

Transparent ↔ Certification			
Value Description	Starting point	Development target	Verification
<p>Transparency guides all our actions.</p> <p>It is the overarching value that binds our four focus areas "Certification, Farmer empowerment, Chain Collaboration and Environmental care". These areas are backed by the four values:</p>	<p>In second year of membership all farmers should be UTZ and RFA certified and have a farm plan.</p>	<ul style="list-style-type: none"> Facilitate internal process how our own internal standard can stay more than compliant to certification systems like UTZ Certified and Rainforest Alliance. Expand the internal standard of the "cocoa for a better life model" and facilitate the initiative to realize an ISO standard in cocoa. 	<p>Internal Control System, Agric Business Solutions (ABS) system (software), farmer passport (visually for farmers) and external certification.</p>
<p>Transparent, Balance, Durable and Prudent.</p>	<p>Certified cocoa is segregated and 100% traceable up to group level. With the farmer ID the association knows the exact quantity each certified farmer has sold at warehouse level.</p>	<p>Next to certified cocoa all conventional cocoa of the "cocoa for a better life" associations is segregated and 100% traceable up to group level.</p>	<p>Internal Control System, ABS system, farmer passport and external certification.</p>
	<p>Commitment to provide strategic updates (business plan, self-assessments, audits, surveys). Discuss challenges and status through the entire chain to evaluate our internal standards.</p>	<p>Integrate data system in which market information, stocks, contracts, crop forecasting and track & trace information can be shared between internal chain partners. For this purpose current ABS system of current associations can be extended.</p>	<p>Availability of reports, Internal Control System, ABS system, farmer passport and external certification.</p>
Balance ↔ Farmer empowerment			
Value Description	Starting point	Development target	Verification
<p>Farmer empowerment creates independence. It includes economic and social fairness with regard to livelihood, farmer capacity building / premium, access to inputs on credit, good working conditions, training & education and innovation.</p>	<p>According to TechnoServe surveys, average cocoa yield of farmers before joining "cocoa for a better life" was 279 kg/ha (harvest 2008/09). Our association members realized a sustainable yield enhancement up to 1212 kg/ha in the first year (harvest 2009/10) and 1570 kg/ha during harvest 2010/11.</p>	<p>Improvement of yields by tailor made farm programs of associations agronomist, soil scientist, agro-business specialist. Optimum set of farm inputs like new planting material or input package related to farm fertility analysis should be provided to increase yield to an average of 2000 kg/ha.</p>	<p>External surveys to evaluate improvement of yields and within two years an own system to measure output during crop season. Data is included in the ABS system.</p>
<p>Strong social bonds and higher yields are the result of executing the "cocoa for a better life" model.</p>	<p>In Ghana and Liberia an own farmer association has been set up for capacity building. 100% of the premium, which is paid for the certified cocoa, is being transferred to the association in the country of origin. At least 50% of this premium will go straight to the farmers. The other part is used for building the association. Together with a membership fee per acre the farmers association works towards financial independency.</p>	<p>Completely independent farmer association in each country where the 'Cocoa for a better life' model is implemented. Participation in pension scheme and annual health check is standard. Revenues of all members after joining the association have increased on average more than four times. The revenues should increase continually on a yearly bases by professionalisation and improved cultivation techniques.</p>	<p>Annual statements. Receipt of the premium payment. Regular external surveys to evaluate improvement of yields and livelihoods of cocoa farmers.</p>
	<p>For all members inputs for 2 acres is provided on credit. More than 2 acres have to be paid directly.</p>	<p>From season 2013/14 onwards all members are provided with inputs on credit for their full farm acreage. In Ghana average member farm is 7,5 acres. Target is a return rate of 100%.</p>	<p>ABS system.</p>
	<ul style="list-style-type: none"> Ongoing training program where farmers are actively coached to implement all criteria of the Internal Standard on their farms and in the communities. Both staff and farmer trainings are yearly evaluated. Permissible work is clearly indicated in the Child labour Activity Framework and communicated during training and team work. Nnoboia, to prevent child labour, is stimulated. External Technoserve survey presented that child labour is not significant in CAA-assisted cocoa growing communities and zero tolerance policy for child labour exists. Seven cluster centres have been established at the end of 2012. All farmer groups have an agro-storage box in their community and are handling plant protection products and fertilizers in the prescribed way. 	<ul style="list-style-type: none"> Permanent evaluation of good working conditions by training & development department to realize new improvements. Maintain outstanding performance on child labour. In Ghana more than 50% of the cocoa communities should have their own cluster center. 	<p>External certification and Internal Control System. Newly conducted TechnoServe Surveys. Child labour is checked through external TechnoServe survey.</p>
<ul style="list-style-type: none"> Own training facilities in cluster centers. For staff yearly training programmes are running and for farmers the following training modules are developed: <ol style="list-style-type: none"> record keeping farm hygiene technical training on farm maintenance and good agricultural practices 	<ul style="list-style-type: none"> Training facilities in all cluster centres Development of new training in first aid (2013). 	<p>Training modules are in place and evaluated every year including the incorporation of innovative developments. Registration of participation in farmer passport and group record books.</p>	

Balance ↔ Farmer empowerment II			
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	Design and pilot (mobile) banking solution.	New farmers start membership with bank account and implement mobile phone solution for all current farm members in collaboration with nationwide telecommunication provider.	Bank accounts numbers of members in ABS system. All farmers receive SIM card from nationwide mobile provider.
	Launch of Pension Scheme.	Stimulate all association members to voluntary sign up in CAPS (2013/16).	Contracts and ABS system.
	Pilot initiative in at least one representative cocoa cultivation area in 2013.	Initiate and design nationwide scheme (2013/16). Registration of health check in farmer passport.	Internal Control System and External surveys. In future farmer passport registration.
Durable ↔ Chain collaboration			
Value Description	Starting point	Development target	Verification
In the "cocoa for a better life" chain the independent farmer organisations, input supplier and the Ascot sales office are working closely together to deliver sustainable, certified and conventional cocoa beans towards the grinder / chocolate industry.	Chain partners share regular basic information like crop forecasts, warehouse stocks, and market prices. Commitment to provide strategic updates and discuss challenges is present.	Shared information is embedded in (ABS) management system and is kept up-to-date. This way a continuous information flow is secured starting 2013/14 season. Furthermore, yearly business plans, self-assessments, audits, surveys are send to all parties if final version is available.	All parties provide continuous up to date information and key reports are shared.
Ascot has relationships with a first class Dutch state bank, transport companies, warehousing and a global insurance company.	Ascot Amsterdam is co-owned by the Associated West-African Cocoa Producers (44%), currently Cocoa Abrabopa Association (Ghana, 2006), and Cocoa Lela Association (Liberia, 2011). As shareholder they can receive dividend of Ascot.	Ascot, the service provider and the associations have committed themselves towards a long term partnership. A strong chain can only be built if all information will be shared, compared and discussed on a regular basis. Collaboration will optimize long term results for all chain partners involved.	Agreements between associations and Ascot.
	All are open towards each other about the internal cost calculation and try to minimize costs. Efficient chain collaboration leads to optimization of the (chain) processes.	Investigate (price) differences between West African countries and associations as a learning process. Optimize chain processes and stimulate innovation. Ascot, as the forwarded trade office of the associations, should be able to offer the "cocoa for a better life" against the best quality/price ratio to the grinders and chocolate manufacturers.	Annually between chain partners.
	Established relationships and current "cocoa for a better life" model and value framework.	Establish strong partnership with grinders, chocolate industry and retail to join us in "cocoa for a better life".	Sales contracts and partnership agreements for long run regarding to "cocoa for a better life".
Prudent ↔ Environmental care			
Value Description	Starting point	Development target	Verification
The chain partners realize the importance of awareness-training on farm level. Education by a motivated staff has created environmental awareness for farmers. They aim for the conservation of biodiversity and the ensurance of sustainable livelihoods by good farm management and business practices. Sustainable production and responsible collaboration creates a cocoa farm where people and the environment prosper together.	To increase awareness throughout the association, all training includes environmental and conservation issues. Association members receive tailor-made agro inputs containing exactly the right amount for their cultivated acres. Training is given to make the farmers more aware of the active ingredients within the crop protection products. They collect the empty jars at the warehouses and bring them back to the input provider. All association members have a no hunting sign placed on their farm and the members have to plant indigenous shade tree species to promote biodiversity.	The association yearly addresses new topics: in 2012 an initiative has been undertaken to tackle non-regulated crop protection products and in 2013 the training program is focusing on endangered species.	Compliant to conservation action plan and Internal Standard verified by external certification.
	For training, see element Training & Development in this framework. The association advices members to spend part of the certification premium on the education of their children. A clear statement is made (and checked) that the help of children on the farm should not interfere with their right to education!	Next to the priorities mentioned in the action plan the association wants to start granting scholarship to children of farmer members. This will encourage them to continue studying.	Training modules are in place and are being evaluated every year (see element "training and development"). Not permitted child labour is internally (Internal Control System) and externally checked (certification) and evaluated by external auditors.