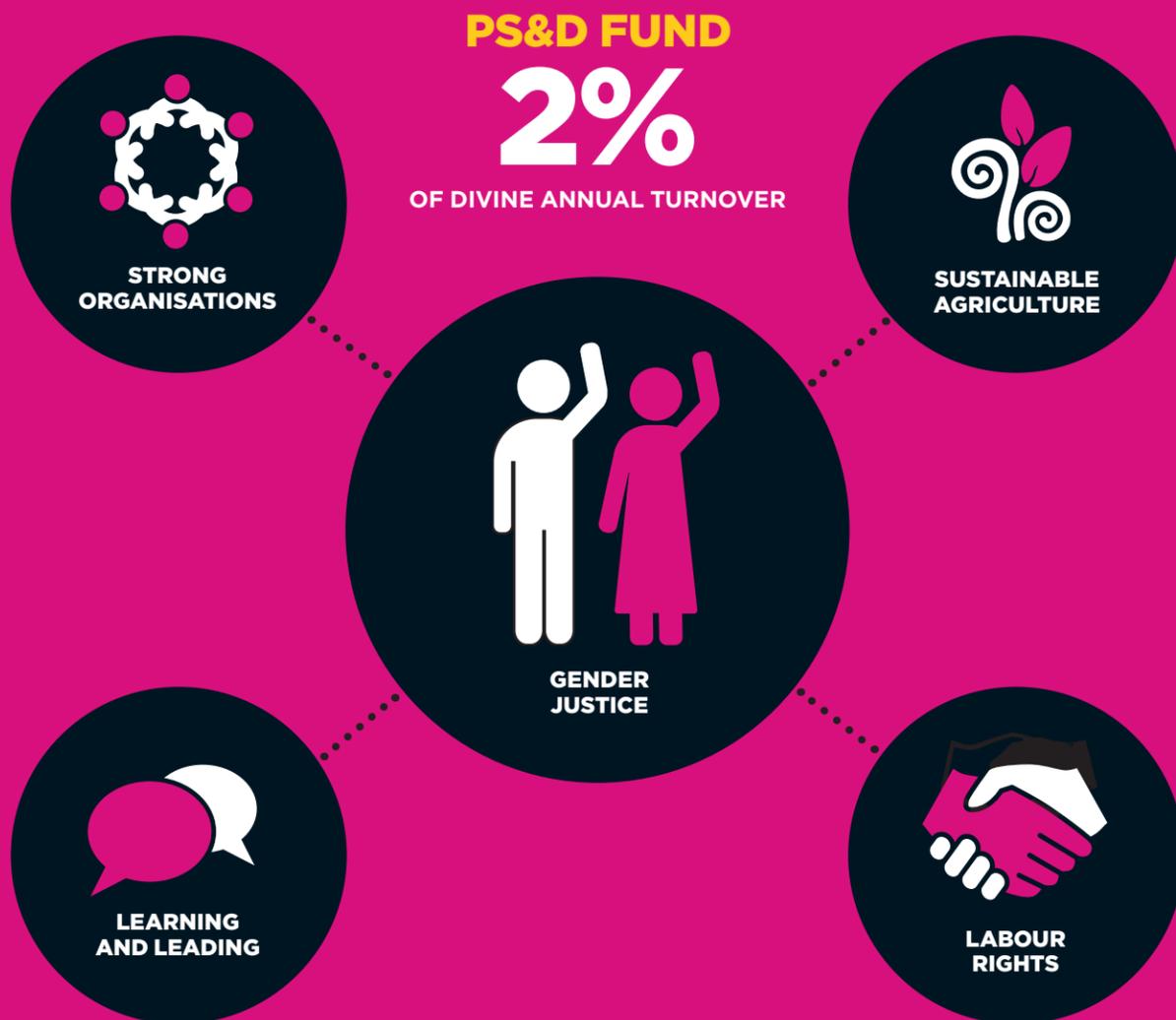
Members of Kuapa Kokoo drying cocoa beans.



OUR METHOD

How Divine's Producer Support and Development fund supports farmers

Prioritising five areas fundamental to farming households achieving sustainable livelihoods



Our 5 key areas of focus in detail

PS&D fund WHAT IS IT?

2% of the income we make from selling chocolate is invested directly in farmer-led programmes. This is our Producer Support and Development fund, which we invest in the five areas described here, all of which are fundamental to farming families achieving sustainable livelihoods. Gender Justice and the focus on championing women are key.



GENDER JUSTICE

Women in communities around the world tend to suffer disproportionately from the many impacts of poverty - with less income, less say over expenditure, less access to education and less power or influence in their communities. Conversely, communities and businesses where women have the opportunity to flourish and take control of their lives lead to better and longer-term investment which benefits everyone. Projects focus on education, training, mentoring, and addressing land rights.



STRONG ORGANISATIONS

Association and cooperation between farmers brings multiple benefits. Learning and resources can be shared, it gives farmers more leverage in negotiation, and income can be spread across the communities, as well as benefiting individual families. Working collectively and democratically, with transparency and accountability, everyone benefits.



SUSTAINABLE AGRICULTURE

Access to good agricultural methods which are adaptive to climate change and local farming conditions is vital, as well as methods which promote diversification and agroforestry, and increase productivity on existing land. The aim is to ensure farmers themselves are in control of a more sustainable future for their farms and communities.



LABOUR RIGHTS

Labour standards are important right through the supply chain ensuring the rights of the poorest and the most vulnerable are protected. Projects address ongoing concern around use of labour in supply chains - for example developing formalised agreements between farmers and tenants to bind parties to meet good standards of practice and behaviour, and protect their rights.



LEARNING AND LEADING

Partnership with farmers involves a constant process of participatory learning and leading, so best practice is constantly shared, reviewed and improved. The aim is that both women and men farmers are equally able to lead future improvements, and have a platform to ensure their voices are heard. Divine takes a lead too - ahead of the curve in championing major changes necessary in the cocoa industry, sharing best practice and collaborating in solutions, and galvanising support from consumers.



*'Before
the literacy
course
I couldn't
read or
write'*

DIVINE HAS BEEN WORKING TO EMPOWER WOMEN COCOA FARMERS LIKE MARGRET FIANKO SINCE 1998



Kuapa Kokoo Farmers Union

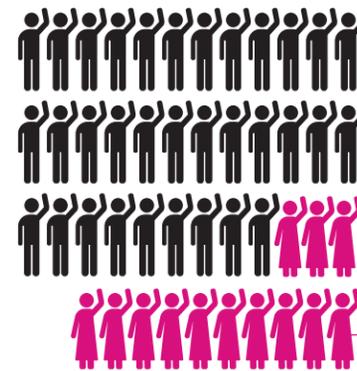
Two decades working for the empowerment of women cocoa farmers

Divine has worked with the farmers of Kuapa Kokoo for the last 20 years; listening, sharing and developing programmes in co-operation. Over that time we have demonstrated that:

- Quotas for women in leadership positions are key to delivering gender empowerment
- Allocating dedicated resources is crucial for women's participation
- Women's groups at village level provide a 'training ground' for women to develop leadership skills in a safe space
- Ensuring women have equal access to agricultural training and resources is vital
- All data should be disaggregated by gender to ensure that policies and practices are working for both men and women.

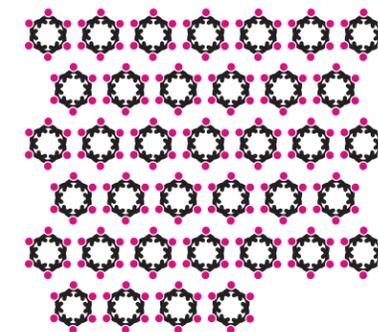


We have focused on adult education through a literacy programme first piloted in 2014, which was a response to understanding that low literacy and numeracy levels among cocoa farmers (especially women) are a barrier to full participation in the co-operative.



96,665
MEMBERS

34,175
WOMEN



57
DISTRICTS (MADE UP OF 1300 VILLAGES)



FAIRTRADE

1994
FAIRTRADE CERTIFIED

LABOUR RIGHTS

Clarification and standardisation of tenant farmer and farm owner rights was also identified as key to ensuring improved labour standards in the cocoa farming communities in Ghana. We therefore developed our second project stream, a labour rights programme, which involves farm owners and tenant farmers signing tenancy agreements, and societies forming Labour Rights Committees to record and resolve any disputes. This was first discussed in 2013 and piloted in 2015 in two societies of Kuapa Kokoo, Dadieso & Wassa Akropong.

PROGRESS THIS YEAR

This year PS&D funding has continued to focus on these two societies, and this year 476 tenancy agreements have been signed, bringing the total agreements signed to date to 606. 52% of the farmers in Dadieso and Wassa Akropong are now covered by these agreements and 33.1% of

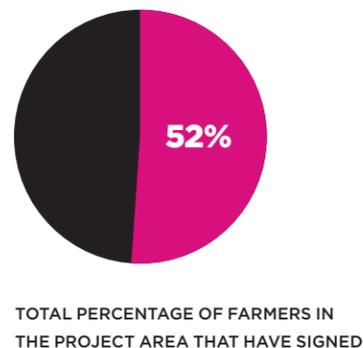
signatories on the agreements are women.

Women are key actors in agriculture in Ghana, constituting 50% of the agricultural labour force, and about 25% in cocoa production. Women play a key role in cocoa production, including cultivation, farm maintenance, and selling and buying cocoa. They therefore are crucial to involve in the design and formulation of activities, programmes and policies on labour rights. The Labour Rights Committees formed by the project are made up of one third women. These women are leaders in their communities who engage other farmers, especially other women, to sign tenancy agreements, and help resolve disputes. Women have reported that when they sign the tenancy agreement, their work status is more secure and therefore they are better able to support family costs, such as their children's education.

IN 2018-2019



TO DATE



‘Women attending literacy courses feel more confident to contribute at meetings’

Women attend a Kuapa Kokoo literacy class

WHAT'S NEXT

In 2020, we are scaling up the labour rights project to two more societies (Juaboso and Asawinso), and will also be publishing an impact report and policy paper with lessons learnt, which is part of Divine's Learning and Leading work.

Additionally, the adult literacy and numeracy programme will be rolled out to three more societies. The objective of this is to increase basic literacy and numeracy levels in communities involved in Kuapa Kokoo operations, particularly for women, so as to support the increased engagement of women in the co-operative in a more meaningful way.



'If more women get involved more will get done!'

IN 2018 HORTÊNCIA PINA AND HER FELLOW COCOA FARMERS GOT FUNDING FROM DIVINE FOR THEIR PRIORITY PROGRAMMES

CECAQ-11 Co-operative

Challenging gender stereotypes on São Tomé, the 'Chocolate Island'

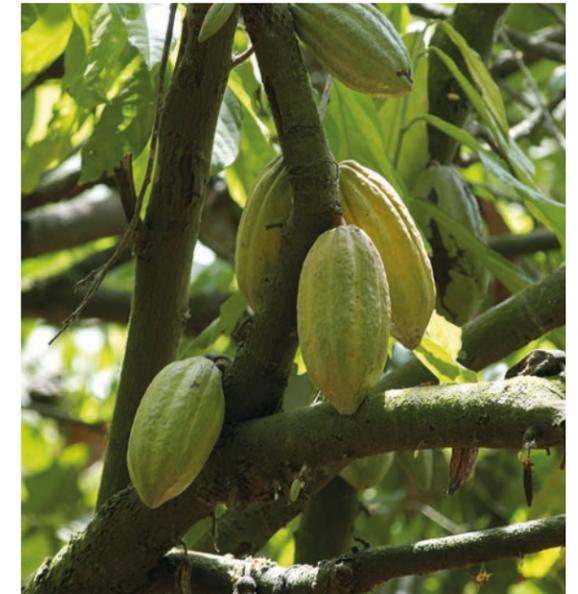
This is Divine's first year of working with CECAQ-11 after initial meetings and assessments that took place in 2017, followed by the international 'We Feed the World' photo exhibition in which Divine and CECAQ-11 leaders took part.

In 2018 we bought our first containers of the co-op's Fairtrade organic cocoa and by Christmas we had launched our wonderful new high cocoa range - our first five organic chocolate bars.

At the same time we worked quickly to scope the projects that CECAQ-11 proposed. These are now well underway and farmers are already seeing benefits.

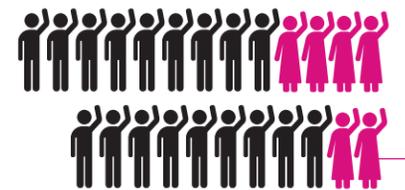
The most persistent barrier that women face in agriculture is lack of access to land and training. CECAQ-11 and Divine are together addressing this through their farmer-led development programme.

A number of biases exclude women, including training selection criteria that link participation to land ownership; the design of technical training that does not take into account women's lower literacy levels; social norms that assign women responsibility for household tasks that



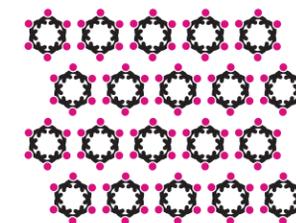
compete for their time; and their limited mobility due to social norms and unequal responsibility for care work.

Worldwide it is estimated that women only receive 5% of extension services and technical training, and just 15% of the world's staff providing agricultural technical training are women. Our work has focused on addressing these issues.



1214 MEMBERS

413 WOMEN



20 ASSOCIATIONS



2010 FAIRTRADE CERTIFIED

GENDER JUSTICE

We asked 140 representatives of the CECAQ-11 co-operative to tell us what they needed. All of the women said agricultural training was a priority, so CECAQ-11 supported four agricultural training sessions on pruning, shade control and grafting for 94 women - this represents 23% of CECAQ-11 women members. Overall 42% of those receiving training were women.

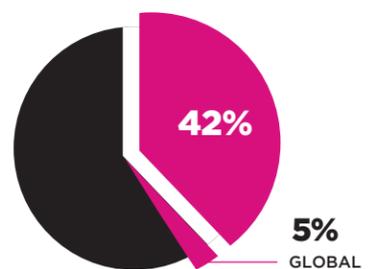
Men have also received training in new techniques to increase yields and productivity.

The women spoke about the unpaid work they do and how they feel undervalued and underpaid. As a result of our gender justice programme, 759 women participated in awareness-raising workshops on gender roles, division of labour, roles and responsibilities, and unpaid care work. 400 women and 200 men received training on land titles and 32 people attended two workshops on family, maternity and social security law.

TRAINING AND WORKSHOPS



SUPPORTING WOMEN

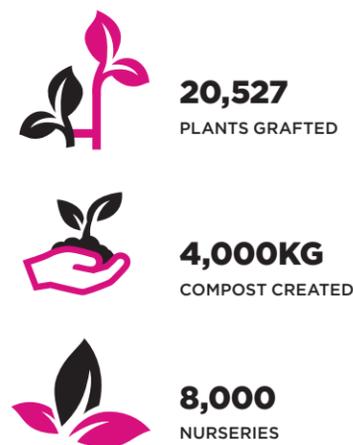
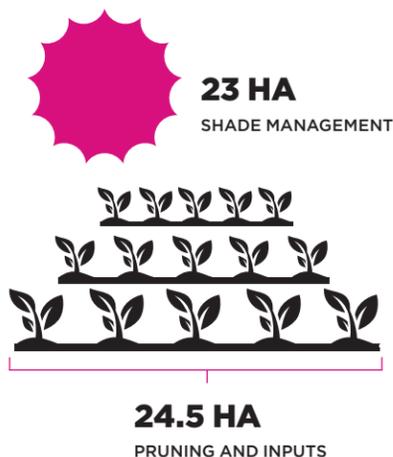


PERCENTAGE OF WOMEN RECEIVING AGRICULTURAL TRAINING

SUSTAINABLE AGRICULTURE

Additionally, shade management was undertaken on 23 hectares of land; 4,000 kg of compost was produced, which was used in 8,000 nurseries; 20,527 plants were grafted;

and drastic pruning and application of copper sulphate and quicklime in order to increase productivity was carried out on 24.5 hectares of land.



WHAT'S NEXT

In 2020, there will be further work on areas identified as needs by the members of CECAQ-11. This includes continued training on pruning, shade control and grafting for both women and men, as well as exchange visits to demonstration plots to learn about Good Agricultural Practices. Further, CECAQ-11 plan to construct animal enclosures to help protect the cocoa from damage, and also to provide manure for use in organic compost.

The members of CECAQ-11 also requested awareness-raising on the risks of alcohol abuse, so these are scheduled, along with further sessions on division of labour, and family, maternity and social security law.

'Trees are old and I'm able to replace them with new ones grafted to create better hybrids'

Hortência Pina, member CECAQ-11



‘Now there are women buying officers. That would never happen before’

LUCIA MANSARAY IS CHAIRPERSON OF THE FAIRTRADE PREMIUM COMMITTEE AND A GUARDIAN OF THE GOLA RAINFOREST



Ngoleagorbu Cocoa Farmers Union

Guardians of the rainforest championing Forest-Friendly cocoa

Ngoleagorbu means ‘the people who live at the edge of the forest’. It is the proud name of a union of farmers who live alongside the ancient Gola rainforest in Sierra Leone, who today are leading the way in developing ways to grow cocoa in harmony with the forest and its wildlife. Divine is working alongside the RSPB, IDH The Sustainable Initiative, and conservation organisations on the ground, in partnership with the farmers, to realise this innovative Forest-Friendly Cocoa vision.



Over this year there has been considerable progress in establishing a rigorous definition of Forest-Friendly cocoa and securing investment and partnership to take the programme forward.

Forest-Friendly definition.

We were delighted to host a visit here in the UK by farmer Foday Brima and cocoa technician Joseph Yambasu from the Ngoleagorbu Cocoa Farmers Union who joined a roundtable to hone the

Project activities, including work on good agricultural practices, governance training and development of a business plan for the co-operative, are well underway, and Divine’s first shipment of Ngoleagorbu Fairtrade cocoa has arrived.



1,763
MEMBERS

401
WOMEN



3
ASSOCIATIONS



2019
FAIRTRADE CERTIFIED

GENDER JUSTICE

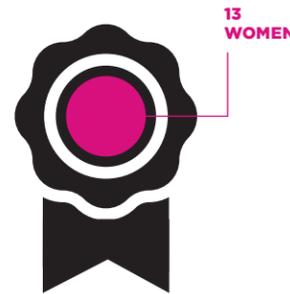
In the Gola rainforest, whilst the importance of preserving the ancient forest is at the forefront of the conversations, we understand that none of this can be achieved without a gender focus, particularly as women are the key to managing resources.

This, along with other efforts has led to there

being more women leaders in the farmers associations and in key committees including the child labour and environment committees. A small group of co-operative leaders, including one third women, received export training as part of the co-operative's quest to export independently, despite a number of barriers.



495
NUMBER OF PEOPLE WHO PARTICIPATED IN FAIRTRADE TRAINING



98
NUMBER OF FARMERS ENGAGED IN TRAINING FOR ORGANIC CERTIFICATION

SUSTAINABLE AGRICULTURE

The Forest-Friendly project with IDH focuses on cocoa production but also the landscapes and people. It is a mechanism to ensure farmers not only earn a decent income from their crops, but that there is also a focus on the preservation and enhancement of their local environment for future generations. It is also about farmers coming together to collectively decide on their own priorities. In this last year, the farmers registered their farmers' union as a co-operative and gained Fairtrade certification. Fairtrade

certification took eight months and involved training on Fairtrade principles and criteria for 495 people (352 male, 143 female). Training for Organic certification has also begun with 98 farmers (85 male, 13 female). Significant progress was made on sustainable agriculture with over 1,429 members (incl. 266 women) benefitting from Forest-Friendly training and practical action (e.g. brushing, pruning, shade management and moss removal).



1,429
MEMBERS BENEFITING FROM FOREST-FRIENDLY PRACTICAL FARM-BASED TRAINING (E.G. BRUSHING, PRUNING, SHADE MANAGEMENT AND MOSS REMOVAL)



'Farmers have found a number of non-harmful ways to keep wildlife away from their crops'

Amie Koroma scares chimpanzees away from her family's farm

WHAT'S NEXT

In 2020 we will be supporting business training for women, and the development of a gender policy and gender action plan for the co-operative and its members, including training on social norms and gender roles. We are continuing with Organic certification training and will be completing the first living income study for Sierra Leone, as well as launching the Forest-Friendly criteria. We will continue to work with farmers to strengthen their organisation and build their capacity to have more visibility in the supply chain.



“Thanks to Divine I was able to send my children back to school”

KASINTHULA MEMBER JULITA RICHARD IS GETTING BACK ON HER FEET AFTER CRISIS HIT SUGAR FARMERS IN MALAWI



Kasinthula Cane Growers Association

Helping to secure a sweeter outcome for sugar farmers

The Kasinthula farmers’ association in Malawi is our supplier of Fairtrade sugar. Over recent years the land and crops have suffered repeatedly from a devastating cycle of flooding, drought, and crippling debt. In previous years Divine has supported work on gender and sustainable agriculture, but sometimes the bigger picture stops our impact work.

The situation Kasinthula found itself in this year after a series of crises meant the decision was made to temporarily stop the impact programmes. With farmers facing no income (a recurring issue since 2016) and having worked collectively to

support their association, Divine decided to channel the PS&D funds so that farmers could be paid. Divine funded 726 farmers salaries (£40,000) for this period, which provided significant relief for farmers and their families, and enabled children to return to school.

Divine also initiated a multi-stakeholder group through their Producer Partnership Programmes team in order to see if collectively they could bargain on behalf of the farmers with the bank which had loaned Kasinthula money. The multi-stakeholder group is formed of Fairtrade representatives at international and national levels.



762
MEMBERS

259
WOMEN



1
ASSOCIATION



2002
FAIRTRADE CERTIFIED

WAGES PAID TO ALLEVIATE CRISIS



£40,000 MWK 38,048,772

AMOUNT OF MONEY PAID TO KASINTHULA, FACILITATED BY AGDEVCO

WHAT'S NEXT

Thankfully, the situation at Kasinthula appears to be gradually improving, and Divine’s support can refocus on income diversification, sustainable agriculture and gender justice. In 2020, Divine will support the development of a maize mill and bee-keeping project for community income generation; a wood lot for fuel to minimise deforestation; and training a female extension officer.

OUR SUSTAINABILITY

We're a force for good

While making a positive impact on farmers lives is our mission, we're looking after our own staff and reducing our impact on the environment too



HEARING FROM SUGAR FARMERS IN UK

Ndiuzayani Zaya and Aubrey Meki Chilenje visiting the Divine offices during Fairtrade Fortnight. Aubrey is a sugar farmer and member of Kasinthula Cane Growers Association in Malawi, and Ndiuzayani's mother is also a member - her education was funded by Fairtrade.

GROWING A GOOD BUSINESS

Like every company we want to grow - but not because we want to be big for its own sake, but in order to get to a size where we can be resilient and strong, and ride volatile economic environments. This year we were pleased to be able to acquire House of Fair Trade, our main partner and distributor in Sweden, to help them consolidate and grow their business.



ADVOCACY

Divine's CEO Sophi Tranchell is a passionate and eloquent ambassador for Fairtrade and for social enterprise, and has been invited to contribute to some of the most influential forums making policy decisions about addressing poverty, gender equality and the future of Fairtrade.

This year this included joining an APPG debate with DFID on land governance, speaking at a debate in the House of Commons asking 'Is Fairtrade Political?', joining Oxfam's panel on alleviating poverty, and a roundtable looking at the impact of Brexit on developing countries.



WE'RE MAKING A PUBLIC COMMITMENT TO SUSTAINABILITY



While Divine's mission is focused on empowering farmers and consumers, we are also deeply committed to our responsibility as

a company to do business differently - ensuring we are constantly improving our labour standards, and reducing our impact on the environment.

To help formalise this commitment, and make it transparent, we took the decision to be certified as a B Corp. B Corporations are companies using business as a force for good and there are now over 3,200 certified B Corps worldwide.

Each one has been audited across five main areas of their business - Governance, Community, Workers, Customers and Environment. They are rated in each of these areas, and audited every two years. The ratings are public - available for everyone to see.

We see being a B Corp has joining a 'race to the top' - giving us a framework to keep working on improving in every aspect of our business. We have been cited three times 'Best for the World' for our work with farmers.

GOOD FOR OUR PEOPLE

We want Divine to be a good place to work. Over the last year we introduced:

- Living Wage Employer
- Child care vouchers
- Bike scheme
- Travel card loans
- Increased holiday for loyalty
- Company-wide Bonus
- Staff committee to ensure staff voice is heard

REDUCING WASTE

These are some of the great campaigns and organisations we supported with our short-dated bars...

'Circle the City', an annual event to celebrate **Christian Aid Week** and raise vital funds

Rise Bakery who teach vulnerable and/or homeless people how to bake over a 10 week course

Providing snacks for the hard-working **Comic Relief** staff fundraising for Sports Relief and Red Nose Day

Family Holiday Association our next door neighbour, helping struggling families have much needed breaks

One Child Ghana which supports 1000 young people at vocational schools in Ghana



RELEASING CREATIVITY

A Divine team workshop with Sketch Appeal stimulating new ideas and creativity

REDUCING OUR IMPACT ON THE ENVIRONMENT

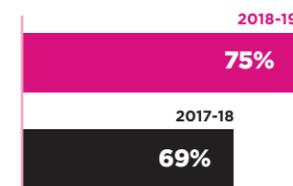
OUT IN THE WORLD...

Some of the areas we are focusing on include:

- Use of FSC packaging
- Reducing plastic
- Reducing road and sea miles
- No internal flights
- No airfreight

AND IN THE OFFICE...

We are recycling more types of waste and using green energy while measuring and reducing our energy use. We also introduced another level of recycling to include flexible plastics, bubblewrap, and plastic wrap.



OUR OFFICE RECYCLING RATE INCREASED 6%

*'It's important
for women to take
part in leadership
positions because
women take part
in all aspects of
cocoa production'*

**JULIET BRAGO, AWAHAM SOCIETY,
KUAPA KOKOO, GHANA**



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