

# ACHIEVING THE VISION THROUGH EQUALITY AND COLLABORATION

Equality for Sustainable Cocoa  
Production Final Report



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## 2. Foreword

Swisscontact and Cocoa Sustainability Partnership (CSP) are working together to deliver Equality for Sustainable Cocoa Production (ESCP) Project. The Project focuses on enhancing equal participation between men and women in economic and non-economic activities to improve the livelihood of smallholder farmers that support sustainable cocoa development. The pilot was implemented in partnership with MARS in Luwu Timur district, South Sulawesi.

Although the Covid-19 pandemic has not eased, ESCP continued to implement many activities. In the pilot site, the Project continued to facilitate the farmers on the implementation of their action plan at family level as well as at group and community level. The field staff continue to assist the farmers on improving cocoa farms by applying good agricultural practices (GAP), planting more trees for crop diversification, producing organic fertilizers, managing the nurseries, and other related agribusiness activities. Facilitation on technical aspects was done along with facilitation on management aspects in order to strengthen the farmer groups and ensure their sustainability after the completion of the Project.

In general, local authorities appreciated the Project. Three village authorities have provided support to the farmers group which joined the Project and show commitment to provide financial support next year. The Agriculture Agency of East Luwu also has provided support by providing coaching on goat farming and also vitamins and medicine for goats. During the SCPP Completion Event, the Agriculture Agency expressed its

appreciation for the Project because it applies a comprehensive approach. Although it is a cocoa related initiative, the Project applies a sustainable agriculture concept and introduces social and environmental responsibility. There are many parties who can implement cocoa farming activities, but it is rare that parties apply a comprehensive approach like this Project. This is the program that the government needs to develop in the future. Thus, the Agriculture Agency expects the Project to continue and that the parties involved in the effort, such as MARS and also CSP, can continue this collaboration.

MARS, the private partner, appreciates the partnership and will continue to assist the cocoa farmers in the area. During the SCPP completion event in East Luwu regency, Andi Fitriani (MARS) stated that MARS is happy with the collaboration because it has accomplished outstanding achievements for the benefit of the farmers in the area; not only in improvements of skills but also for the welfare of farmers. MARS will continue the Project that was implemented in collaboration with Swisscontact by integrating it into their existing program.

Meanwhile, the CSP Executive Office will continue to carry out several activities in capacity building. More about the progress is elaborated in Section 8 of this report.





# 3. ESCP Highlights

From August to November 2020, the ESCP pilot activities focused on completing the field implementation in support of farmers and initiating the document preparation for future lobby and advocacy agenda. The timeline of ESCP activities during the reporting period can be seen in Figure 1.

In August, the Project implemented a range of community support initiatives to farmers, related to livelihood diversification. In the monitoring and evaluation, ESCP arranged a workshop for the annual review, which was followed by in-group monitoring of action plans and achievements. In September, farmers continued to receive agribusiness coaching via the Project. During the same month, the Project began its first impact assessment. However, this was halted due to the serious illness of the consultant.

In the following month, ESCP continued its impact assessment activities with a new consultant, who tackled the parts of the first assessment that

were incomplete. The Project, moreover, organized an internal consolidation workshop with CSP, in order to confirm budgeting and preparation for the lobby and advocacy agenda. For the latter, the Project prepared the GALS Mainstreaming Protocol, Brief Paper for Policy Makers; and also the development of communication strategy. In November, ESCP began video production for IEC materials in a future presentation of the pilot implementation. The Project team also created a ToC reflection workshop by RA.

As for the sector platform, there were several activities carried out from August to October 2020. Following the success of the ESCP, future

Figure 1. ESCP pilot activities, August–October 2020



implementation of the GALS approach and other efforts toward Indonesian cocoa sustainability that were largely dependent on successful government collaboration, CSP has been chosen as the entity to spearhead these efforts. With that in mind, one component of the ESCP was to equip the CSP Executive Office with the skills and experience

needed to do so effectively. This process of equipping consisted of a series of strategic capacity building activities, along with application of skills gained. CSP will continue the Project implementation for the time remaining, especially with regards to dissemination of the ESCP results, along with other lobbying and advocacy activities.

Figure 2. Timeline of CSP activities, August–October 2020





### 3.1 GALS pilot outreach

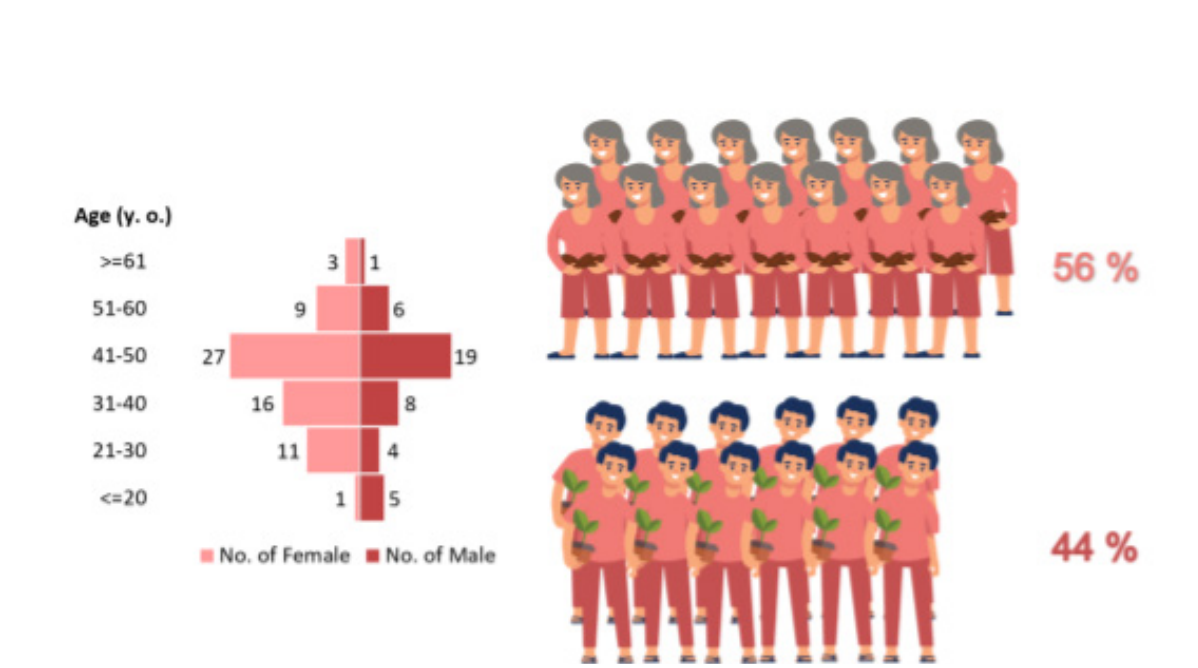
ESCP beneficiaries consist of 21 individual 'catalyst champions' (48% of whom are women) from 18 households that have participated in the Project since its inception. They have disseminated the GALS knowledge and skills to 115 first-layer farmers (57% of whom are women) who applied GALS tools. In total, the Project has reached 136 farmers. The dominant age group is 41-50 years old, which constitutes approximately 39% of the total number of farmers in the Project.

Moreover, another 153 farmers (33% of whom were women) were also introduced to the GALS knowledge in a group meeting hosted by the 'champions' in the first semester of the pilot, but they did not manage to complete and apply the

GALS tools as the dissemination at that time was done informally.

As mentioned in the project proposal document, the aim was for the targeted 20 champions to transfer knowledge and skill gained from GALS to another 180 farmers, meaning that in total there would be 200 affected farmers (champions and first-layer farmers). However, due to restrictions imposed by the Covid-19 situation since March 2020, ESCP managed to achieve exposure to GALS and its application for 136 farmers, which represents 68% of the original target. The configuration and profile of beneficiaries are displayed in Figure 3 below.

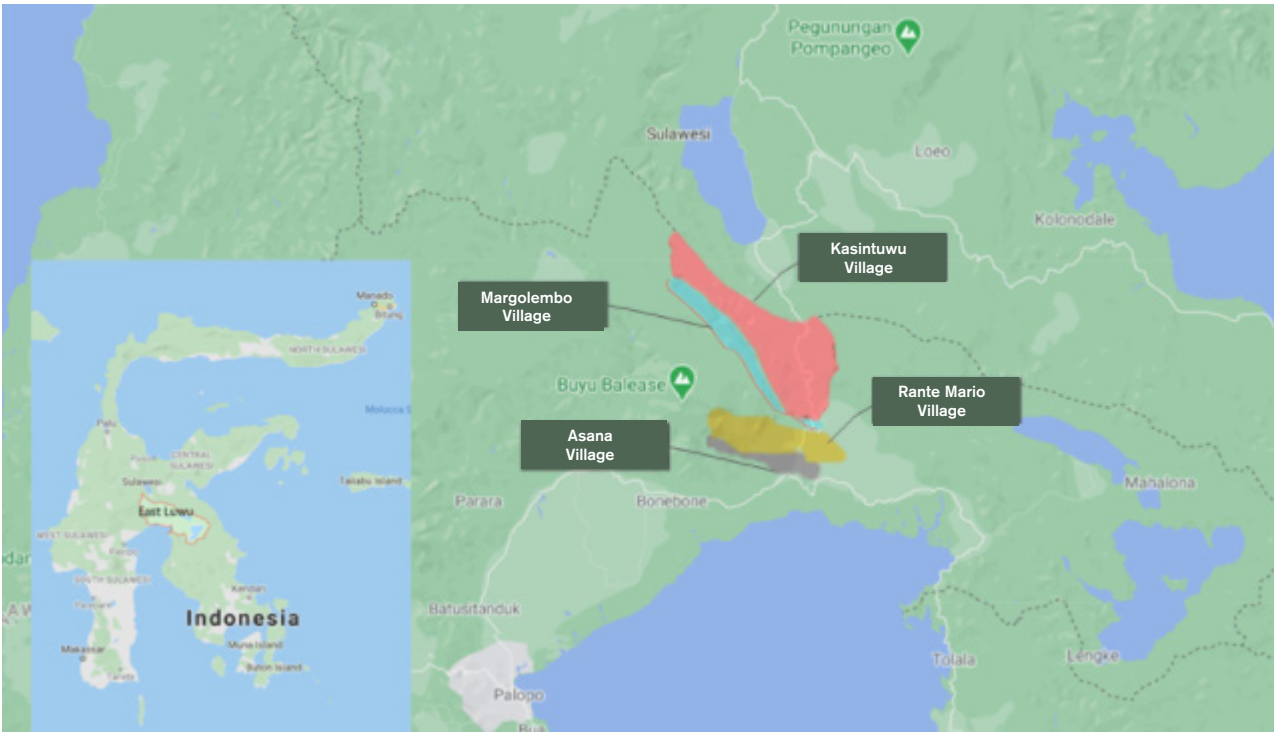
Figure 3. Profile of 136 fully participatory farmers, by age and gender



In addition to individual beneficiaries, the Project also strengthened five farmer groups. These were mostly of respondents in community development activities during the reporting period of the Project. The aforementioned farmer groups are dispersed

across four villages (Rante Mario, Margalembo, Kasintuwu and Asana) from three Sub-districts (Tomoni, Mangkutana and Burau) in Luwu Timur District, as per the map below.

Figure 4. Project sites in East Luwu District, South Sulawesi





# 4. ESCP Impacts and Outcomes

In addition to regular monitoring, ESCP also conducted impact assessment in order to gauge the results of the pilot in Luwu Timur, and to assess the overall impact of the Project. The findings of the outcome and impact on the triple bottom line (economic, social and environmental dimensions) are summarized below:

## 4.1. Economic dimension

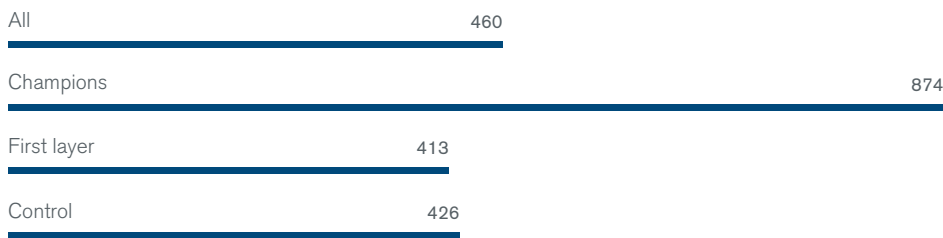
Economic considerations are fundamental to supporting sustainable cocoa farm production. This is especially pertinent in relation to the ESCP impact on reducing smallholder vulnerability, thereby allowing for greater family investment in contributions to the improvement of cocoa farm productivity. In measuring this economic dimension, the assessment looked at both household income generation and financial management.

At the outcome level, the Project has resulted in 80 households (88% of 91 households monitored) managing finance allocation for the management of cocoa farming. Productivity is expected to increase in response to the subsequent allocation of funds for farm development. In addition, a third of champions (33%) have enhanced production by replanting and expanding their cocoa farms. The impact assessment shows that the champions demonstrated the highest average production, with 874 kg (see Figure 5), followed by control (426 kg) and the first layer (413 kg).

At the impact level, the impact assessment shows that the champion and first-layer respondents have relatively better income from cocoa than the control group, as 75% of champions and 72% of the first-layer respondents have an income of more than IDR 5 million (US\$353) in 2020, while only 64% of control respondents generated cocoa income equal to that amount in the same period. In addition, 63% of the champions and 31% of the first layers were shown to have kept financial savings, whereas only 25% of the control group did so.

With regards to income generation, the impact assessment highlighted that 74% of all respondents earned an annual income below IDR 10 million (US\$712), 9% of respondents earned more than IDR 20 million (US\$1,430) and 32% of respondents were found to have an annual income below US\$357 (less than a dollar a day). Realizing this condition, the Project has provided support for income diversification since April 2020. The champions and the first layers responded positively to this initiative;

Figure 5. Average production of all samples



the assessment revealed that 41% of champions and first-layer respondents planned to establish a new source of income in 2020, compared to only 13% of respondents in the control group. In addition to cocoa, agricultural farming remains the primary income source for the champions and the first layers. This includes the cultivation of white pepper, patchouli, palm sugar and fruits, in addition to the husbandry of poultry and livestock.

## 4.2. Social dimension

At the outcome level, 73 households (80%) have shared the workload among each other in managing productive family assets including cocoa farms, while 58 households (64%) have shared access to asset utilization and succeeded in increasing their quantity. In addition, almost all champions (90%) have facilitated either small workshops or individual coaching in their groups/communities to facilitate exposure to GALS, and as a result 268 farmers have been successfully introduced to the system.

The impact assessment shows that champions and first layers generally display more democratic relationships among family members. This is illustrated in the division of labor for daily tasks; 13% of control respondents said this is defined by parents and husbands, whereas only 6% of champions and first layers made the same statement. With regards to leadership, male champions promoted GALS to 94 women

and 114 men, whereas female champions promoted GALS to 65 women and 4 men. The impact assessment shows that male champion respondents were more confident (or perhaps more comfortable) in promoting the tools to both male and female peers, while the female champion respondents generally disseminated information within the boundaries of their gender demographic.

## 4.3. Environmental dimension

At the outcome level, the impact assessment revealed that 88 households of champions and first layers (80%) have planted shading trees, the most popular species being fruit trees such as durian and langsung (*Lansium parasiticum*), in addition to timber tree species such as bitti (*Vitex Cofassus*).

Some of the farmers have applied integrated pest management (such as condomization and pest traps). In addition, fifteen champions (83%) have produced organic fertilizers (compost and/or liquid organic fertilizer). Based on the testimony of Pak Masrul, one of the champions, the application of organic fertilizer has reduced the use of chemical fertilizers about half. Currently, the Bahagia groups also plan to produce organic pesticide made from goat urine. The group also plans to test the organic fertilizers in order to get a license for commercialization.



# 5. ESCP significant changes

## 5.1. Individual behavioral changes – perception and awareness

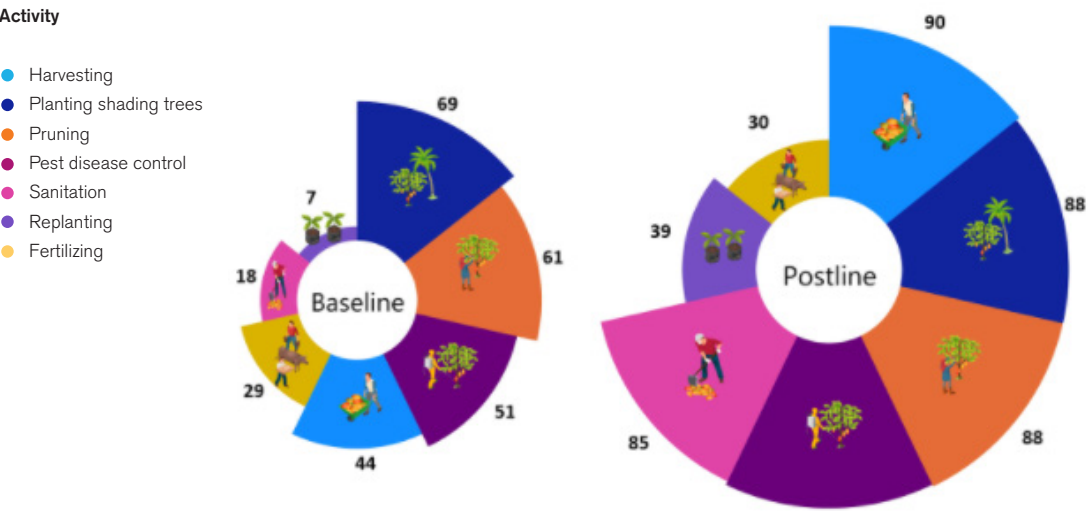
After nine months of ESCP Pilot implementation, the Project has seen many changes at farm level. Regarding the awareness on the importance of farming management, the Project found a lot of changes relating to the sharing of tasks and efforts to increase income, along with efforts to manage financial expenditure and improve the management of additional fixed assets.

Figure 6 shows the transformation of good agricultural practices applied by the Project farmers over a period of nine months. A total of 18 household (HH) champions have disseminated GALS to 84 individual first layers (or 73 household first layers). In the first quarter, many of the first layers changed practices in managing their cocoa farms. Before joining the Project, they didn't have any plans to pursue replanting, fertilizing or sanitation. Currently, these plans are

already in place, and are proceeding according to the action plans and schedules implemented in each case.

As a result of the Project, several farmers who previously did not care for their farms have since become more motivated to do so. This development is demonstrated in the replanting and farm development planning that is now taking place. In order to solve the issue of prohibitive costs and access to high-quality fertilizers, some champions and first-layer farmers have produced organic solutions, such as compost and liquid organic fertilizers, by utilizing the waste materials from their homes and farms. Figure 5 (below) shows the number of household champions and first layers who have adopted good agricultural practices according to the GAP standard, such as pruning, fertilizing, sanitation, pest and diseases control, replanting, the planting of shading trees, and frequent harvesting. The data shows a cocoa production increase of 44%.

Figure 6. Good Agricultural Practices (GAP) applied by 91 household champions and first layers



In collaboration with MARS, the Project has adopted and implemented measuring protocols using Adoption Observation (AO); a tool developed by MARS and their partners to measure the adoption of GAP and to help farmers develop their farm maintenance plans. Thus far, 24 champion and first-layer farmers have been surveyed for the adoption observation by MARS.

Figure 8 depicts the champion's promising progress in increasing their income since the beginning of the Project. In total, 32% of champions and first layers increased their activity in the animal husbandry (goats, cows, pigs) and poultry (chicken and duck) section. While some farmers have only just initiated the activities since

joining the Project, others have also increased their number of animals. Some of them have also sold their cattle and/or poultry.

Around 30% of farmers increased their income through crop diversification. They have planted annual plants, such as chili, tomatoes, eggplant, etc.; herbal plants, such as ginger, turmeric, lemongrass; and fruits, including papaya, pineapple, banana, etc. In addition, they have also planted temporary shading trees, such as gamal, lamtoro, etc.; and permanent shading trees, including durian, rambutan, langsung and avocado. In total, 19% of participants increased their income by working as hourly laborers in cocoa farms and other agricultural and non-agricultural sectors.

Figure 7. The percentage of farmers who adopted each control point of the Adoption Observation in Q4 of 2019



Figure 8. Number of farmers who diversified their activities for additional sources of income

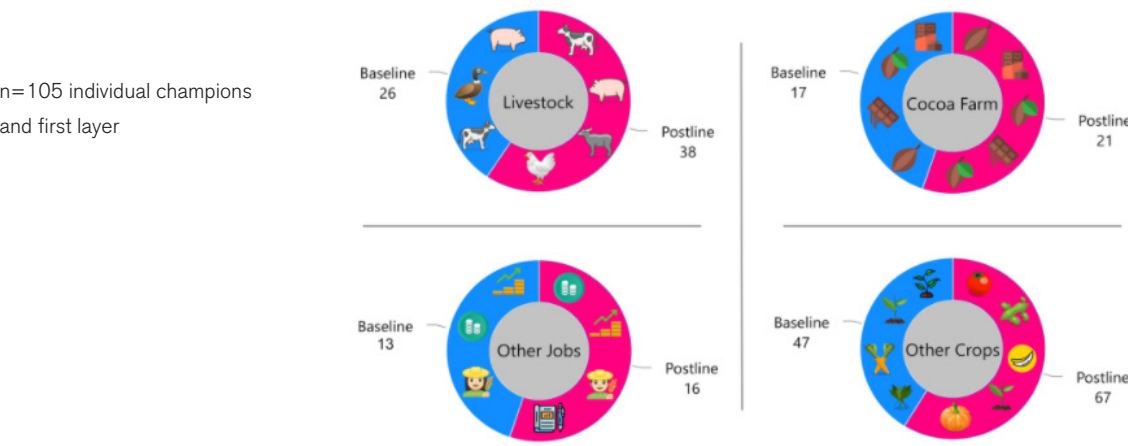




Figure 9 illustrates changes in household financial management. The data shown here indicate a significant reduction in expenditure by champions and first layers after joining the Project. Although not all farmers provided details of their expenditure and the cost saving, their testimonies have confirmed they have made significant changes to their spending and improved their household financial management.

The most significant change is savings on spending for accessories, cosmetics and clothes. Approximately 60% of champions and first layers - especially the women - have successfully reduced their spending on accessories, by purchasing cheaper alternatives and/or limiting their overall spending. Out of 42 farmers, 27 have successfully reduced their expenditure on

daily needs, such as children's snacks, rice and vegetables. The farmers also combined rice and tubers in order to reduce rice consumption. In addition, some have planted vegetables, thereby reducing their need to buy.

In addition to daily needs, around 50% of farmers have also lowered their lifestyle expenditure, by reducing their smoking, coffee and gambling habits. Lifestyle expenditures dropped by 12% on average (from baseline to postline). Other cost savings include spending on phone bills, electricity bills and gasoline. In addition, they have also reduced their consumption of chemical fertilizer by producing organic fertilizers; an action that has lowered the overall cost of farm maintenance.

Figure 9. Progress of changes in family expenses



(n= 18 household champions + 73 household first layer)

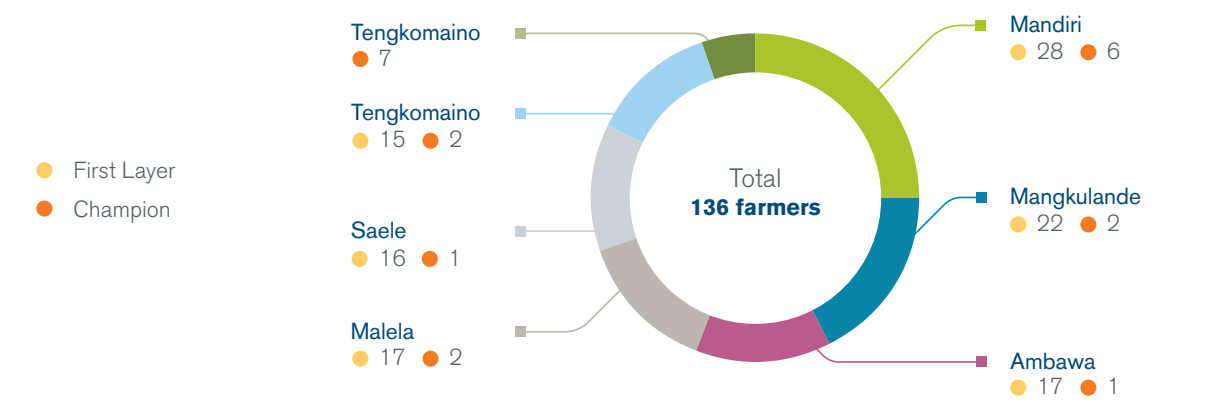
\*Numbers in bottom-left corner of each box show the number of household champions who have successfully reduced their expenses in each category (daily needs, accessories and apparels, hobbies, billings, other, cocoa farming and other commodities).

5.2. Group behavior changes

In addition to individual behavioral changes, improvements can also be seen at the group level. The champions and first-layer farmers are distributed in seven sub-villages in Mangkutana sub-district and Tomoni sub-district of Luwu Timur.

During the annual review workshop in August, participants received advanced GALS tools, including Achievement Journey, Empowerment Diamond and Marketing Map. These tools help the participants to analyze their current condition and develop plans for improvement. Each group discussed the topic, and the results were visualized using the tools.

Figure 10. The number of farmers in each coached group



5.2.1. Collective achievement journey

In the Achievement Journey tools, participants shared their activities and achievements in relation to plans that were drawn in the multi-lane highway tools, including household financial management, income diversification and farm management. Figure 10 shows the activities and achievements of 136 farmers (champions and first layers) in three aspects: GAP adoption, household financial management and income diversification. The activities and achievements of each aspect can be summarized below:

- **GAP adoption.** Almost all participants have conducted pest and disease control (133 farmers), pruning (97), sanitation (80), fertilizing (79), and replanting (42). Most of them have completed harvesting (121).
- **Household financial management.** Savings have resulted from efforts to reduce household expenditures, such as reduction in the electricity and phone bill (84 farmers). Among this group, many have achieved

a significant reduction (31), including a reduction in smoking (26). From these cost savings, four farmers have been able to acquire new productive assets.

- **Increased income.** Some farmers increased their income through additional farmland (32 farmers), while others bought new land with loans (10). Many of the farmers have tried to diversify their income sources by planting other commodities (70), and/or other agribusiness activities, such as livestock and poultry (98), and vegetables (100). To achieve better farm management, some hired workers to assist them in farm maintenance (52).
- **Social empowerment.** The annual review also demonstrates that GALS methodology promotes social empowerment. This is displayed in the following indicators: better teamwork (78 farmers), group knowledge sharing on cocoa and agriculture in general (65), and bridge repair (21).





During the review, farmers also identified opportunities and challenges for achieving their vision. Examples can be seen in Figure 11 below.

- **The opportunities.** Farmer group strengthening is at the top list (76 farmers), followed by access to fertilizer (74), subsidized seedlings (73), insecticides (72). Cooperation (43) and financial access (17) were also identified as opportunities. Some farmers also view MARS and Swisscontact as potential opportunities (67).
- **The challenges.** Pest & disease are top of the list of respondents' answers (75 farmers), followed by fertilizers (72), road access (65), working alone (38), seedlings (36) and bridge (5).

Figure 11. Collective achievement journey

n = 136 individual champions and first layer



## 5.2.2. Empowerment Diamond and Leadership Diamond

In the Q3 review, the facilitator introduced the Empowerment Diamond tool, aimed at assisting the farmers in identifying what women and men like and dislike, while also developing mutual commitments among them to improve the negative aspects of the findings. They then developed plans for self-empowerment, in order to achieve the collective vision.

In the annual review, the Leadership Diamond tool was introduced in order to assist the participants in identifying leadership characteristics that are deemed to be desirable or undesirable. These priorities were then selected, and groups made a commitment to action plans that could help them to achieve ideal condition, by strengthening the desirable elements and reducing undesirable conditions.

From the 28 participants who joined the annual review workshop, a combination of women and men shared opinions to help determine what should be empowered and not empowered. Based on the

voting, it was identified that some key points needed to be supported, such as changes in leadership structure, using teamwork to solve problems, participation in training sessions, commitment, and knowledge sharing. Negative issues in need of attention were related to internal conflict, lack of discipline in terms of time management, unwillingness to cooperate, frequent criticism or naysaying, and differences in overall vision.

## 5.2.3. Marketing map

The marketing map was introduced in the annual review. This tool assists the farmers in identifying the market and value chain, analyzing the cost and benefit of each option, and developing marketing strategies for their products.

Based on the above three tools, the champions and first layers developed group action plans for their activities and businesses, including the production of organic fertilizers, planting vegetables, regular meetings, nursery management and the collective marketing of their products.





5.3. Social empowerment

Champion farmers have voluntarily introduced GALS methodology to their peers through group and individual meetings. Almost all of them, comprising 19 champions in total (8 women & 11 men), have facilitated either small workshops or individual coaching in their groups and communities, and in total they have disseminated GALS to 268 peers. However, the level of information and skills shared varies among champions. Most visits were limited to introducing the GALS concept, while nearly half of the visits involved outlining the vision, family tree and action plan. The champions acknowledged that encouraging their peers to draw their vision was challenging, as they preferred an informal discussion.

Among 268 first-layer farmers who were exposed to GALS, there were 115 who drew visioning and/or other GALS tools. This tallies up the number of active participants in applying GALS tools to 136 farmers in total (including 21 champions). Among 136 farmers, there were 123 farmers (91%)

whose vision journey focused on their cocoa farm improvement over other crops or activities in their livelihood sources.

Among the 115 first layers who drew GALS tools, 84 farmers (60 women and 24 men) drew all four main GALS tools. Some of them shared GALS tools with their families. About 15% of those monitored shared GALS with their immediate families, including parents, siblings, sisters- and brothers-in-law and mothers- and fathers-in-law.

The dissemination of GALS tools among peers is depicted by the social empowerment map in Figure 10. From the color classification, it can be seen that most farmers (77%) applied complete sets of GALS concepts, consisting of four key tools and two complementary tools. GALS-sharing networks of farmers with nearly complete drawings are farmers who shared with four household champions (see the map from bottom-left to top-center: Murni, Haslinda-Masrul, Hania and Jamaludin). The latter was the latest network cluster and immediately shared GALS tools with the people around them. Moreover, 73% of GALS dissemination occurred

in Q4 of 2020 (indicated by the red lines in the map), rather than in Q1 of the Project period, since champions required more time to experience GALS for themselves before sharing with others.

GALS methodology provides tools for the champions to analyze their conditions and develop action plans to achieve their vision. The peer sharing allows the champions to share their vision and discuss how to achieve their aspirations. The social interaction process empowers the community to help themselves, driving them to develop action plans that can alter conditions according to their shared vision. As the plans come from within the community itself, this creates a dynamic sense of ownership, agency and responsibility. Those who formulate these plans are more likely to commit to their implementation, and more inclined to use their own resources to bring their vision into being. This allows the community to operate without dependence on outside help from private companies, government or other public funding such as NGOs and other projects. Any external support from other parties, e.g. private sector, NGOs, will therefore complement existing initiatives with supplementary resources; accelerating the process without being key to its ignition.

and goat farming. Based on these findings, the Project developed a capacity building program that included the provision of materials and equipment, with the intention of stimulating and complementing their initiative, and ultimately supporting the group in realizing its shared vision.

The capacity building program related to a combination of technical issues and management. The technical aspects were provided in order to assist the group in the implementation of agribusiness activities, while the management elements were needed to improve their capacity in managing these activities. The management group is a crucial resource in ensuring the development and sustainability of the group.

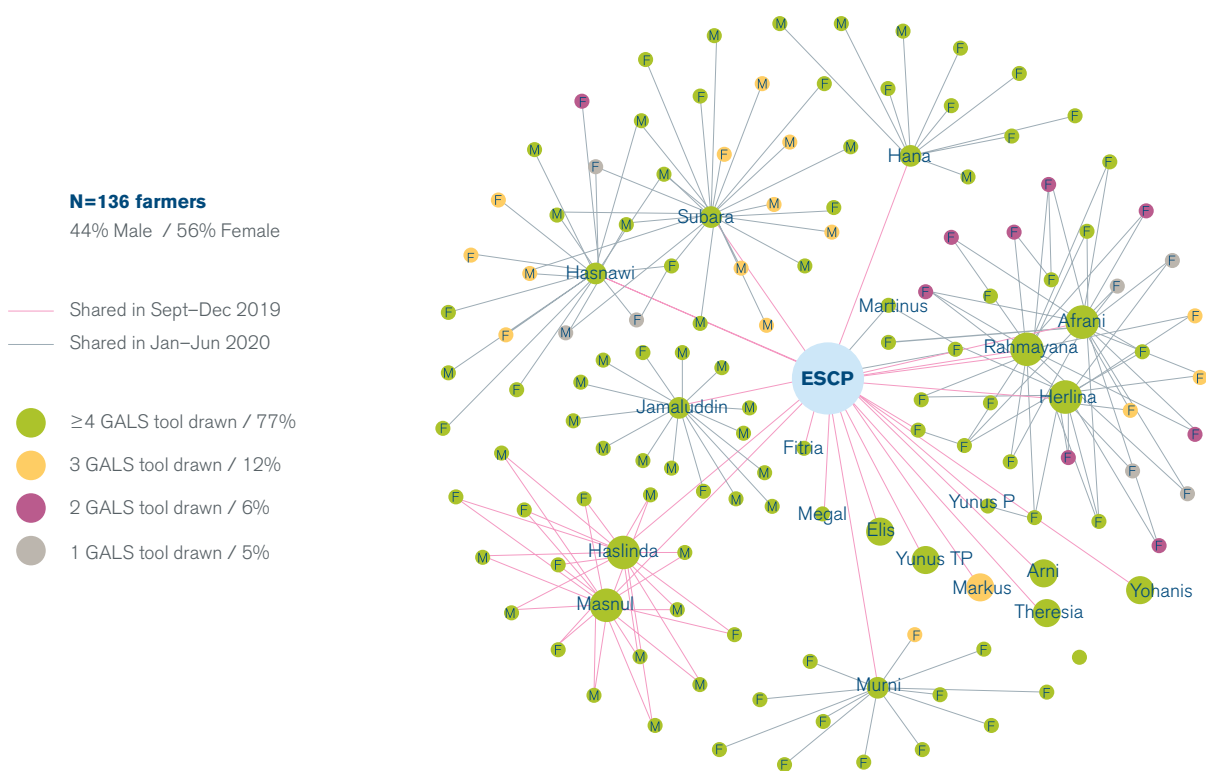
To date, these agribusiness activities have already begun to generate additional income for the farmers, especially via the horticulture activities. To support the marketing of their products, the farmers are supported in identifying suitable markets using market map tools. In addition, the development of collective marketing is also being facilitated. Champions who have shown an interest in and capacity for marketing have coordinated the marketing of the horticulture products produced by the group members and helped to sell them at the local market. These group activities have received attention from local village authorities and government agencies. Several groups have received support from the village authorities and the Agriculture Agency. In addition, several groups have also been invited to submit a proposal for the development of agribusiness activities.

Organic fertilizers produced by the champions have been applied in their farms with some positive results, with the implementation of organic fertilizers reducing the consumption of chemical alternatives by around 50%. This application has reduced the cost of farming and increased support for environmentally friendly practices. In order to support fertilizer business development, the Project intends to facilitate collective marketing and provide support, including testing of fertilizer products and standardization of organic fertilizer produced by the groups.

Several changes in the community have been initiated by the champions. Hasnawi (45 years old), a champion from Kasintuwu village, shared the GALS and his vision with his social network. The interaction with his peers led to an idea of reviving their group, which had been inactive for years. With support from the village authority, they finally were able to establish a new farmer group called Mattirodeceng (meaning “follow the goodness”) and have already been legally registered as farmers’ group. They expect the group to be a place for communal learning, where technical assistance and other government programs can be accessed.

During the Q2 review, most of the champions revealed plans to diversify their income. The Project provided support for this initiative by assigning an agribusiness consultant, who commenced work in April by facilitating a needs assessment. The assessment identified four agribusiness activities that they wanted to develop: nursery, organic fertilizer, horticulture

Figure 12. The social empowerment map of GALS tools dissemination





## 6. The Changing Stories in the Community

The Project has not only changed the participants' lives at an individual and household level; the intervention has also altered behavior in groups and the wider community. The following stories provide qualitative information related to these adaptations, and shows how the group level can play an important role in realizing the collective vision. The fact that there have been changes or improvements at the group level has already been identified by the survey respondents as “the most significant change.”

### The group makes life easier

The Bahagia farmers group from Margolembo village, Mangkutana district, East Luwu:



*“Bahagia means happy. Our farmer group was formed in 2008. We currently have 33 members. Our members are hardworking and like to work together to help each other. We are more motivated because of field coaching by Swisscontact staff, who provide advice and solutions to our problems. Our target to have a nursery has been realized and we are waiting for the cocoa seedlings in our group’s nursery to be ready for planting. We have prepared our land so it is ready.*

*Our participation in the ESCP Project has provided immediate impact, such as we can manage our farms better, have more self-confidence, have work plans and clear division of tasks. We have regular group meetings to discuss our work plan. Currently, we feel our performance is high, which is the most important impact. It has not only impacted the group performances, but also had an effect on each individual in the group. We are happy with our achievements so far, and it makes us feel healthier and stronger.*

*We have developed our group vision and target, such as increased cocoa production, a happy life, our children finishing their school studies, successful farmers, growing vegetables, compost production, nurseries and livestock. Of all these targets, some have already been achieved, such as planting vegetables, chilies, peanuts, and patchouli. In achieving the vision, we work together, make work plans, discuss in groups and use the tools, such as the Group Achievement Journey, Empowerment Diamond and Marketing Maps.”*

### Collective effort resulting in additional income

Harapan Makmur farmer group from Mangkulande sub-village, Kasintuwu village, Mangkutana sub-district, East Luwu:

*“Our group was established in 2014, and up to now it has 10 members. Our group participated in the ESCP Project organized by Swisscontact. The Project is very good and the learning system is easy to understand. We are very happy and excited to participate in the training and coaching activities, because we receive new knowledge on farming, such as good agricultural practices, nurseries management, composting, etc. In addition to cocoa farming, we also learn about how to manage finances well and understand the importance of sharing roles in the family. We are also more active in group activities now. Before joining the ESCP, our group activities were almost non-existent.*

*After participating in this Project, our income has increased, our group members have become more active and we even have*



*monthly meetings scheduled now. This change is important for us because we have learned how to work together in groups. The group activities have also had an impact on our income. During the group activities, we have learned how to plant vegetables such as eggplant, mustard greens and chilies, and have learned how to make compost. Growing vegetables is an important change for us. In the past, we didn’t have activities while waiting for cocoa harvesting time, so we don’t have income during the waiting period. Another important change is the knowledge of how to make a plan and manage finances well. Now we are excited to take care of our farm, because our income has increased. Now, we have become more aware of good farm management.*

*We have been greatly helped in achieving our dreams, because in this Project we have learned to make plans, sharing responsibilities and activities in the household and farm, and learned about financial management. Several groups’ targets have been achieved, such as the group garden, livestock and vegetables, cooperation on maintaining the cocoa farm, and the group savings.*

*We hope the ESCP can support our group and the other groups’ needs, such as farm supplies and equipment, and help provide access to subsidized fertilizers.”*

### New farmer group, but more productive

Mattiro Deceng (meaning ‘follow the goodness’), Kasintuwu village, Mangkutana sub-district, East Luwu:

*“This group was just established this year, and has 30 members. In our opinion, the ESCP is excellent and has amazed us. By joining the Project, we have gained new knowledge. The Project is very easy to understand and we were able to exchange ideas with other participants. There are several direct benefits from*

*participating in this Project, such as understanding financial management, knowledge and skills in production of compost and organic fertilizers using local micro-organisms. In addition, our group members have become active and relationships among the group members have been strengthened.*

*While waiting for cocoa harvest time, we are growing annual crops such as vegetables and chilli. Our hard work is currently paying off, as there is always an increase in results every month. Changes in the group can be clearly seen by the formation of a strong unity of members and mutual cooperation between group members. The most important change is that all group members already know how to take good care of the farm. Before we only knew to plant cocoa trees, without knowing how to take care of the farm properly.*



*Our group has a dream to increase income and produce good compost, and our group members are currently active. To date, several dreams have been achieved, such as the production of compost, the group meetings are active, our cocoa is bearing fruit, and our income has been increased. The training and coaching helps us in achieving group visions. The training and coaching motivate us to be serious in maintaining our farms, help us to increase income, and strengthen group cohesiveness. Learning about the Vision Journey and Happy Family Tree was very helpful for us, because it helped us to make a plan.*

*We hope that coaching will continue, but we are aware that we should be independent after this Project has been completed. We should be able to apply the knowledge and skills we receive during our participation in this Project, so that all our dreams can be realized. We hope we can market the vegetables and fruits that we plant, so that we can have more additional income.”*



Reviving enthusiasm for cocoa farm management

Sumber Kasih, Rantemario village, Tomoni sub-district, East Luwu:



“Our farmer group has 35 members and has been established since 2008. Regarding the ESCP, our group’s view of this Project is very positive. It makes our group members motivated to prioritize cocoa farming. There are several direct benefits from this Project, such as our work becoming better planned and organized, making us dare to dream and open our minds that the knowledge we get from this Project should be applied for ourselves, families and groups. We are also happy with this Project because we have new experience in setting targets and work plans.

Before joining the ESCP, our group was almost inactive; the members rarely attended group meetings. After participating in the ESCP, the group became active again, group meetings became more regular and group activities were planned. There are various group activities, such as sanitation, compost production, growing vegetables, replanting cocoa and planting corn between cocoa seedlings (inter-cropping during the replanting). Of all these activities, compost production is

the most important activity, because it increases family and group income. Now we have collaborated with village-owned enterprises (BUMDES) for the marketing of compost produced by our group. One challenge in participating in the group activities is the distance, because the distance to the location is too far and the access road to the location is not good. Another challenge is that several members have young children, so they have to take care of their children. However, the good things are members are easily directed, because our group members have got the benefits of participating in group activities, such as subsidized seedlings, fertilizers and farming equipment.

Our farmer groups have dreams, including owning a business that generates money, working with BUMDES, producing compost. Our group is active and growing. From our dreams, several have been achieved, such as working with BUMDES, group meetings have started to be active, and we have produced compost. These have been achieved with support from the ESCP project, including work plans development, new knowledge on good agricultural practices, managing household finances, respecting time, and increasing land area or buying new land. The most helpful and useful tool is the vision journey, because from this process we became aware of how to make plans and how to achieve them. Through other tools, we also learned how to empower and strengthen groups.

We hope fertilizers will continue to be available in the future, so that we can continue to improve our farms, and hopefully new innovations will continue to emerge to make our work easier. We also hope BUMDES can continue to collaborate with us, not only in marketing organic fertilizer products, but also other products produced by group or group members.”

7. GALS mainstreaming protocol, gender-sensitive policy brief and communication strategy

Following the completion of the ESCP Pilot in Luwu Timur, the Project has conducted an impact assessment to understand the result of the Pilot. The result of the impact assessment will be one of the references used to develop the gender equality mainstreaming protocols and a brief paper for policy makers. The GALS mainstreaming protocols and brief paper for policy makers are needed to ensure adequate gender equality impacts and more gender-sensitive strategies for the sector. The brief paper for policy makers is intended to provide recommendations for policy makers in the commodity/agriculture sector related to the importance of gender mainstreaming (with reference to the ESCP Pilot in Luwu Timur) and to assist them in scoping gender sensitive strategies for their policy documents.

The ESCP has appointed a consultant to develop GALS mainstreaming protocol and a consultant to develop a policy brief on gender equality and social inclusion in sustainable cocoa production. The GALS protocols can be used by cocoa stakeholders as guidance on gender mainstreaming in the cocoa farming sector. The policy brief will provide an overview on the current situation, including the challenges and recommendations relating to gender and social inclusion in cocoa production in Indonesia.

To support the lobby and advocacy activities, the Project also appointed a consultant for the development of a communications strategy. The consultant assisted the ESCP team in developing a communications strategy for lobby and advocacy, and advising on the development of Information Education Communication (IEC) materials used for the dissemination of the ESCP Pilot result.



# 8. Capacity building and advocacy support

One important aspect of ESCP was to equip the Cocoa Sustainability Partnership (CSP) Executive Office (EO) to spearhead efforts toward continuing the impact of lessons learned from the implementation of the GALS approach. To this end, a comprehensive capacity building program was administered over the two-year duration of ESCP. Areas of weaknesses among CSP EO personnel were identified and targeted, especially areas relating to the ability of CSP as an organization to influence government policy and coordinate the sustainability programs of Indonesian stakeholders, adhering to the CSP EO key performance indicators (KPI).

Another element of ESCP is supporting the institutional level to uptake the gender approach through government regulation and academic institutions. CSP as a cocoa sector platform plays a key role in disseminating the GALS pilot result, not only to its members but also to related ministries as mandated in the proposal document of the Project.

## 8.1. Lobbying and advocacy

Lobbying and advocacy are a high priority category for capacity increase, as this area not only reflects perhaps the most important function of the CSP EO, but also directly relates to the ability of the CSP EO to help influence government policies related to the GALS approach. Through workshops, value proposition development and strategy sessions, CSP has been able to achieve unprecedented coordination between all levels of public and private Indonesian cocoa stakeholders and has seen important outcomes come to fruition.

### 8.1.1. Private sector lobbying and advocacy outcomes

Over the last two years, CSP has experienced unprecedented progress due to the efforts of the CSP EO in gaining and applying lobbying skills.

- i. The CSO EO was able to initiate a data sharing agreement between CSP members who are normally hesitant to share data. The EO formed a system of aggregating data with which members were comfortable to agree.
- ii. Over the duration of the two-year capacity building program, the CSP EO put their skills and preparation to use by securing four new CSP members: Pupuk Kaltim, TMCI, JB Cocoa, and Save the Children, furthering the building of a core of members with various functions in the world of cocoa sustainability.
- iii. The CSP EO successfully coordinated agreement from all private sector members regarding a cocoa-specific fertilizer formulation.
- iv. In addition to membership fees, the CSP EO lobbied and successfully proposed projects, receiving additional funding from companies and organizations including IDH, Rikolto Indonesia and Rainforest Alliance.
- v. Overall satisfaction of private sector members regarding the performance of CSP according to all CSP EO KPI areas of focus has increased noticeably over the course of the ESCP.

### 8.1.2. Public sector lobbying and advocacy outcomes

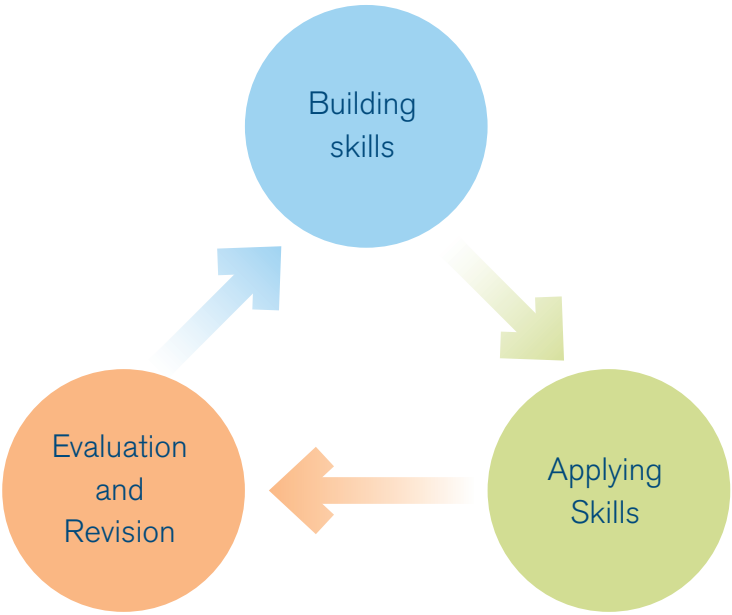
The relationship between CSP and the public sector has also improved significantly, as seen by lobbying outcomes and increased recognition of CSP by the Indonesian Government

- i. A cocoa-specific fertilizer was approved, allocated and subsidized by the Government, as initiated by CSP toward increased cocoa productivity.
- ii. Regional governments from the four regencies who participated in the first year of cocoa fertilizer distribution gathered to sign an MoU in support of the initiative.
- iii. Fertilizer demonstration plots established with support from The Indonesian Agency for Agricultural Research and Development (Ballitri) and The Indonesian Coffee and Cocoa Research Institute (ICCRI).
- iv. Cocoa planting material regulation revisions are in development and additional cocoa clonal varieties are being tested based on recommendations by CSP.

## 8.2. Capacity building

The CSP capacity building process is illustrated in Figure 13. After baseline capacity establishment and identification of needs, CSP executive personnel underwent several skills-building activities as described in the detailed information below.

Figure 13. CSP capacity building program cycle





8.2.1. Building and applying skills

The capacity building program for the CSP Executive Office was designed to build skills and then see those skills applied to consolidate new knowledge, while simultaneously achieving organizational objectives. These activities were called ‘applied skills initiatives.’ An applied skills initiative includes a skills/knowledge building activity (workshops, training, etc.) along with a related activity in the field. The table below shows the skills activities conducted and how those skills were applied.

Table 1. CSP EO skills/ knowledge building activities

	Skill/knowledge building activity	Capacity building date	Application	Applying date
1	Public speaking	25 April 2019	Public speaking practice at CSP General Assembly	30 April – 1 May 2019
2	CSP value proposition	1 May 2019	Development of a concept note to IDH in order to secure funding for cocoa fertilizer distribution monitoring and evaluation	September 2019
3	CSP Communications strategy	16–17 August 2019	Coordination with several government offices, fertilizer producers and CSP members to initiate cocoa fertilizer production, subsidy and distribution.	April–December 2019
4	Business english–1	11–12 September 2019	Applied in daily work, communications and member meetings	Continuous
5	Persuasive Speaking and Personal Branding	22 November 2019	Skills on how to present oneself with a positive image and how to speak persuasively were applied in the coordination of planting material regulation revisions	August–December 2019
6	Business English–2	19–20 December 2019	Applied in daily work, communications and member meetings	Continuous
7	Report building	29 January 2020	CB Reports	31 January 2020
8	Lobbying and advocacy framework	30 March 2020	Cocoa fertilizer regional government coordination meetings—CSP EO received support from all entities	4 February 2020
9	Concept notes and proposals	April 2020	The CSP EO successfully prepared a concept note regarding their intercropping field study	30 May 2020
10	Professional emails in English	20 June 2020	CSP EO personnel revised the way that they communicate via email, with both public and private partners	Continuous
11	Business English 3	June 2020	Applied in daily work, communications and member meetings	Continuous
12	Monitoring and evaluation workshop	9-10 August 2020	The CSP procured funding for cocoa fertilizer monitoring and evaluation and are managing the project	2020–2021

8.2.2. Next steps

CSP will continue the capacity building program until January 2021 with the following activities:

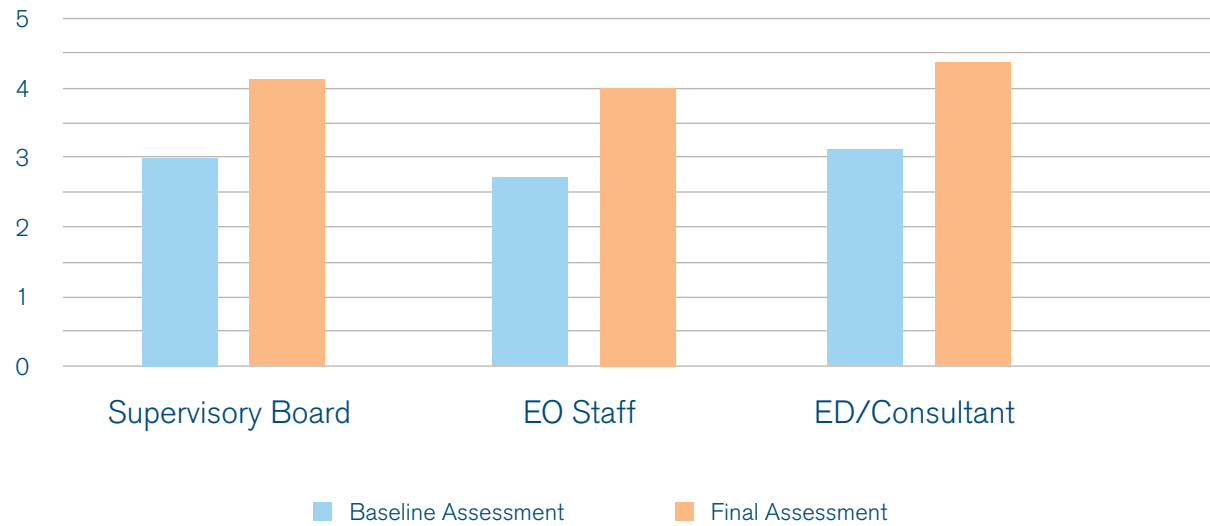
Table 2. CSP EO applied skills activities

	Skill/knowledge building activity	Capacity building date	Application	Applying date
1	Public speaking 3	December 2020	In daily work—more applied results to come	Continuous
2	Business English — final evaluations	December 2020	In daily work—more applied results to come	Continuous
3	Public speaking 4	January 2019	In daily work—more applied results to come	Continuous

8.2.3. Capacity Building Results

Baseline, mid-term, and final assessments were conducted by the external consultant team in January 2019, January 2020, and November 2020, based on interviews (Executive Director, Executive Staff, Members) observations, and surveys broken down into the four Key Performance Indicator (KPI) categories of Government Engagement, Platform Legitimacy, Organizational Facilitation, and Financial Sustainability. The graphs below shows the perceived capacity increase of the CSP EO according to three separate parties over two years, when averaging all KPI categories:

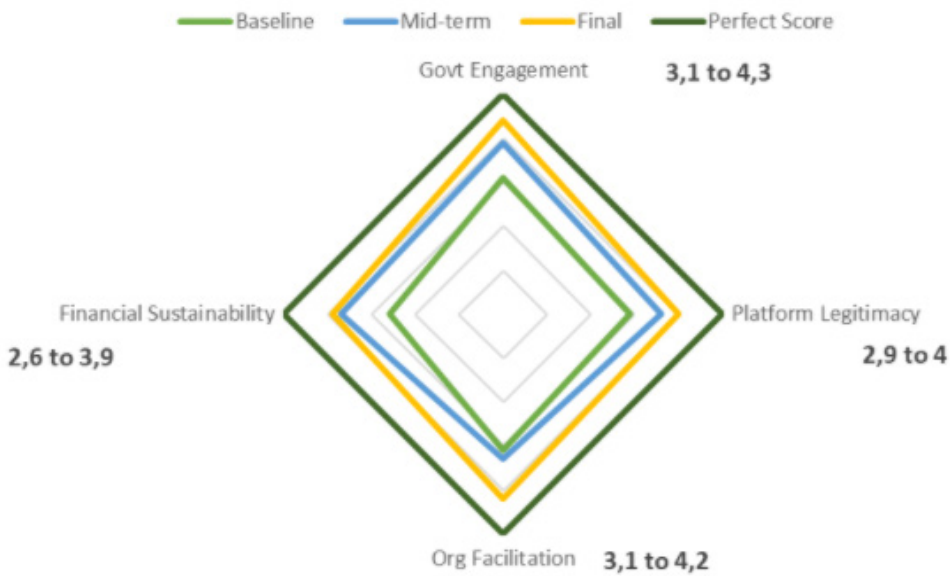
Figure 14. Combined capacity increase





The matrix below shows an overall summary of perceived capacity increase when combining all surveyed parties and KPI categories:

Figure 15. Summary of perceived capacity increase



Progress is described in the table below based on data from all surveyed parties from the beginning of the ESCP CSP EO Capacity Building Project until the end of the two-year Project.

Table 3. ESCP CSP EO capacity building project progress

KPI Category	Baseline	Final	% Increase
Government Engagement	3,1	4,3	24%
Platform Legitimacy	2,9	4	22%
Organizational Facilitation	3,1	4,2	22%
Financial Sustainability	2,6	3,9	26%
Overall	2,9	4,1	24%

To the extent that we are able to quantify organizational capacity, **the CSP Executive office has improved by approximately 24%** as a result of the ESCP capacity building efforts.

## 9. Lessons Learned and Opportunities

**Developing collaboration.** GALS methodology helps farmers to develop collaboration within their social network and allows participants to increase social contacts, developing their communication and leadership skills. It motivates the participants to work together through formal as well as informal groups. The interaction among them during the workshop allows them to communicate and develop collaboration.

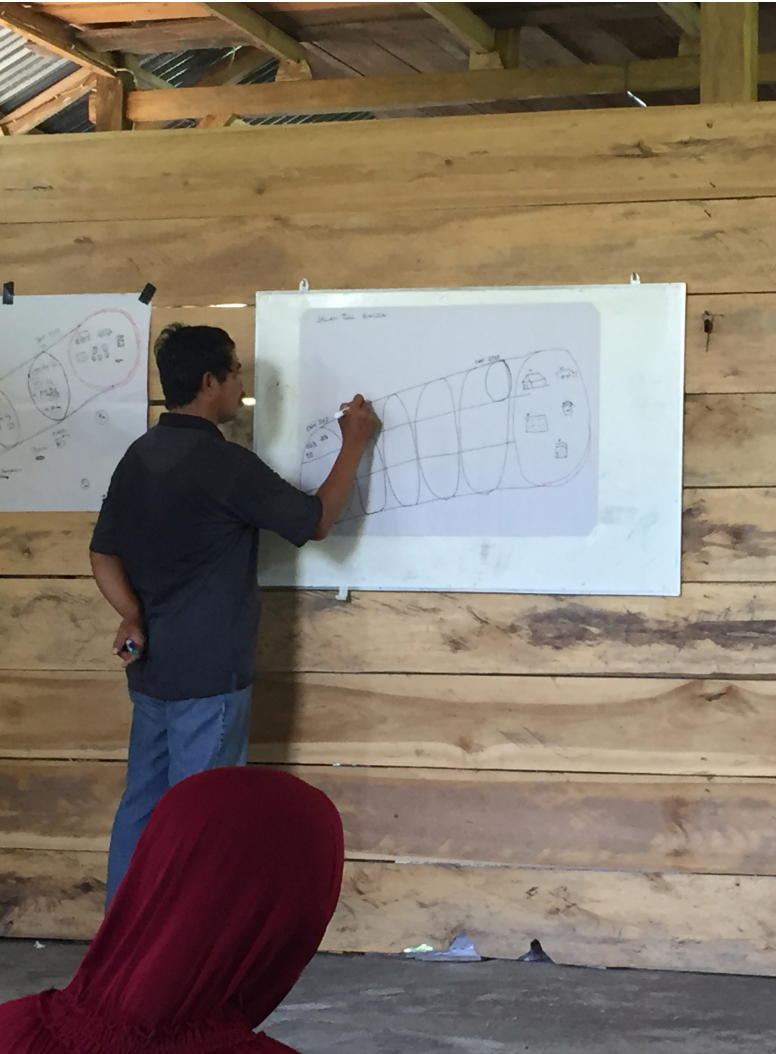
**GALS initiated community-led advocacy.** The GALS process enhances their self-confidence and strengthens their communication skills in order to make their voices heard and advocate in the community's interest.

**Peer learning (farmer to farmer) methodology still remains an effective approach for knowledge dissemination in the agriculture sector.** The farmer-to-farmer method allows skills and knowledge sharing among farmers. The knowledge sharing process can run smoothly, as they speak in their own language and discuss issues from within their own context (local conditions and culture). Secondly, farmers tend to believe the new knowledge when they see a practical example of it in operation ('seeing is believing').

**GALS methodology allows all farmers to actively participate in the action learning process.** By using visual tools, GALS learning methodology allows farmers with modest educational qualifications, and even illiterate farmers, to actively participate. Using the visual tools they can express their vision, analyze their situation and develop action plans to achieve their vision, and then they can share these tools to their social network.

**GALS is a complementary methodology.** As a methodology, GALS will be effective when it is combined with technical aspects and integrated in the economic development program (Sustainable Cocoa Production Program). The technical knowledge and skills, such as GAP, are needed to improve their farms, while GALS helps the farmers to analyze the situation and to make a plan.

**Gender equality is needed to optimize the household resources.** Gender equality will allow household resources to be utilized optimally. The optimum utilization of the resources will increase productivity that will lead to welfare improvement.







## 10. Recommendations

Following the completion of the IEC Materials and the communication strategy, the CSP will start to communicate the ESCP Pilot result, promote gender equality in the cocoa sector and promote sustainable cocoa production to the cocoa stakeholders and the policy makers. In the short run, CSP will focus on raising the awareness of the cocoa stakeholders and related policy makers on the importance of gender mainstreaming, specifically in cocoa and other agriculture sectors. In the long term, CSP will continue promoting gender mainstreaming, especially the adoption of GALS methodology that is suitable for gender mainstreaming to support sustainable cocoa production.

The ESCP Pilot that implemented the first phase of the GALS methodology has yielded positive results in the behavior changes at the individual, family and group level of farm practices, gender relation and household financial management. Although the Project has shown behavior changes, it has not shown significant results on impacts such as the productivity and the integration of gender sensitivity into the GALS program and cocoa stakeholders. As indicated in the results, some program participants conduct replanting, which means their cocoa production might show a decline; it takes two years to produce the beans. Therefore, it is recommended that the donor supports the Project to continue to the second and third phase, so that it can be implemented in a full GALS cycle and generate a more significant impact.





# 11. Financial Report

Following the modified ESCP Project plan and budget that was proposed in July 2020, ESCP has re-aligned the activity based on the proposed modified plan and budget.

Overall, the spending is considered on track compared to the total estimated budget. Summary of the financial report from all activities, which are piloting the gender-based supply chain intervention and lobby advocacy, is provided in Table 3 below. The detail table of budget spending is disclosed in the Annex.

Table 4. Financial summary (euro)

UTZ Contribution				
Budget items	[Strategy 1] Piloting and CSO Strengthening			
Cost type per budget item	Budget	Expenses	Balance	%
Catalyst	13,099	10,762	2,337	82%
Livelihood Strengthening	21,375	20,188	1,188	94%
Enhancing the capacity of CSP	129,660	131,558	(1,898)	101%
Monitoring Evaluation	20,715	22,265	(1,550)	107%
Total EUR	184,849	184,773	76	100%

Budget items	[Strategy 2] Lobby and Advocacy			
Cost type per budget item	Budget	Expenses	Balance	%
Ensuring Sustainability by Lobby and Advocacy	46,667	47,856	(1,189)	103%
Total EUR	46,667	47,856	(1,189)	103%

Budget items	Overhead Cost			
Cost type per budget item	Budget	Expenses	Balance	%
Resources (incl travel and consumables)	54,224	54,854	(630)	101%
Investment	5,884	4,111	1,773	70%
Running cost	30,097	30,097	(0)	100%
Total EUR	90,205	89,062	1,143	99%

Total	Budget	Expenses	Balance	%
Total UTZ contribution	321,721	321,692	30	100%
Total EUR	321,721	321,692	30	100%

	Budget	Expenses	Balance	%
UTZ contribution	321,721	321,692	30	100%
Partner contribution	19,728	20,349	(621)	103%
Total EUR	341,449	342,041	(591)	100%

Partner Contribution				
[Strategy 1] Piloting and CSO Strengthening				
Budget	Expenses	Balance	%	
		-	0%	
		-	0%	
		-	0%	
		-	0%	
-	-	-	0%	

[Strategy 2] Lobby and Advocacy				
Budget	Expenses	Balance	%	
		-	0%	
-	-	-	0%	

Overhead Cost				
Budget	Expenses	Balance	%	
13,600	15,433	(1,833)	113%	
6,128	4,916	1,212	80%	
		-	0%	
19,728	20,349	(621)	103%	

Budget	Expenses	Balance	%	
19,728	20,349	(621)	103%	
19,728	20,349	(621)	103%	



# 12. Conclusions

The catalyst phase, meaning the first phase of the GALS methodology that was implemented in this Project, has changed the behavior of the participants (the champions and the first layers) at the individual, household and group level.

The ESCP has reached its targets for most of its key performance indicators. The Project created the intended emerging positive changes, leading to better division of labor in the household, equality of earning power and entrepreneurship, financial management, balanced access to family assets and leadership, and changes in farming.

Community members who were not directly involved in the Project benefited from the transfer of skills and knowledge from champions and community development activities implemented by the local authorities and other institutions (including other projects) upon request from the champions.

Group coaching for facilitating agribusiness development has promoted solidarity economic models like cocoa farmer self-help groups (SHGs), as well as providing access to training and agriculture inputs.

The CSP Executive Office has completed the ESCP Capacity Building Program as described above and in accordance with the outline laid out in the original project proposal.

The CSP EO is capable of coordinating the implementation of ESCP findings and the GALS approach in various branches of the Indonesian government.

The CSP EO is prepared to bring members on board in the discussion of project findings and the incorporation of gender-action learning into cocoa sustainability programs.

The CSP EO is poised to further improve its position as the leading national cocoa platform, gaining additional influence in both public policy and private sector programs toward the enhancement of Indonesian cocoa sustainability.

# 13. Annex

## 13.1. Annex 1: Results of KPI based on ESCP Theory of Change

	Key Performance Indicators from Log-Frame	Target	Result	Progress	Interpretation/Notes if Needed
I	Program IMPACT: Improve income for smallholder cocoa families and competitive cocoa sector in Indonesia				
I.1	Nr of family member contribute to reduce household vulnerability	198	184	93%	184 families (93% of 198 assessed households in piloted areas) have their household members working together in cocoa farm practices (i.e. garden maintenance, post harvesting, selling), in cattle, and/or other sources of income
I.2	Nr of family has significant contribution to improve cocoa farm productivity	198	187	94%	In maintaining cocoa farm, 187 families have divided tasks among household members
I.3	Gender sensitive guideline for household is integrated into Gol program and cocoa stakeholder	N/A	Alternative indicator of achievement: "Gender sensitive guideline (i.e. gender mainstreaming protocol) is discussed with government for them to adopt it"	N/A	<b>Challenge(s):</b> Relatively short duration of the pilot project  <b>Recommendation:</b> "RA to continue the process of GALS mainstreaming to Gol with CSP and private partners"
O.1	Program OUTCOME: Female and male meaningfully participate and benefit from cocoa production				
O1.1	Finance allocated for cocoa farming management was supported by household member	20 champions and other farmers surrounding	80	88%	80 households (88% of 91 monitored households) have managed finance allocation for cocoa farming management that was supported by household members
O1.2	Family member shared labor in managing family productive asset including cocoa farm	20 champions and other farmers surrounding	73	80%	73 households (80%) have shared labor in managing family productive asset including cocoa farm
O1.3	Empowered household owned saving and/or increased value of liquid/ productive assets	20 champions and other farmers surrounding	86	95%	86 empowered households (86%) have owned saving and/or increased value of liquid/productive assets
O1.4	Increased number of family owned liquid/ productive asset	20 champions and other farmers surrounding	58	64%	58 households (64%) have shared access to asset management and succeeded to increase the number of assets

	Key Performance Indicators from Log-Frame	Target	Result	Progress	Interpretation/Notes if Needed
O.2	Program OUTCOME: Government and private sectors endorse gender sensitive guideline and involve in programs using gender sensitive approacha				
O2.1	Gender sensitive guideline adjusted and communicated for government program	Prepared and Accomplished	Prepared	50%	Post-program output
O2.2	Exposure and discussion in the CSP General Assemby	Prepared and Accomplished	Prepared	50%	Scheduled-December 2020
O2.3	Thirty entities endorsed i.e. government and research institutions, cocoa industries, cocoa community forums, NGOs and International Organizations under CSP's managing role	30	Pending	N/A	Post-program output
O2.4	One national workshop conducted	1	Pending	N/A	Post-program output Theory of Change complete— National Workshop in planning stage
IO.1	Intermediate OUTCOME 1: Farmer families/couples start to plan and share responsibilities, tasks and benefits which will affect cocoa farm management				
IO1.1	Nr of household member contribute to cocoa farm activities	20 champions and first layer beneficiaries	105	100%	All households of 105 beneficiary farmers have managed to persuade their household members to contribute to cocoa farm activities
IO.2	Intermediate OUTCOME 2: Family member use income to improve cocoa farm management				
IO2.1	Nr of good cocoa farm practices adopted	14	11	79%	11 out of 14 Adoption Observation (AO) control points have been applied by farmers
IO2.2	Nr of better managed of cocoa farms	20 champions and first layer beneficiaries	132	100%	There are 132 cocoa farms that have been better managed
IO.3	Intermediate OUTCOME 3: Methodology of gender sensitive approach for household proven effective				
IO3.1	Nr of families maintained financial record keeping	20 champions and first layer beneficiaries	65	N/A	65 households have maintained financial record keeping by saving incomes and reducing expenses
IO.4	Intermediate OUTCOME 4: CSP EO staffs use their skill to disseminate the guideline result through platform and organization				
IO4.1	Nr of shared publications to CSP members	1	1	100%	Value Proposition and Communication Strategy developed to disseminate ESCP GALS approach to public and private sector stakeholders

	Key Performance Indicators from Log-Frame	Target	Result	Progress	Interpretation/Notes if Needed
IO.5	Intermediate OUTCOME 5: CSP EO staffs use their skill to communicate strategies for various focuses, including gender related focus to national government				
IO5.1	Nr of workshop, dialogue and dissemination activities to cocoa stakeholders	8	6	75%	Remaining activities scheduled - December 2020
IO.6	Intermediate OUTCOME 6: CSP EO is able to identify sector's influencers and allies and approach them accordingly				
IO6.1	Nr of audiency with cocoa stakeholders	7	5	71%	Remaining activities scheduled - December 2020
OT.1	OUTPUT 1: Champions are more skillful and knowledgeable on specific roles on cocoa cultivation				
OT1.1	Nr of trained champions (target: 20 women-men and household cadres)	20	21	105%	
OT.2	OUTPUT 2: Gender sensitive guideline for household developed and disseminated to community (the roll-out and methods)				
OT2.1	Increased awareness of equality in household	20	21	105%	
OT2.2	Nr of champions transferred the skills to 180 women-men and household members	20	19	95%	
OT2.3	Nr of assisted women share and facilitate gender mainstreaming experience to the community members	10	10	100%	
OT.3	OUTPUT 3: Increased awareness of the importance of re-investment to support cocoa farming activities				
OT3.1	Nr of alternative source of income identified	Nr of alternative sources of income from cocoa sector	52	N/A	There are 52 alternative sources of income which is 5 sources from cocoa sector, 35 from agriculture sector, 5 from livestock, 3 from MSME, 2 from public sector, 1 from transportation and 1 from construction
1.4	OUTPUT 4: CSP Executive Office (EO) participated in capacity building activities such as series of workshop/ seminars/ discussions and become better equipped to fulfil the functions (MSP capacity assessment)				
OT4.1	Nr of capacity building activities	30	26	87%	Remaining activities scheduled - December 2020
OT4.2	Increased awareness and knowledge on lobby and advocacy	Increased	Increased	100%	Baseline 3,1/5 Final 4,3/5 (24% increased)
1.5	OUTPUT 5: CSP EO is able to develop lobby and advocacy strategy and monitor/learn from its implementation				
OT5.1	Lobby and Advocacy strategy developed	1	1	100%	Lobbying/Advocacy Framework Developed
OT5.2	Multistakeholder platform capacity assessment improved	Increased	Increased	100%	Baseline 2,9/5 Final 4,1/5 (24% increased)



13.2. Annex 2: Detailed financial report as of 31 October 2020

			EXPENSES												
			1 <sup>st</sup> Report					2 <sup>nd</sup> Report							
Budget items		Contract budget UTZ contribution in €	Contract budget first year/period in €	Total 1st Report in local currency (IDR)	Total 1st Report in €	UTZ expenses 1st Report in €	Partner expenses 1st Report in €	Contract budget first year/period in €	Total 1st Report in local currency (IDR)	Total 1st Report in €	UTZ expenses 1st Report in €	Partner expenses 1st Report in €			
1.1	Project Manager (CSP)	6,000	2,808	45,000,000	2,808	2,808	-	3,192	56,065,880	3,167	3,167	-	5,976	24	0%
1.2	Technical Backstopper (Swisscontact Jakarta)	3,720	2,655	42,141,638	2,655	2,655	-	1,065	12,784,440	844	844	-	3,499	221	6%
1.3	GALS Specialist	6,932	3,698	58,323,710	3,698	3,698	-	3,234	68,840,400	3,957	3,957	-	7,655	(723)	-10%
1.4	MRM Junior Officer Jakarta	5,082	582	9,244,258	582	582	-	4,500	71,934,817	4,239	4,239	-	4,821	261	5%
1.5	Finance Support	1,800	-	-	-	-	-	1,800	27,368,877	1,608	1,608	-	1,608	192	11%
1.6	L&P support	2,658	1,058	16,791,471	1,058	1,058	-	1,600	26,220,620	1,521	1,521	-	2,579	79	3%
1.7	FC		1,317	20,912,310	1,317	-	1,317	12,283	237,860,646	14,116	-	14,116	-	-	0%
	SUB-TOTAL	26,192	12,118	192,413,387	12,118	10,801	1,317	27,674	501,075,680	29,452	15,336	14,116	26,137	55	0%
1.8	Travel (35%)	16,352	6,092	96,188,652	6,092	6,092	-	10,260	177,976,677	10,313	10,313	-	16,405	(53)	0%
1.9	Consumables (25%)	11,680	811	12,919,441	811	811	-	10,869	199,256,749	11,501	11,501	-	12,313	(633)	-5%
	Sub-Total Personnel	54,224	19,021	301,521,480	19,021	17,704	1,317	48,803	878,309,106	51,266	37,150	14,116	54,854	(630)	-1%
2.a	Computer/ Laptop		2,926	46,450,000	2,926	-	2,926	-	-	-	-	-	-	-	0%
2.b	Mobile phone		970	15,400,000	970	-	970	-	-	-	-	-	-	-	0%
2.c	Monitor		182	2,890,000	182	-	182	-	-	-	-	-	-	-	0%
2.d	Desk	-	-	-	-	-	-	-	-	-	-	-	-	-	0%
2.e	Chair	-	-	-	-	-	-	-	-	-	-	-	-	-	0%
2.f	Bookshelf	-	-	-	-	-	-	-	-	-	-	-	-	-	0%
2.1	Sextant License Fee	1,800	1,800	28,571,429	1,800	1,800	-	-	-	-	-	-	1,800	-	0%
2.2	Abaproject Fee	1,773		-	-	-	-	1,773	-	-	-	-	-	1,773	100%
2.3	Office 365 License E3		393	6,237,143	393	-	393	1,656	7,284,154	444	-	444	-	-	0%
2.4	3rd party liability insurance premiums	2,311	2,311	36,683,839	2,311	2,311	-	-	-	-	-	-	2,311	-	0%
	Sub-Total Investment	5,884	8,583	136,232,411	8,583	4,111	4,472	3,430	7,284,154	444	-	444	4,111	1,773	30%
3.1	Piloting GALS				-	-	-			-	-	-	-	-	0%
3.1.1	Catalyst	13,099	3,333	52,636,741	3,333	3,333	-	9,767	129,422,614	7,430	7,430	-	10,762	2,337	18%
3.1.1.a	Socialization at district level (individual meeting with dinas)	-	-	-	-	-	-	-	-	-	-	-	-	-	0%
3.1.1.b	Change agent/ champion identification	229	229	3,634,500	229	229	-	-	-	-	-	-	229	-	0%
3.1.1.c	Catalyst village workshops - 20 (spouse participants)	3,087	3,087	48,742,241	3,087	3,087	-	-	-	-	-	-	3,087	-	0%
3.1.1.d	Follow up meetings	200	17	260,000	17	17	-	183	651,500	42	42	-	58	142	71%
3.1.1.e	Progress review (quarterly)	1,400	-	-	-	-	-	1,400	17,346,200	990	990	-	990	410	29%
3.1.1.f	Partners consolidation meeting	667	-	-	-	-	-	667	19,000,000	1,102	1,102	-	1,102	(435)	-65%
3.1.1.g	GALS mainstreaming protocol workshop	1,333	-	-	-	-	-	1,333	27,424,914	1,591	1,591	-	1,591	(257)	-19%
3.1.1.h	Protocol development (design and layout)	2,667	-	-	-	-	-	2,667	20,000,000	1,160	1,160	-	1,160	1,507	57%
3.1.1.i	Printing Materials	850	-	-	-	-	-	850	2,000,000	116	116	-	116	734	86%
3.1.1.j	Workshop for Practitioners	2,667	-	-	-	-	-	2,667	43,000,000	2,429	2,429	-	2,429	238	9%
3.1.2	Livelihood Strengthening	21,375	-	-	-	-	-	21,375	346,629,638	20,188	20,188	-	20,188	1,188	6%
3.1.2.a	Community Cap Dev Workshop and Coaching	9,122	-	-	-	-	-	9,122	94,475,938	5,499	5,499	-	5,499	3,623	40%
3.1.2.b	Community Support Activities	4,000	-	-	-	-	-	4,000	44,733,700	2,659	2,659	-	2,659	1,341	34%
3.1.2.c	Livelihood Diversification PB Development and Publication	8,253	-	-	-	-	-	8,253	207,420,000	12,030	12,030	-	12,030	(3,777)	-46%
	Sub-Total	34,475	3,333	52,636,741	3,333	3,333	-	31,142	476,052,252	27,617	27,617	-	30,950	3,525	10%
3.2.a	Need assessment (pre-evaluation) and preparation	4,100	3,085	49,427,598	3,085	3,085	-	1,015	16,578,540	937	937	-	4,021	79	2%
3.2.b	Kick-off seminar	5,980	5,091	81,395,561	5,080	5,080	-	889	-	-	-	-	5,080	900	15%
3.2.c	Applied skills initiatives (15 times)	63,900	28,847	462,231,824	28,847	28,847	-	35,053	503,731,570	28,457	28,457	-	57,304	6,596	10%
3.2.d	Field studies (2 times)	15,920	5,154	82,585,467	5,154	5,154	-	10,766	365,807,583	20,665	20,665	-	25,819	(9,899)	-62%
3.2.e	Goals refresher/ coaching sessions (10 times)	25,400	6,236	99,918,885	6,236	6,236	-	19,164	367,964,336	20,787	20,787	-	27,023	(1,623)	-6%
3.2.f	Wrap-Up seminar	11,960	-	-	-	-	-	11,960	179,400,000	10,135	10,135	-	10,135	1,825	15%
3.2.g	Quarterly reporting	2,400	312	5,000,000	312	312	-	2,088	33,000,000	1,864	1,864	-	2,176	224	9%
	Sub-Total	129,660	48,725	780,559,335	48,713	48,713	-	80,935	1,466,482,029	82,845	82,845	-	131,558	(1,898)	-1%
3.3.a	Development of Brief Paper for Policy Makers	6,667	-	-	-	-	-	6,667	107,152,900	6,215	6,215	-	6,215	452	7%
3.3.b	Producing IEC Materials (including Comm consultancy)	30,000	4,192	67,167,508	4,192	4,192	-	25,808	371,921,806	21,343	21,343	-	25,535	4,465	15%
3.3.c	Audiency to related Dinas and/ or Ministry	3,333	1,887	30,234,717	1,887	1,887	-	1,446	51,700,000	2,921	2,921	-	4,808	(1,474)	-44%
3.3.d	Dissemination of Results Workshop	6,667	-	-	-	-	-	6,667	200,000,000	11,298	11,298	-	11,298	(4,632)	-69%
	Sub-Total	46,667	6,079	97,402,225	6,079	6,079	-	40,588	730,774,706	41,777	41,777	-	47,856	(1,189)	-3%
3.4.a	Impact Study	10,667	-	-	-	-	-	10,667	116,178,517	6,710	6,710	-	6,710	3,956	37%
3.4.b	ToC reflection workshop - 3 days -25 participants	5,048	1,339	21,609,534	1,339	1,339	-	3,709	150,000,000	8,474	8,474	-	9,813	(4,765)	-94%
3.4.c	Annual independent audit	5,000	-	-	-	-	-	5,000	101,640,000	5,742	5,742	-	5,742	(742)	-15%
	Sub-Total	20,715	1,339	21,609,534	1,339	1,339	-	19,376	367,818,517	20,926	20,926	-	22,265	(1,550)	-7%
	Sub-Total Activities	231,516	59,475	952,207,835	59,464	59,464	-	172,041	3,041,127,504	173,165	173,165	-	232,629	(1,113)	0%
	Sub Total Running cost (@13%)	30,097	11,047	181,873,511	11,047	11,047	-	19,050	321,342,649	19,050	19,050	-	30,097	(0)	0%
	Total Project Cost - in EUR	321,721	98,126	1,571,835,237	98,115	92,327	5,788	243,323	4,248,063,413	243,926	229,365	14,561	321,692	30	0%

UTZ Installments received up to date

9 October 2020  
€ 64,344

27 March 2020  
€ 96,516

10 May 2019  
€ 128,688

Total payment request:  
€ 289,549

Bank/cash balance in €  
€ -32,143





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