



ANNUAL REPORT 2016

COCOA SUSTAINABILITY PARTNERSHIP



I. KEY ACHIEVEMENTS IN 2016

KEY ACHIEVEMENTS:

1. CSP Task Force were active and achieved 90% of its targeted outputs.
2. Standard operational procedure is in place and operationalized.
3. Regional Cocoa Forums are active and advocating cocoa sustainability in their region.
4. Initiated collaboration with national government.
5. National seminar and workshop on Soil Fertility and Fertilizer.
6. Internal Control Review conducted by PWC and have given input on CSP financial control and implementation.
7. Training staff on cocoa and M&E

II. BACKGROUND

WHAT IS CSP

Cocoa Sustainability Partnership (CSP) is a public/private forum for the advancement of communication and working together between stakeholders actively engaged in cocoa development initiatives in Indonesia. The CSP exists to increase communication, coordination and collaboration between public and private stakeholders engaged in cocoa sustainability activities in Indonesia for the mutual benefit of all cocoas sector players. CSP determined its vision and mission as follows:

CSP Vision:

The Indonesian cocoa sector is globally competitive, economically viable, environmentally and socially sustainable.

CSP Mission:

As the umbrella organization for Indonesian Cocoa Sustainability, the CSP coordinates collaborations, learnings among stakeholders, by fostering trust, commitment, communication and transparency, to successfully empower cocoa farmers and their communities.

CSP FOCUS IN 2016

In December 2015 GA, CSP members agreed that CSP in 2016 should focusing on improving CSP and stakeholder support to farmers. Members also suggest that CSP should strengthened collaboration with central and local government. In addition to that, members thought that in 2015 task forces has not yet reached its mandated outputs and suggest that facilitation of the task forces should be strengthen. Therefore, in 2016, CSP designed its work plan according to these focuses, as described on Figure 1. To ensure that these focuses are met, key activities were elaborated as follows:

FIGURE 1 CSP PRIORITY FOCUS IN 2016



III. ACTIVITY REPORT

This section describes results of implementation of CSP work plan during 2016 based on focus area.

III. 1. FOCUS 1: ENHANCED SUPPORT TO FARMERS TO INCREASE THEIR PRODUCTIVITY AND THEIR ENGAGEMENT TO CSP ACTIVITIES.

III.1.1. Key Activity 1: Farmers receive learnings from best practices on sustainable cocoa development through distribution of communication material

The objective of this key activity is to ensure that farmers received updated information regarding technology, best practices, lessons learned, opportunities and success stories. By receiving these information hopefully farmers could enhance their knowledge and capacity to manage their farm and increase its productivity.

Activities related to this focus and results of 2016 implementation are as follows:

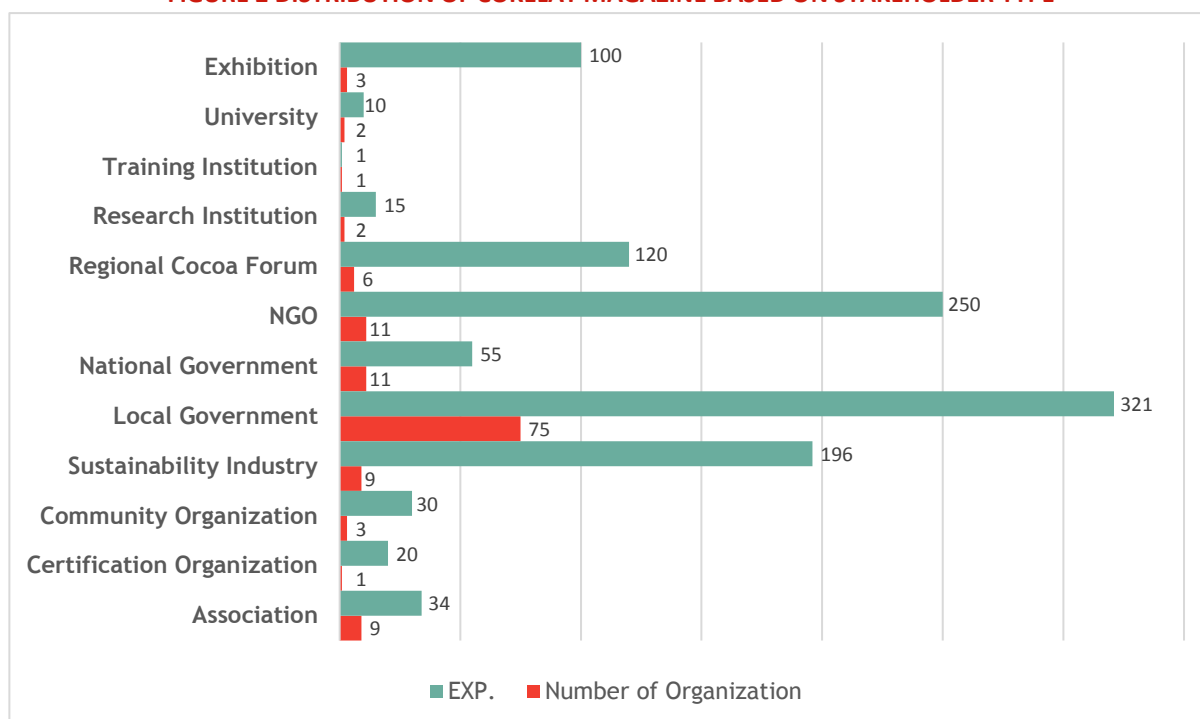
III.1.1.1. "COKELAT Magazine"

COKELAT magazine is a fourth-monthly magazine produced by CSP. The magazine contained information regarding government policies or programs on sustainable cocoa, success stories, and lessons learned, farming techniques and other knowledge related to sustainable cocoa development. Main target of the magazine is farmers. However, due to limited CSP direct outreach to farmers, the magazine is distributed through CSP members who are implementing programs and have direct farmers outreach.

The plan for 2016 was to produce 3 (three) editions of COKELAT Magazine. Considering the work load of Communication Officer, it was decided to outsource the magazine production to Yayasan Sloka, an organization that focusing on communicating social changes, located in Bali.

In the realization, the magazine was published only one edition covered issues related with sustainable agriculture. The outsourcing strategy was not succeeded. It was difficult for Sloka to communicate with CSP members and get the articles. At the end the production of the magazine was taken over by CSP and contract with Sloka was terminated. The magazine was produced 1200 exemplars. Below chart shown recipients of the magazine. As informed earlier, distribution to farmers were through CSP members.

FIGURE 2 DISTRIBUTION OF COKELAT MAGAZINE BASED ON STAKEHOLDER TYPE



For 2017, based on Supervisory Board (SB) direction, the CSP Executive Office (EO) will make evaluation on the outreach of the magazine and its contribution to improve farmers' knowledge.

III.1.1.2. CSP Website & Social Media

CSP website was redesigned in 2015 and were using new website address www.csp.or.id. Since then the website regularly updated and been used by CSP members to seek information and update on CSP events and info.

In 2016, the website was improved by adding more features such as Finance Landscape Document equipped with calculator for credit simulation, event calendar and maps. The number of users' visit of the website, including its location during 2016, is as follows¹:

¹ Data taken using Google Analytics and might not guarantee 100% accuracy. It is only showing data from October 2016 when we first using Google Analytics.

FIGURE 4 NUMBER OF VISITORS AND SESSIONS OF CSP WEBSITE

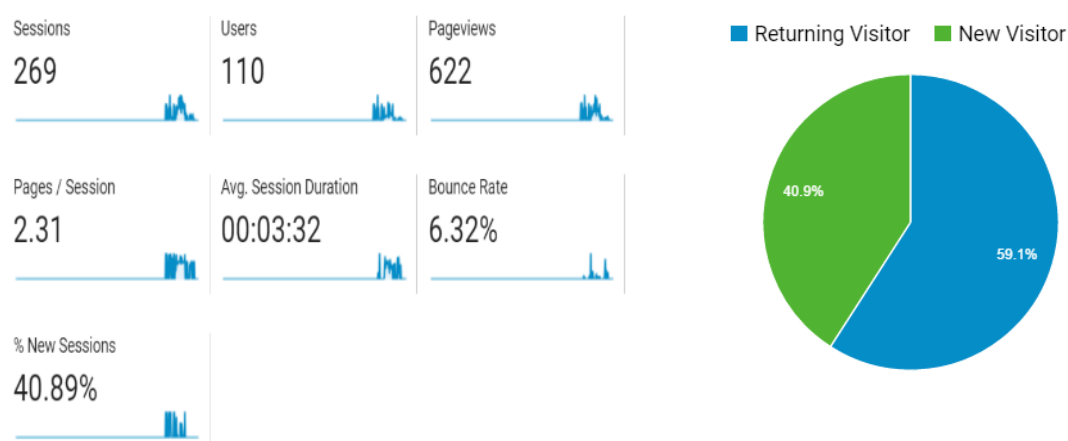
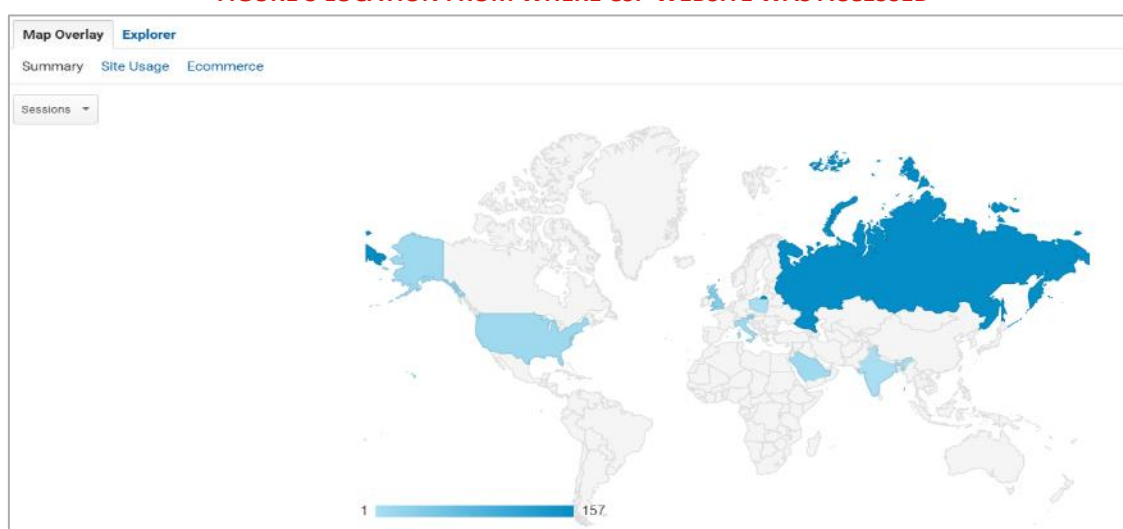


FIGURE 3 LOCATION FROM WHERE CSP WEBSITE WAS ACCESSED

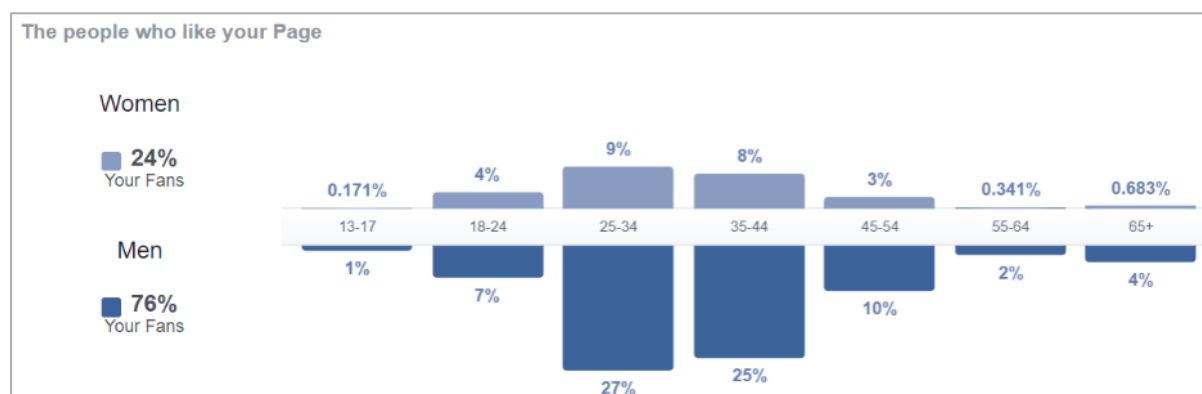


Besides website, CSP also maintain social media such as Twitter, Facebook and Instagram. From those three, Facebook is the most active and communication with audience were taken place. Farmers asked questions and requesting information through the Facebook Page. In the future, CSP will strengthen the use of social media to interact with farmers. The graph below shown the performance of CSP Facebook Page based on page “likes”:

FIGURE 5 TOTAL PAGE LIKES OF CSP FACEBOOK PAGE AS PER 31 DECEMBER 2016



FIGURE 6 DEMOGRAPHIC OF CSP FACEBOOK FOLLOWERS BASED ON GENDER AND AGE



III.1.1.3. Exhibitions and Events

To promote and introduce CSP and cocoa sustainability programs in Indonesia, CSP participated in national events and exhibitions. In 2016, CSP participated in two exhibitions with national and Asian region outreach.



The 3rd BIMP-EAGA & IMT-GT Trade Expo, Conference and Business Matching 2016, 14-16 October 2016, in Makassar, South Sulawesi province

It is an international event organized every two years to promote ASEAN countries and strengthened cooperation between Indonesia, Brunei Darussalam, Malaysia, and Philippines. In this event CSP members such as UTZ, Mars, Swisscontact, VECO, BT Cocoa and Olam participated in CSP booth by providing promotional & publication materials and staffs to assist CSP EO team to explain to visitors. More than 200 people visited CSP booth.



Hari Kakao Nasional 2016, 22 – 25 November 2016, at Ministry of Industry Auditorium, in Jakarta.

Hari Kakao Nasional (National Cocoa Day) is an annual event to promote Indonesian cocoa and chocolate industry. The organization of this event is led by Ministry of Coordinating of Economic Affairs. Since 2015, CSP is part of the organizing committee and this involvement have leveraged CSP acknowledgement by national government and stakeholders. CSP members supported CSP in this events are UTZ, Mars, Olam, and Swisscontact by providing publications materials and staffs.

III.1.2. Key Activity 2: Ensure Task Force activities and outputs are farmer focus

As a national platform of sustainable cocoa in Indonesia, CSP aims to enhance collaboration and cooperation among stakeholders involved in cocoa sustainability activities to produce recommendations and solve issues raised in cocoa sector especially on the decreasing of cocoa production and productivity.

CSP's strategy to overcome the declining production and productivity issues is formulated in the "2020 Roadmap of Sustainable Indonesian Cocoa" with two main indicators, namely to double the national cocoa productivity and maintain the average age of cocoa farmers at under 40 years.

In order to achieve these two primary targets of CSP, integrated efforts are needed in particular to seek for and assess the actual condition and provide strategic implementation recommendations for cocoa stakeholders. Therefore, CSP forms task forces to endorse those efforts. These task force also intended to encourage the active participation of the members of the CSP to find solutions on issues related to the achievement of CSP 2020 road map.

CSP task forces were formed on an ad-hoc basis based on focus intervention decided by General Assembly (GA) at the GA Meeting. The task forces consist of representatives from all the members based on their interest. Therefore, the task forces have become a major platform for all members of which served to strengthen collaboration and cooperation among stakeholders on best practices and find solutions to the existing problems.

Task Forces were formed for the first time in October 2014 and have worked through December 2016. In 2016 the CSP redesigned the formation of task forces in order to align the function of task forces to the priorities of the 2020 roadmap targets and 2016 Focus. Task forces that have worked in 2016 are:

1. task forces of Agro Input and Planting Material,
2. Knowledge Management,
3. Access to Finance,
4. Service Delivery & Farmer Organizations, and
5. Key Performance Indicators (KPIs) task force.

Below figure shows Task Forces outputs and its contribution to CSP Roadmap Targets and KPIs

FIGURE 7 CSP TASK FORCE OUTPUTS IN 2016



III.1.2.1 Task Force Agro Inputs & Planting Material

Agro Input and Planting Material task force's mandate is to find solutions on issues related to agro-input and planting materials in order to achieve the production increase target. In 2016 the task force was focusing to address issues related on:

- Improving soil nutrients and access to fertilizer;
- Improving of access to planting materials and clone distribution; and
- Farm development plan.

TABLE 1 TASK FORCE AGRO INPUT AND PLANTING MATERIAL ACTIVE MEMBERS IN 2016

Agro Input & Planting Material			
Name		Organization	
William Jones	1	Mondeléz (Coordinator)	
Barbora Tumova	2	Swisscontact (Vice Coordinator)	
Velumany Dinesh Babu	3	Olam Cocoa	

Peter Van Grinsven	4	Mars
Imam Suharto	5	IDH
Camille Paran	6	Cargill

For the improvement of soil nutrition and access to fertilizer, the Task Force conducted national workshop and seminar on Soil Fertility and Fertilizer involving prominent cocoa soil scientists in Indonesia and Asia. The output of this event is a set of recommendations for cocoa stakeholders. The task force has worked on the recommendations from the workshop and have developed proposals on short and long term action plan to be followed up.

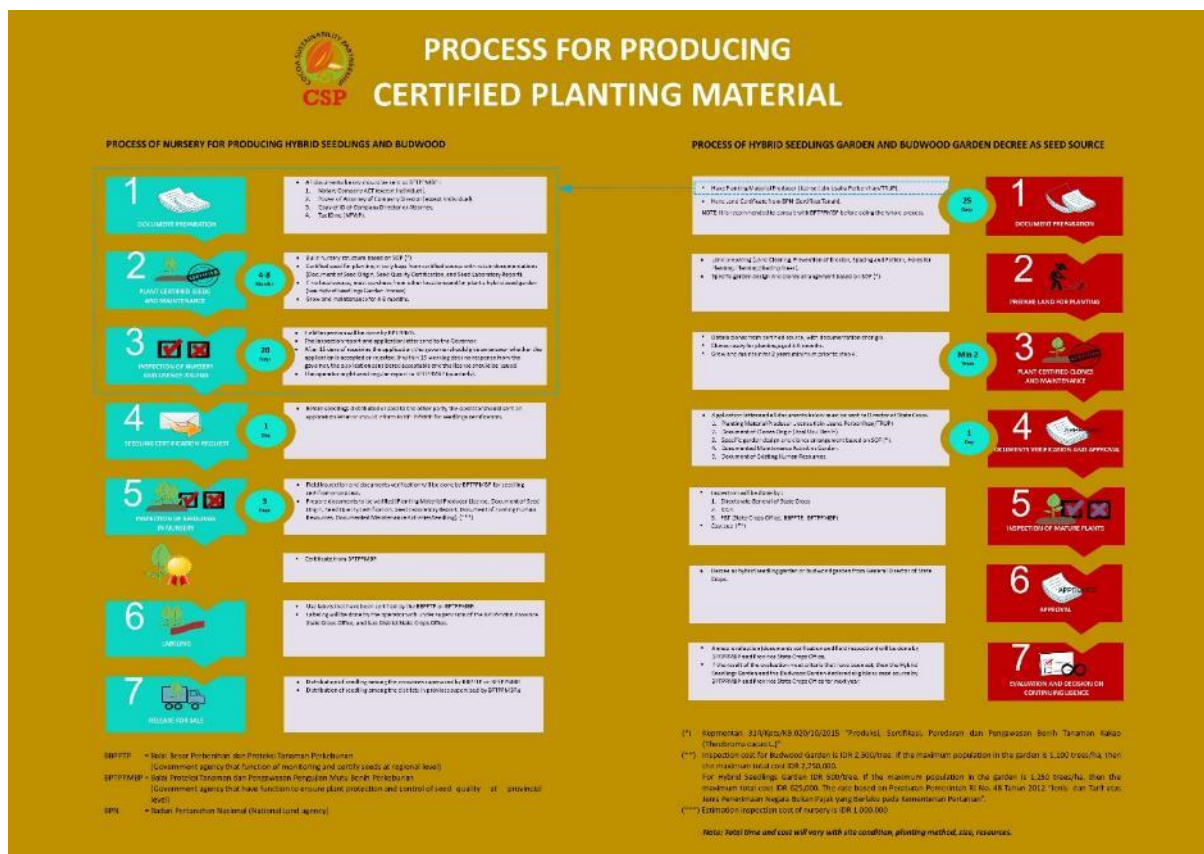
For access to planting materials and clone distribution, CSP develop one survey template to collect data about clones in Indonesia. The survey was participated by CSP members, farmers, farmer groups, ICRR, and private plantations. The purpose of this survey is to get information about what kind of clones planted in Indonesia, where it was planted, its resistant to pest and diseases, nursery capacities and other info related to current situation in the field. The survey was transformed into a Clone Map. For complete info about the result of this survey and the visual of Clone Map, please visit <http://www.csp.or.id/upload/file/post-IPpiindonesia-cacao-2016-11-02-14-38-12-EN.pdf>.

The task force also develop a chart describing the process to produce certified planting materials based on government regulations and law. This chart is simplification of Permentan No. 50 Tahun 2015 and Kepmentan 314 tahun 2015, government laws that regulated the distribution of planting materials in Indonesia. This chart produced to help CSP members understand the process of registrations of nurseries and seedlings, since according to the regulations all seedlings distributed in Indonesia must be certified by the government to ensure quality.

FIGURE 8 INDONESIA COCOA PLANTING MATERIAL MAP



FIGURE 9 PROCESS FOR PRODUCING GOVERNMENT CERTIFIED PLANTING MATERIAL



Task force pending the work on the Farm Development Plan.

III.1.2.2. Task Force Knowledge Management

Main task of Knowledge Management task force in 2016 is to develop Key Principles of Good Agriculture Practices (GAP) that can be used as a reference and help CSP members and all cocoa stakeholders to develop modules, guidelines, and manuals regarding good agricultural practices.

TABLE 2 TASK FORCE KNOWLEDGE MANAGEMENT ACTIVE MEMBERS IN 2016

Knowledge Management		
Name		Organization
Elpido Soplantila (Eldo)	1	UTZ (Coordinator)
Jeremy Hicks	2	Bridgewater Network
Peni Agustijanto	3	VECO Indonesia
Budi Christiana	4	Swisscontact
Hussin bin purung	5	Mars

The GAP Key Principles contained best practices from CSP members who work on the field and based on proven experiences for years. After approval from all members and inputs from several cocoa experts, the first edition of GAP Key Principles was published on August 2016 and

distributed to all members in the form of pocket book. The E-version of the book is downloadable from CSP website. The book covering subjects about planting materials; planting and management of the cocoa tree; nursery preparation and management; propagation techniques; cocoa tree maintenance; farm rehabilitation; replanting; maintenance of soil nutrients; and cocoa calendar.

In 2017, Task Force Knowledge Management was given new mandate to produce National Cocoa Curriculum. The task force then dissolved and replaced with National Cocoa Curriculum Task Force.

III.1.2.3. Access to Finance

The main objective of Access to Finance task force is to create financial landscape overview supported by and aligned with financial institutions and relevant stakeholders in the cocoa sector. It summarizes governmental and private sector loan products and includes information about social lenders and other financing

FIGURE 10 GAP KEY PRINCIPLES COVER, 1ST AND 2ND EDITIONS

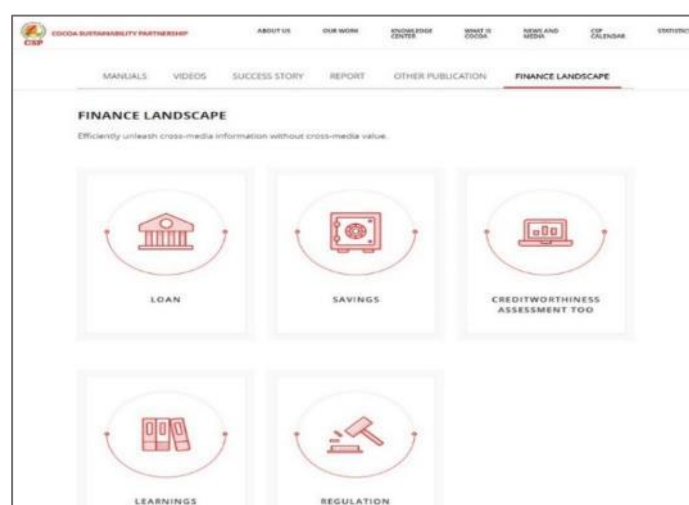


options. It also includes other useful information related to loans, such as on creditworthiness assessment tools and collateral. One chapter summarizes saving products and payment systems in the market, micro insurance and others. Another chapter summarizes learning and data on cocoa finance from Indonesia and worldwide and to a fewer extent from agricultural finance experiences in general.

TABLE 3 TASK FORCE ACCESS TO FINANCE ACTIVE MEMBERS IN 2016

Access to Finance		
Name		Organization
Rick Van DerKamp	1	IFC
Dirk Lebe	2	Swisscontact SCPP
Syaiful Alam	3	Mars
Zulqarnain	4	Mondeléz
Indro	5	Bridgewater
Ashish Agarwal	6	Olam Cocoa

FIGURE 11 CAPTURE OF FINANCE LANDSCAPE DOCUMENT AT CSP



On July 2016, CSP recruited one intern to help complete the document. With the assistance from CSP Executive Office, the document was completed on November 2016. In addition to that, one online

finance landscape template was developed at CSP website to reach wider user or reader. The template will help user to understand the content faster because it was developed with many features which include one specific feature 'Calculator' that can help user to calculate the estimation of amount of installments to be paid for a particular amount of credit. The online template can be found at: <http://www.csp.or.id/knowledge-center.html>

The Supervisory Board decided that Access to Finance is a cross cutting issues and it should be integrated into other Task Force. Therefore, by the end of 2016 the task force was dissolved.

III.1.2.4. Service Delivery and Farmer Organization

The main focus of Service Delivery and Farmer Organization Task Force in 2016 is to continue, to identify and define the key principles of service delivery models to farmers that are currently being practiced by members of the CSP and other cocoa stakeholders in the effort to create professional farmers.

To support the task force to complete this task, one consultant was recruited on May 2016 to do study on service delivery and business models in 5 regions in Indonesia, where CSP members work. The method of this study is semi structured in-depth interview and benchmarking with other commodity (coffee). Type of business model studied included Cooperative, Business unit of Credit Union, Cocoa Development Center (CDC), Cocoa Doctor, Cocoa Learning Center (CLC), and Lembaga Ekonomi Masyarakat (LEM) Sejahtera.

For complete report of the study, please contact CSP Executive Office or visit <http://www.csp.or.id/knowledge-center.html>

TABLE 4 SERVICE DELIVERY TASK FORCE ACTIVE MEMBERS

Service Delivery and Farmer Organization		
Name		Organization
Etih Suryatin	1	YSC (Coordinator)
Sari Nurlan	2	WCF
Arniaty Zakaria	3	UTZ
Sapta Muh. Cakra	4	VECO Indonesia
Suharman	5	Swisscontact
Ani Setiyoningrum	6	Barry Callebaut
Agus Susanto	7	Bridgewater

III.1.2.4. Key Performance Indicators

The role and functions of Key Performance Indicators (KPIs) task force is to ensure that the key indicators for the CSP roadmap are agreed by the CSP. Furthermore, the task force also tasked to help ensure that data needed to measure the achievement of the Roadmap are available and CSP members are willing to share the data with CSP. Due to the diversity of CSP members' programs, indicators, data availability, and data collection methodology, the agreement on the roadmap KPIs took longer time than planned.

The indicators that have been agreed by the member are Outcome level indicators, as follows:

- % earnings increased from cocoa bean
- % of farmers with increased productivity

- % of farmer adopt the PFP
- % young generation increased in cocoa farming

The data collection process was not able to be conducted in 2016 since the data sharing agreement with CSP members was not completed.

TABLE 5 KEY PERFORMANCE INDICATOR (KPI) TASK FORCE ACTIVE MEMBERS IN 2016

KPI		
Name		Organization
Asriani	1	Olam Cocoa (coordinator)
Ferdy Fabian	2	Mondelez
Ahmad Anshari	3	Mars
A Wahyuni Baso	4	IFC
Radi Negara	5	Swisscontact
Sari Nurlan	6	WCF

III.1.3. Key Activity 3: Support Regional Cocoa Forum to build forum capacity and enable them to promote cocoa sustainability at the regional level.

Regional cocoa forum (RCF) is a multi stakeholder forum formed as a media for stakeholders in cocoa sector to share learnings and conduct dialogues in order to find common solutions on sustainable cocoa development in their region. Majority of the RCF were formed by Swisscontact through their SCPP program. However, since the function of RCF is in line with (CSP) mission, therefore, CSP was mandated to build engagement and support the cocoa forum to enhance their capacity in promoting and developing sustainable cocoa at regional level. Furthermore, the RCF is expected to bring farmers voice and regional issues into CSP. All funding for regional forum are from Swisscontact.

Significant changes at Cocoa Forum as the result of CSP support to the Forum in 2016, such as:

1. Consolidation with stakeholder at district level developed.
2. Engagement with local government and stakeholder increased.
3. Forum's existence at regional level acknowledged.
4. All forums received support and funding from local government and other stakeholders for their annual stakeholder meetings.

Activities and CSP support to the regional forums are as follows:

III.1.3.1. Facilitation of the review of Regional Cocoa Forum strategic planning

Through this activity, the RCF vision, mission and work plan are align with CSP 2020 Roadmap. One workshop was conducted in January 2016 participated by 7 RCF (Aceh, West Sumatera, Luwu Raya, Kolaka, West Sulawesi, Central Sulawesi and Flores), Swisscontact, Mondelez and CSP Executive Office. In this workshop, the RCFs agreed on Cocoa Forum's objectives, governance, roles and function and those have been translated into their annual work plan. In addition, five forums have signed MoU with CSP in terms of supporting Forum's operational.

III.1.3.2. Facilitate Share Learning among Regional Cocoa Forums at National Level

This activity aimed at facilitating dialogue and network among cocoa forums so that each RCF are up to date with other RCF's progress and local issues related cocoa and provided with solution alternatives. In 2016, 3 (three) share learning meetings conducted in conjunction with CSP GA meeting and attended by representative of 6 RCFs. Topics of each meetings are as follows:

1. April – discuss issues on safe pesticide and forum 2016 work plan.
2. August – Introduction to sustainability certification program, presentation by UTZ.
3. December – Reflection of Forum role and function in 2016.

Topics from national share learning meetings was extended to Stakeholder Thematic meetings at each regional forum such as certification by West Sumatera Forum, Environment Sustainability by Aceh, Farm Development Plan at Luwu Raya, etc.. In average, 4 thematic meetings were conducted by each forums at their region

III.1.3.3. Facilitate and Support Regional Cocoa Forums Annual Stakeholder Meeting to strengthen collaboration between cocoa forums and local government

This activity is to increase dynamic linkages between RCF and local government and cocoa stakeholders as well as to promote forum acknowledgement by local stakeholders. In addition to that, this is an event where farmers can share knowledge and learn from other farmers. Farmers also got the chance to have dialogue with experts about their problems in managing their cocoa farm. These meetings usually involved all cocoa stakeholders in the region such as local government, traders, input producers and suppliers, NGOs, universities, farmers, and farmer organizations, etc.

In 2016, 5 annual stakeholder meetings were conducted in Aceh, West Sumatra, Kolaka and Central Sulawesi, and Luwu Raya. Approximately, these meetings were attended by 200 participants. The theme of the meetings are as follows:

1. Aceh Cocoa Forum (FKA): Improving productivity through pest and disease control innovation,

2. West Sumatera Cocoa Forum (FKSB): Creating stakeholders partnership to improve sustainable production and marketing of the cocoa bean.
3. Luwu Raya Cocoa Forum (FOMKARA): Doubling productivity through support from all stakeholders.
4. West Sulawesi Cocoa Forums (FOR KAKAO): Increase the production and productivity of sustainable cocoa.

Beside support from CSP, the RCF also received support from the local government and CSP members in the implementation of the event in forms of cash and in-kind. As results from these meetings RCF have become strategic partner of local government in developing cocoa sustainability strategy in their region.

III.1.3.4. Strengthened Regional Cocoa Forums Management and Governance

This activity aims to strengthen RCFs' governance and institutional management, ensure that implementation of Forum's workplan is on track, develop RCF networking to ensure forum's sustainability. CSP support for this activity is funding for secretariat operational which include coordination meeting with local stakeholder, secretariat staffs cost, internal forum meeting, thematic discussion at forum level, publications and promotions, etc. In addition to that, CSP also provide technical, administrative and financial guidance to the forum secretariat.

Based on the report from the 5 RCFs, in total there were 22 coordination meetings, 28 thematic discussion, and 25 internal meetings, conducted throughout 2016. Forum also reported that they have recruited secretariat staffs who assist the day-to-day operation of the forum. Furthermore, forum established a secretariat in which

III.1.3.5. Technical Assistance to Strengthen Regional Cocoa Forum in Communication and Publications

This support is to increase RCF acknowledgement by local stakeholders by disseminating information about forum activities through booklets, local mass media, newsletter, and so on.

In total, More than 2,500 exemplars of various publications materials been disseminated to cocoa stakeholders at RCFs' working area. The publication materials included 1,000 exemplars Cocoa Forum Information booklet, 1,350 exemplars of leaflet, 200 exemplars Activity Report, 4 times TV coverage by national and local television, and several coverage by local newspaper and radio. Other publication materials such as banner and backdrop were also produced.

III.1.3.6. Technical Assistance to Strengthen Regional Cocoa Forums Administration and Financial management

This technical support is to increase the capacity of the secretariat staffs so that RCFs are able to effectively manage their activities and finance. All 5 RCFs are equipped with one secretariat staff who assist to manage the administration and

finance of the RCF. All secretariat staffs have received financial and administrative training from CSP Program Manager and Admin Finance Manager.

III.1.3.7. Facilitate Internal Regional Cocoa Forum Evaluation and Planning of 2017

Description of Forum's progress and dynamic in this last one year were identified and drafted 2017 workplan, which include funding and resources allocation, were developed. For 2017 Forums agreed that their mission statement is "Regional Cocoa Forums (RCF) as inspirational Institution and as the Government and Other Stakeholder Strategic Partner in Sustainable Cocoa Development in the RCF Region".

FIGURE 12: SUMMARY OF RCF MEETINGS AND BUDGET REALIZATION



LESSONS LEARNED

- The visionary and inspirational leadership figure has not being strong. It is needs to explain the target of changes that Regional Cocoa Forum (RCF) will achieve to the members of the forum itself and to other cocoa stakeholders.
- Generally, the lack of abilities of the RCF's committees are as follows:
 - ✓ Effective and persuasive communication abilities. It is needed by RCF to formulate, conclude, and deliver the messages, ideas, proposals, and engagements to all stakeholders in order to make the RCF's actions are more effective.
 - ✓ Duties organizing abilities. It needs to support in order to enable the RCF's committees in describing the target changes that will be achieved in a systematic and realistic RCF's plan.
 - ✓ The institutional abilities in documenting the lesson-learnt from processes of program implementations and achieved results, and in managing the experience into knowledge and lesson-learnt for transformation.
 - ✓ The abilities in gaining supports and financial resources. Nowadays, the RCF operational fees and some events are funded by CSP/Swisscontact.
- The objectives of RCF establishments, role and function that RCF must implement have not being well-internalized and well-socialized among members and cocoa stakeholders at regional level.
- The persons who are elected as committee of RCF are less active, or less functioned, and the structures of committees are less matched to role and function of RCF.
- In some RCFs, most of the committees are dominated by government staffs who are bounded with official working hours at their office.
- The tendency of RCF for being program, or activity, implementer, is stronger than implementing the role and function as engagement space, place of learning, and establishing harmony among members and cocoa stakeholders.
- The domination of RCF chairperson is very strong, and other committees performance such as secretary, treasurer, and other members are less showed-up. (Case in Fomakara).
- The affiliation of RCF chairperson with one of Indonesian political party influences and threatens the RCF neutrality, and it demands delicately concern in establishing networking and cooperation with forum. (Case of Fomakara and FKSB).
- The solidarity among RCF committee members and the commitment in achieving the transformation are still low. Similarly to the expertise and skills which are not associated with the structures of committee board to enable them to work together.

III.2. FOCUS 2: ENHANCED TASK FORCE EFFECTIVENESS ON ROADMAP IMPLEMENTATION AND MEMBERS' OWNERSHIP

III.2.1. Key Activity 1: Organize Task Force consolidation workshop

The aim of this activity is to consolidate Task Forces work plan and to ensure that the work plan is in line with CSP Roadmap. In this workshop, CSP members gave feedback to Task Forces work plan. Task Force also identified and informed what type of support they need from the Executive Office, Supervisory Board or the General Assembly.

Task Force consolidation workshop conducted February 3rd, 2016, in Makassar. Result from this workshop is Task Force work plan consolidated and agreed by all Task Force members and Supervisory Board.

III.2.2. Key Activity 2: Facilitate implementation of Task Force work plan

Executive Office of CSP is responsible for facilitating and managing the Task Forces and ensuring that Task Force reaches the assigned outputs. The specific Task of managing the Task Force on the Executive Office is by the Associate Program – Task Force & Data Management, Program Assistant – Task Force & Data Management, and the Executive Director.

Task force activities facilitated by CSP EO and task forces achieved 80% of its targeted outputs in 2016.

FIGURE 13: TOTAL TASK FORCE MEETINGS IN 2016



III.2.3. Key Activity 3: Youth study

In the end of 2015, General Assembly decided that CSP need to develop youth engagement recommendations as part of the CSP Roadmap. One of roadmap targets is to maintain farmers' age below 40 years old by increasing the number of young farmers. It was decided to conduct a study to assess what are the factors that hindering youth involvement in cocoa farming.

Initially, since Mondelez Cocoa Life will conduct a similar study in their program areas, the plan was to conduct the study in collaboration with them. The study will be expanded to other CSP members' program area that was not covered by Cocoa Life study. However, because the agreement with Cocoa Life could not be finalized on time, CSP did not conduct their part of the study. It was decided that the plan to collaborate continued by co-funding a workshop together. The workshop will share the study results, learnings from successful youth programs and develop recommendations.

The workshop was conducted on November 15th in Jakarta organized by Indonesian Business Council for Sustainable Development (IBCSO). The theme of the workshop is "Youth Engagement in Sustainable Agriculture". It was participated by CSP members, Cocoa-Life program partners, university students, young cocoa farmers, etc. Summary recommendation of the workshop can be seen at Annex VI

III.2.4. Key Activity 4: Environment Workshop

Not yet conducted. Workshop postponed due to funding availability. Initially scheduled to be conducted in July 2017 to accommodate issues and action plan for environment provincial workshop conducted by Swisscontact. The Swisscontact workshop itself was delayed and was completed in December 2016. CSP workshop is planned to be conducted in conjunction with International Cocoa Symposium (INCOSY) organized by ICCRI.

III.2.5. Key Activity 5: General Assembly Meeting

The main venue for promoting stakeholder communication and information sharing is through the General Assembly meeting. In this meeting CSP members and invited participants shared lessons learned and issues gathered from field implementations of cocoa sustainability activities in Indonesia. Also, the GA meeting is the venue for CSP members to discuss strategic direction of CSP, the Roadmap, and cocoa sustainable development in the country. Two the meetings was held in Makassar while one meeting was held in Jakarta. The Jakarta meeting is aimed to get more participation and engagement from national level stakeholders.

In 2016, the theme and outcome of the GA meeting are as follows:

1. April 5th, 2016 in Makassar

Theme of this GA meeting is “Private-Public Collaboration for Sustainable Indonesian Cocoa”. Focus of this GA meeting was to discussed the synergy and collaboration through cooperation on sustainable cocoa program with the Directorate General of State Crop, Ministry of Agriculture on the program Cocoa Economic Cluster Partnership (CEPAT).

Outcome of this GA meeting as follows:

1. MoU between the Director of Annual and Refreshment Crop and CSP on the framework of CEPAT signed and follow up action plan on CEPAT agreed by CSP members.
2. Executive Office to develop second quarter planning based on SB review and input.
3. Regional Cocoa Forum have a referral program to work, there should be work plan for 2016 for all forum and involving many more stakeholders. Regional cocoa forum need to get input from CSP EO when designing the work plan.
4. Draft of GAP Key Principles from Task Force Knowledge Management and draft Planting Material map distributed and received feedback from GA participants.

2. August 8th, 2016, in Jakarta

The theme of this GA meeting is Service Delivery Model and Sustainable Soil Fertility. In this meeting, findings from the Service Delivery Models Fields Study was presented by the consultant to get feedback and input from the GA meeting participants. There was also presentation about service delivery model “Lembaga Ekonomi Masyarakat (LEM) Sejahtera” presented by Ir. Bambang, MM., Head of Estate Crop Office of South East

Sulawesi Province². Also, in this GA meeting, Task Force Agro Input & Planting Material representative, Mr. Peter Van Grinsven, presented the recommendation and follow-up action on Soil Fertility and Fertilizer Initiative based on result from the National Soil Fertility and Fertilizer Workshop on July 20 – 21, 2016 in Jakarta.

Outcome of this GA meeting as follows:

1. All Task Forces continue their work as per their work plan:
 - Agro-input and Planting Material Task Force to develop long-term and short term recommendations on fertilizer initiative.
 - Service Delivery Task Force to complete the final report of the service delivery model study and develop key principles of service delivery model;
 - Knowledge Management Task Force to start the development of National Cocoa Curriculum;
 - Access to Finance Task Force to continue and complete Finance Landscape document; and
 - KPI Task Force to complete Baseline data collection to determine target for CSP KPI.
2. Service Delivery Model study Consultant will take up all feedback and input from participants to and revised her findings. Final report is expected to be finalized by the end of September.
3. The Regional Cocoa Forums have been running in accordance with their functions and roles. However, forums still need support from CSP regarding strengthening partnerships with other stakeholders, both central and regional government.
4. The National Cocoa Roadmap from Ministry of Agriculture will become a national roadmap of Sustainable Cocoa Development in Indonesia.

3. December 14rd, 2016 in Makassar

This end of the year GA meeting was focusing on reflection on 2016 CSP Achievement as well as to get feedback and input from CSP members on how to improve support to farmers to increase production and their involvement in CSP; improve Task Force effectiveness in the implementation of roadmap and improving members ownership; strengthened stakeholder collaboration; and improved executive office management. CSP members also give input for CSP Work plan on 2017.

At this GA meeting, election of GA chairperson for the following year period is taken place. Jeremy Hicks from Bridgewater was elected as GA Chairman for 2017.

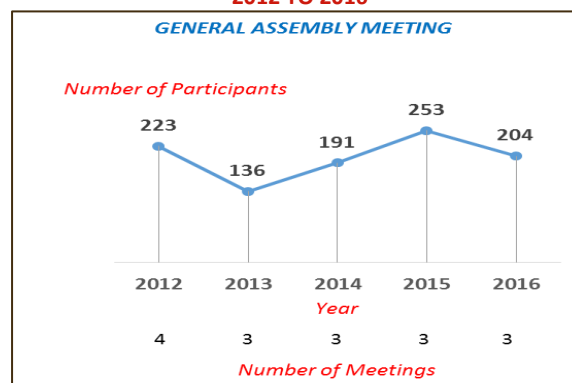
Graph 1 shows number of participants of the GA meeting from 2012 to 2016. Detail participants and organizations participating in the GA meetings in 2016 is shown at Annex II.

² Mr. Bambang was promoted in September to become the Director General of Estate Crop, Ministry of Agriculture, Indonesia

LESSONS LEARNED:

- GA Meeting is the most important event for CSP members this is shown from member turn out which is 90%. In average each GA meeting was attended by 70 people.
- Government participation is lower when the GA is conducted in Makassar compared to if the GA conducted in Jakarta. Therefore, although costly, it is crucial to keep having the GA in Jakarta to maintain government participation in the GA. The same rule goes for events that needs more government participation.
- Since establishment of task forces and engagement of regional forum into CSP, GA meeting mainly discussing task forces issues and time also allocated for cocoa forum. There was no more presentation about success stories. Therefore, it is suggested that in 2017 GA meetings to have those presentation back.
- How to keep the participants engaged and participated actively was still an issue. Group discussion and use of different media for the presentation are considered the best way to keep participants active and engaged.

GRAPH 1 NUMBER OF GA MEETING PARTICIPANTS FROM 2012 TO 2016



III.2.6. Key Activity 6: Supervisory Board Meeting

Seven Supervisory Board meetings were conducted in 2016 in. The meetings to review and give input on the progress of Task Forces, Executive Office work plan, budget, funding, etc.

III.3 FOCUS 3: IMPLEMENTATION OF SINERGY PROGRAM AND AS NATIONAL PLATFORM FOR PPP.

III.3.1. Key Activity 1: Meeting with MoA on operationalization of the PPKB MoU (joint monitoring; development of national sustainable cocoa roadmap; program coordination and alignment at field level).

In 2015, the government through the Directorate General of State Crop of Ministry of Agriculture launched the Cocoa Production and Productivity Improvement Program called "Sustainable Cocoa Program", and since the initial introduction of this program, CSP have expressed its interest to align and support the program.

In January 2016, a workshop to define the focus of the synergy were conducted and it was decided that the collaboration should focus on three issues:

1. Fertilizer and soil fertility;
2. Developing economic model for cocoa farmers; and
3. Youth engagement.

After series of discussions with the MoA, it was decided that the collaboration will be called "Cocoa Economic Cluster Partnership (CEPAT)" and implemented under the umbrella of *Permentan* No. 50/2012 regarding the Agriculture Area Development and *Permentan* No. 46/2014 regarding the Establishment of State Crop Area. CEPAT will cover following activities:

1. Good Agricultural Practice
2. Farmer organization development
3. Access to market
4. Integrated extension services (PPL & FF private sector)
5. Post-harvest management
6. Engagement of youth

Objective of CEPAT are as follows:

1. Better synergy and collaboration of stakeholders involved in cocoa sector development in Indonesia that would lead to better sector environment.
2. To speed up the achievement of the target of cocoa production and productivity with concerning the sustainability factors.

Furthermore, the expected outputs are:

1. Available model of multi-stakeholder collaboration that is scalable to other regions in the country.
2. Available model on fertilizer and planting material dissemination mechanism for farmers based on ready farm fertilizer principles.

3. Documentation of learnings and best practices on sustainable cocoa economic partnership-CEPAT available for cocoa stakeholders.

CEPAT will focus on three key areas that were identified as the prominent factors in ensuring the production and productivity increase, which are:

1. Fertilizer and soil nutrition

Objective:

- Ensure that the farmers use fertilizer appropriately and where possible use soil analysis results
- Ensure that the provided fertilizer, either through the government or other programs, is suitable and can be applied by farmers in accordance to PAS

2. Access to planting materials

Objectives:

- Ensure farmers can use suitable and approved planting material
- Provide opportunities for farmers to develop small-scale nursery business

3. Extension and farmer empowerment

Objective:

- Increase the adoption of knowledge and skills by farmers
- Ensure that extension services and assistants have the adequate ability and capacity

The Terms of Reference of CEPAT has been signed and agreed by CSP and Director of Annual and Refreshment Crops of MoA, in April 2016.

Socialization of CEPAT for regional Sulawesi conducted in June 2016. It was attended by provincial and district state crop office and RCF from the 3 provinces and 6 districts included in CEPAT. Key issues on the field implementation of CEPAT focus (fertilizer, planting materials, and farmer empowerment) were collected. Participants' response were positive and they were willing to participate in the collaboration.

Socialization for Sumatera and NTT region was not conducted due to funding availability and internal CSP discussion about the program approach. Several CSP members did not agreed with the approach of collaboration implementation in which might indicate CSP as program implementer. The issue is pending the implementation of CEPAT. The discussion will be carried over to 2017.

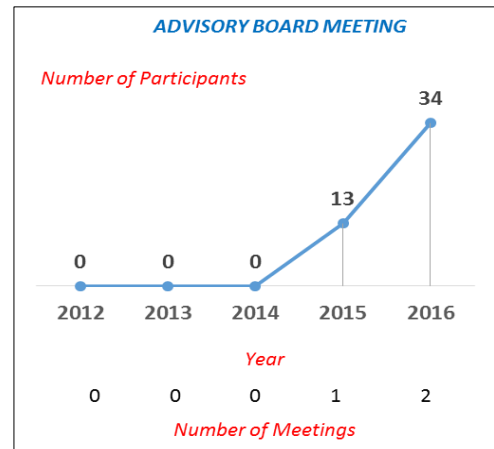
III.3.2. Key Activity 2: Advisory Board Meeting

The aim of Advisory Board meeting is to report CSP progress to the national government and to get advice to improve the implementation of CSP activities. Furthermore, the meeting is also to ensure that CSP work plan is in line with government cocoa related programs.

In 2016, the Advisory Board meeting was conducted in January, in Jakarta. It was attended by the Advisory Board and Supervisory Board members and several cocoa associations which is members of Indonesian Cocoa Board. Results from this meeting was identification of focus for synergy between CSP and MoA.

In 2017, the Advisory Board is planned to be conducted 2 (two) times, in January and July. Both meetings will be conducted in Jakarta.

GRAPH 2 ADVISORY BOARD MEETING PARTICIPANTS IN 2015 & 2016



III.4 FOCUS 4: EXECUTIVE OFFICE MANAGEMENT.

III.4.1. Key Activity 1: Refinement and development of EO SOPs.

Since its first operational, CSP does not have a proper Standard Operational Procedure to guide its administrative, financial and human resources operations. Therefore, with the application of the new legal body of CSP, it must create a robust Standard Operational Procedure.

A consultant was hired to review the old Financial and Administrative procedure and write the SOP in which completed with HR and procurement standard procedure. The SOP was finalized in April 2016 and has been implemented since then.

Beside the SOP, CSP also refined the Statute. The new statute was in place and implemented since April 2016.

III.4.2. Key Activity 2: Increase accountability (financial and activity).

Activities and achievements related to this Key Activity are as follows:

- VECO Indonesia was elected as CSP Treasurer for 2016. Financial checking mechanism was agreed with new treasurer and treasurer checked the financial report in monthly basis. However, in August the Country Director of VECO resigned and his replacement was on board in September. Since he is new and still need to learn about CSP, the financial report was not checked by treasurer since September 2016. The treasurer checked and signed the remaining 2016 financial report in January 2017.
- Quarterly report to SB reported at SB meetings.
- 11x team meeting conducted up to November to review progress and plan of the month.
- 4x quarterly team meeting with SB chairman to review quarterly progress and plan for next quarter.
- 2x attended and participated in VECO partner meeting to report progress and share learning with other VECO partner.
- PWC contracted to audit CSP. Internal Control Review conducted in September. Financial audit 2016 will be done in February 2017.

III.4.3. Key Activity 3: Enhanced staffs capacity and deliverables.

Activities and achievement in 2016 related to this key activities are as follows:

- CSP staffs signed contract and are permanent staffs of CSP.
- Staffs' 2016 KPIs established and monitored.
- 1x training regarding cocoa knowledge conducted at Indonesian Cocoa and Coffee Research Center (ICCRI) in Jember participated by all staffs.
- 2 staffs attended M&E training at MDF Bali

- Have discussed with Asian Leadership Center to conduct Building high performance team training. Proposal submitted, awaiting for funding availability.

III. FINANCIAL REPORT

IV.1. FUNDS RECEIVED

Item	EURO
Total CSP Budget 2016	499,049
Carry over balance from 2015	-27,879
Total CSP Budget Requirement 2016	471,170
Outstanding Membership Fees 2015 (end of the year)	113,771
Membership fee received	81,595
Additional funding from members	299,532
Total CSP Funding in 2016	381,127

IV.2. BUDGET VS ACTUAL EXPENDITURE (IN EURO)

		Budget		Expenditure	
Focus 1	IDH	19,918	212,271	19,356	113,238
	VECO	13,238		8,401	
	Swisscontact (SCPP)	142,953		74,953	
	Membership Fee	36,162		10,528	
Focus 2	IDH	5,285	75,140	10,384	26,119
	VECO	7,790		8,284	
	Swisscontact (SCPP)	-		-	
	Membership Fee	62,065		7,451	
Focus 3	IDH	16,796	21,766	9,549	10,788
	VECO	-		-	
	Swisscontact (SCPP)	-		-	
	Membership Fee	4,970		1,239	
Focus 4	IDH	33,001	189,872	32,609	159,725
	VECO	-		1,250	
	Swisscontact (SCPP)	-		7	
	Membership Fee	156,871		125,859	
Total Budget & Expenditure		499,049		309,870	

V. LESSONS LEARNED AND KEY CHALLENGES

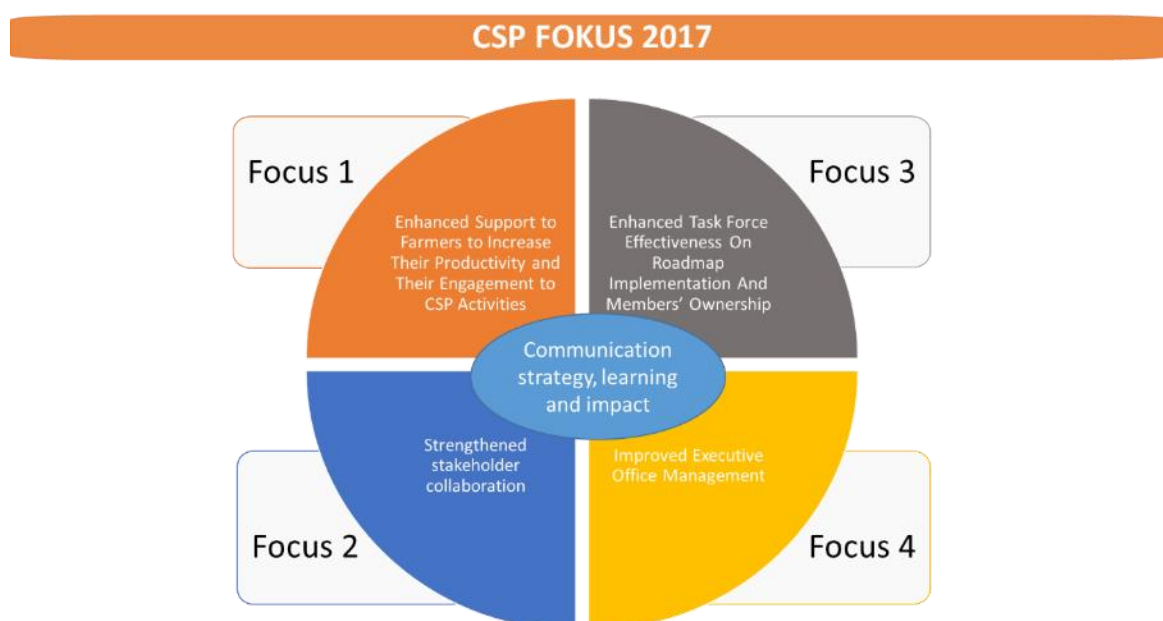
V.1 LESSON LEARNED

1. Flexibility of the Executive Office to accommodate the needs and directions of the platform is key to ensure they can facilitate the running of the platform.
2. The Executive Office must have adequate leadership to drive the work plan implementation and to ensure that targets are achieved,
3. Acceptance and openness from the national government
4. At regional government level, need to improve relationship
5. Maintaining communication with members before making decision

V.2 KEY CHALLENGES

1. To keep the spirit and commitment from members and task forces to be active
2. Maintain neutrality and stay on the course of collective purposes.
3. Adoption of task forces and roadmap recommendations is still low
4. Uncertainty of cash flow had delayed implementation of some activities
5. Implementor vs not-implementor
6. What you ask you are not always get it.

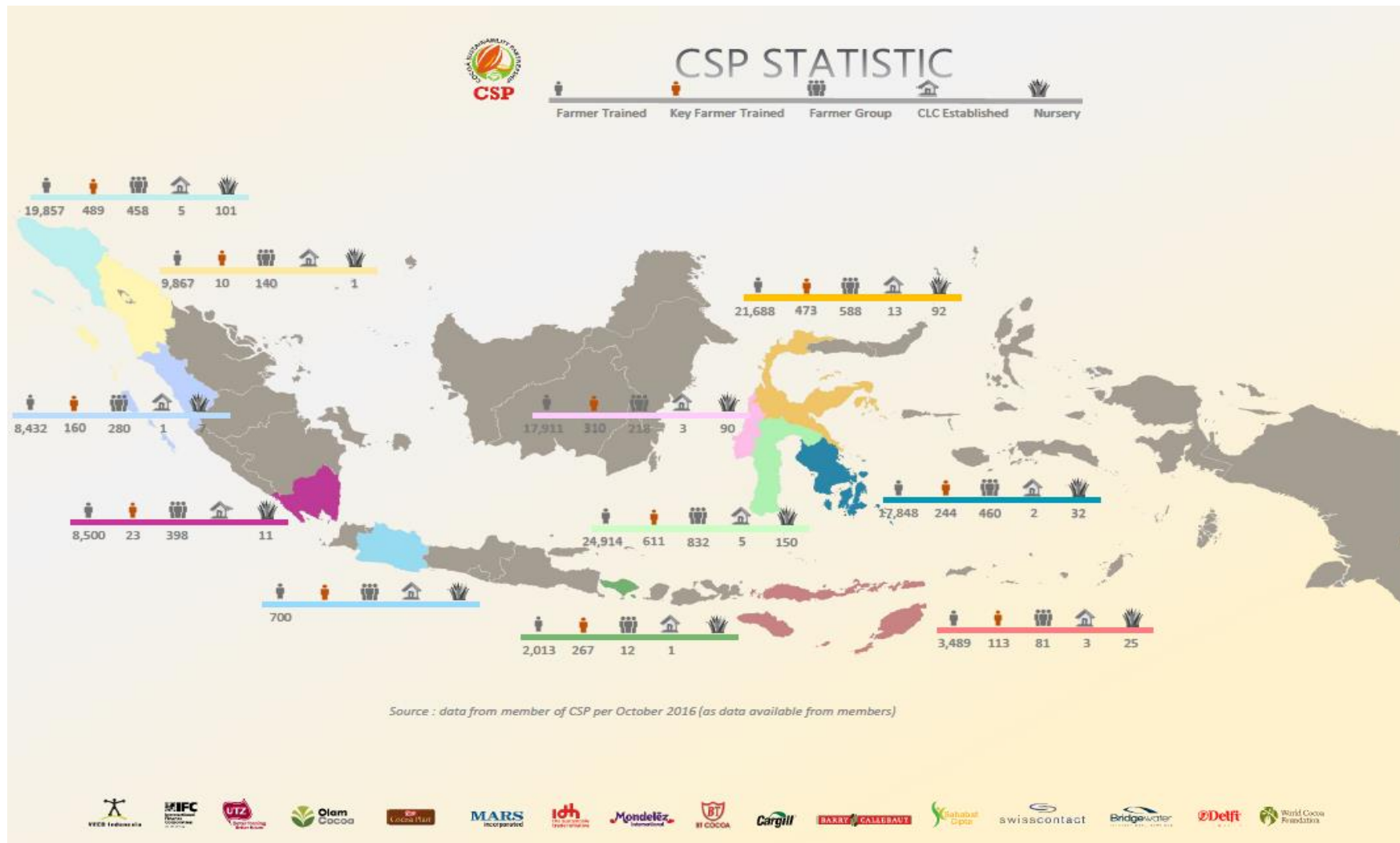
IV. 2017 FOCUS



For 2017, CSP will develop its work plan on the following issues:

1. Fertilizer recommendations related to cocoa specific initiatives. Some CSP members conducted trial and has had the formulation, this should be submitted/proposed to government. The government is awaiting the recommendations from CSP related to follow-up on cocoa specific fertilizer.
2. Planting material: need government support so that planting materials are available and more affordable at the cocoa production centers.
3. Farmer Empowerment: need a legal standing for the education of farmers in this regard is the National Curriculum for training of cocoa farmers. The curriculum is necessary to ensure that training activities of farmers have a legal basis.
4. Cross cutting issues: environmental, gender, access to finance and the youth aspects will also be the focus of the CSP program in 2017.

ANNEX I: CSP STATISTIC



ANNEX II: LIST OF ORGANIZATION AND NUMBER OF PEOPLE PARTICIPATED IN CSP GA MEETING IN 2016

GA April	GA August	GA December
People: 80 Organization: 48	People: 79 Organization: 39	People: 51 Organization: 29
Private Sector	Private Sector	Private Sector
Cargill	Cargill	Cargill
Petra Foods	Mars	Mars
MARS	Olam	Olam Cocoa
Barry Callebaut	Mondelez	Mondelez
BT COCOA	Kirana Group	PT. Kalla Kakao Industry
Mondelez	Government	BT Cocoa
BT Cocoa	Coord. Ministry of Economy	Government
Maha Food	Dir. Gen. of state crop, MoA	Coord. Ministry of Economy
OLAM	Ministry of Trade	Dir. Gen. of state crop, MoA
Kirana Group	Ministry of Industry	State Crop Office of South Sulawesi Province
PT. Timor Mitra Niaga Plantation	State Crop Office of East Kalimantan	BPTP South Sulawesi
PT. Community Solutions International	State Crop Office of Flores District	State Crop Office of West Sumatera Province
Government	Dir. Research and Development Agency, MoA	Cocoa Forums & Cocoa Association
Coord. Ministry of Economy	State Crop Office of East Kalimantan Province	ASKINDO
State Crop Office of South Sulawesi Province	State Crop Office of South Sulawesi Province	APKAI
Dir.Gen. State Crop, MoA	Ministry of Industry	Regional Cocoa Forum Aceh
Cocoa Forums & Association	State Crop Office of South East Sulawesi Province	Regional Cocoa Forum Kolaka
ASKINDO	Cocoa Forums & Cocoa Association	Regional Cocoa Forum West Sulawesi
APKAI	ASKINDO	Regional Cocoa Forum Luwu Raya
Regional Cocoa Forum Aceh	APKAI	Regional Cocoa Forum West Sumatera
Regional Cocoa Forum Kolaka	Regional Cocoa Forum Aceh	DEKAINDO
Regional Cocoa Forum West Sulawesi	Regional Cocoa Forum Kolaka	Donor & NGO
Regional Cocoa Forum Luwu Raya	Regional Cocoa Forum West Sulawesi	IDH
Regional Cocoa Forum West Sumatera	Regional Cocoa Forum Luwu Raya	Swisscontact
DEKAINDO	Regional Cocoa Forum West Sumatera	Yayasan Sahabat Cipta (YSC)

GA April	GA August	GA December
Donor & NGOs	Apikci	UTZ certified
IDH	Donor and NGOs	VECO Indonesia
Swisscontact	IDH	IFC
Yayasan Sahabat Cipta (YSC)	Swisscontact	Bridgewater Network Int.
UTZ certified	Yayasan Sahabat Cipta (YSC)	World Cocoa Foundation
VECO Indonesia	UTZ certified	AIC
IFC	VECO Indonesia	
Bridgewater Network Int.	IFC	
World Cocoa Foundation	Bridgewater Network Int.	
	World Cocoa Foundation	Universities and Research Institute
Universities and Research Institute	SCOPI	ICCRI
Hasanuddin University	Vasham	
ICCRI	PisAgro	
Reporter		
Berita Kota Makassar	Universities and Research Institute	
Radar Makassar	ICCRI	
VE Channel	DEKAINDO	
Bisnis Indonesia	Askindo	
Rakyatku.com	Bank	
Go Cakrawala	RaboBank	
Kompas TV		
Tribun		
Celebes TV		
Fajar		
Sindo		
Antara News		
Tempo		
Liputan lima		
Go Sulsel		

ANNEX IV: KPI CSP

FOCUS I: ENHANCED SUPPORT TO FARMERS TO INCREASE THEIR PRODUCTIVITY AND THEIR ENGAGEMENT TO CSP ACTIVITIES

Key Activity 1: Farmers receive learnings from best practices on sustainable cocoa development through distribution of communication material

Planned	Realization
3x editions of COKELAT magazine published with 1000 exemplar per edition. Themes: b. Sustainable Agriculture c. Soil Fertility and Fertilizer d. Cocoa farming and climate change	1x edition of COKELAT Magazine published in August with theme Sustainable Agriculture for 1200 exemplar. Distributed to CSP members, government (related ministries, related directorate at MoA, provincial and district Disbun, Badan Penyuluh), farmer organizations, universities, SMK, etc.
CSP website and social media regularly updated and contain information related to sustainable cocoa development in Indonesia including farming technology	<ul style="list-style-type: none">• CSP website redesigned and regularly updated with information related• Visitor analysis:
Publication and promotional materials and events that show casing farmer's success story and cocoa sustainability program in Indonesia	1x National cocoa day exhibition and seminar 1x BIMP EAGA exhibition in Makassar

Key Activity 2: Ensure Task Force activities and outputs are farmer focus

1. Task Force Agri-Input and Planting Material

Planned activities	Realization
Developing Farm Development Plan for farm rehabilitation	<ul style="list-style-type: none">- One workshop to introduce farm development model facilitated by Mars and UTZ.- No follow up from the Task Force regarding this matter.
Improving fertilizer access and application (Fertilizer Ready Farm)	<ul style="list-style-type: none">- National seminar and workshop on soil fertility and fertilizer.- Draft recommendation on fertilizer initiative
Improving access to planting materials and clone distribution	<ul style="list-style-type: none">- Cocoa clone map – visualizing distribution of and most popular cocoa clones in Indonesia.

2. Task Force Knowledge Management

Planned	Realization
GAP Key principles published and distributed to CSP members	First edition GAP key principles published in July and distributed to CSP members and several other stakeholders.

3. Task Force Access to Finance

Planned	Realization
<ol style="list-style-type: none"> 1. Provide input on improving the KUR loan product for agri. 2. Develop, pilot tools for performance benchmarking (SCOPE). 3. Develop set of key farmer indicators that banks would use for client selection. 4. Pilot savings scheme for farmers, and measure impact (already in progress by Swisscontact, I understand). 	<ul style="list-style-type: none"> - Financial Landscape Document summarizes government and private sector loan products and includes information about social lenders and other financing options. It also includes other useful information related to loans, such as on creditworthiness assessment tools and collateral.

4. Task Force Service Delivery and Farmer Organizations

Planned	Realization
<ol style="list-style-type: none"> 1. Study on service delivery model to identify and assess various models of service delivery that is being practiced by CSP members and other cocoa stakeholder for development of professional farmers. 2. Developing key principles on service delivery 	<p>Study completed, draft report shared and given feedback by CSP members, final report expected at the end of November.</p>

5. Task Force Key Performance Indicators

Planned	Realization
<ol style="list-style-type: none"> 1. Finalize outcome level indicators definitions 2. Refine output level indicators 3. Start baseline data collection 	<p>KPI matrix approved which include outcome lever Indicators, indicators definition, measurement, methodology, and verification to measure</p> <p>In preparation to conduct data collection, that will be conducted in January 2017.</p>

Key Activity 3: Support Regional Cocoa Forum to build forum capacity and enable them to promote cocoa sustainability at the regional level.

Planned	Realization
Facilitation of the review of Regional Cocoa Forum strategic plan	<ul style="list-style-type: none"> - Workshop conducted attended by 7 RCFs. Forums and CSP agreed on Forum's role, objective and function. - 7 fora submitted their draft work plan and budget, only 5 forums accepted. - Internal review 2016 and planning 2017 will be conducted on 23-24th of November
Facilitation of shared learning meetings among regional forums at national level to increase forums networking and synergy	<ul style="list-style-type: none"> - 2 Share learning meetings at national level (topics: certification and - 2x forums update reported at GA meeting - Topics from national share learning meetings extended to forum thematic meetings at each regional forum (Sumbar - certification, Aceh – Environment Sustainability, Fomakara - Farm Development Plan, etc.)
Facilitation and support the annual stakeholder meetings at the RCF to strengthen collaboration between cocoa forums and local government	2 annual stakeholder meeting conducted in Aceh and West Sumatra. 3 annual meetings are in schedule in November and December

	<p>Support from local government (including financial) for annual meeting</p> <p>Collaboration between RCF and local government established:</p> <ul style="list-style-type: none"> - Evaluasi Nagari Model kakao in West Sumatera - Kampung Cokelat in Kolaka & Luwu Utara - Involved in provincial musrenbang in West Sumatera - Synergy to increase field facilitator from Dibun in Central Sulawesi. - Partnership meeting in Aceh
Strengthen RCF Governance	<p>Regional forums function effectively:</p> <ul style="list-style-type: none"> - 5 regional forums signed MoU with CSP and approved work plan and budget. - 5 regional forums have functioning secretariat office and secretariat staffs. - 22x coordination meetings/consultation with local government - 28x thematic meetings/share learnings/local stakeholder meetings - 25x internal forum coordination meeting.
Technical assistance to strengthen regional cocoa forum on development of communication & Publication materials	<p>Regional forums existence acknowledged by stakeholder and become a medium for stakeholder engagement:</p> <ul style="list-style-type: none"> - More than 1300 exp. Promotional materials (fliers, leaflet, etc) distributed at regional level - 500 exp Forum information sheet printed and distributed - 200 exp. Newsletter/activity report published and distributed - 3x local media and local TVRI coverage - Banners, backdrop, etc.
Technical assistance to strengthen regional cocoa forum operational	<p>Forum operation run effectively and accountable:</p> <ul style="list-style-type: none"> - Standard operational procedure for administration, procurement and financial management produced and implemented. - 5 secretariat staffs trained on financial procedure and reporting, as well as on forum function and management. - Regular activity report and financial report received from 5 forums.

FOCUS II: ENHANCED TASK FORCE EFFECTIVENESS ON ROADMAP IMPLEMENTATION AND MEMBERS' OWNERSHIP

Key Activity 1: Organize Task Force consolidation workshop

Planned	Realization
1x Task Force consolidation workshop conducted	<ul style="list-style-type: none"> - Task Force consolidation workshop conducted on February 3rd, 2016, in Makassar - Task Force work plan consolidated and agreed by all TF members and Supervisory Board

Key Activity 2: Facilitate implementation of Task Force work plan

Planned	Realization
Task Forces achieve their 2016 targets	- Task force activities facilitated and task forces achieved their targets
4. Data Collection	

Key Activities 3: Youth study

Planned	Realization
<ol style="list-style-type: none"> 1. Youth study conducted in collaboration with Mondelez covering CSP members area 2. Workshop to disseminate study findings and 	<ul style="list-style-type: none"> - Youth study did not conducted because agreement with Mondelez could not finalize on time. Mondelez agreed to share the executive summary with CSP - Workshop to share study findings and learnings from other program related with youth engagement in Agriculture was conducted in November 15th, 2016 in collaboration with Mondelez and IBCSD.

Key Activity 4: Environment Workshop

Planned	Realization
1 national workshop on environmental issues in cocoa farming conducted	Not yet conducted. Workshop postponed due to funding availability. Initially scheduled to be conducted in November to accommodate issues and action plan for environment provincial workshop

Key Activity 4: General Assembly meeting

Planned	Realization
3 General Assembly meetings conducted.	<ul style="list-style-type: none"> - 2 GA meetings conducted in April and August. - GA in April discussed TOR for synergy between CSP and Ministry of Agriculture in cocoa development. The TOR signed by both parties. Draft of GAP Key Principles, from KM TF, distributed for feedback from members. - GA in August discuss findings from Service Delivery Study by the consultant and draft fertilizer recommendations from the soil fertility workshop. - In each GA Meeting TF progress reported and received feedback from GA members.

Key Activity 5: Supervisory Board meeting

Planned	Realization
At least 3 Supervisory Board meetings conducted	5 Supervisory Board meetings conducted in January, March, April, July and August. The meetings to review and give input on the progress of Task Forces, Executive Office work plan, budget, funding, etc.

FOCUS III: IMPLEMENTATION OF SINERGY PROGRAM AND AS NATIONAL PLATFORM FOR PPP.

Key Activity 1: Meeting with MoA on operationalization of the PPKB MoU (joint monitoring; development of national sustainable cocoa roadmap; program coordination and alignment at field level)

Planned	Realization
<p>TOR for synergy developed and agreed by both parties</p> <p>Pilot collaboration implemented in regions who agreed to participate</p>	<ul style="list-style-type: none"> - Ad hoc team to draft and refine TOR for CEPAT formed - TOR for collaboration developed and agreed by CSP and MoA. The initiative is called "CEPAT". - Socialization of CEPAT for regional Sulawesi conducted attended by Disbun and RCF from 3 provinces and 6 districts. Key issues on the implementation of CEPAT focus (fertilizer, planting materials, farmer empowerment) collected. Positive response from the participants and willingness to participate in the collaboration. - Socialization for Sumatera and NTT was postponed due to funding availability.

Key Activity 2: Advisory Board meeting

Planned	Realization
2x Advisory Board meeting conducted	<ul style="list-style-type: none"> - 1x Advisory Board meeting conducted in January 2016. The AB meeting decided on locus for the synergy initiative - 1x planned to be conducted in December 20th.

FOCUS IV: EXECUTIVE OFFICE MANAGEMENT.

Key Activity 1: Refinement and development of EO SOPs.

Planned	Realization
<ol style="list-style-type: none"> Existing SOP reviewed and refined. CSP Statute revised. Revision approved by the GA. Financial checking mechanism developed and agreed with the new SB treasurer 	<ul style="list-style-type: none"> - Consultant hired to review and rewrite the SOP. - SOP finalized in May and been operationalized since then. - Statute reviewed and finalized in April, printed and distributed to members. - Financial checking mechanism agreed with new treasurer. Treasurer checked monthly financial report.

Key Activity 2: Increase accountability (financial and activity).

Planned	Realization
<ol style="list-style-type: none"> All reporting (financial and narrative) produced and submitted in timely manner Monthly newsletter produced and distributed to CSP members Financial audit conducted Monthly team meeting 	<ul style="list-style-type: none"> - Monthly financial report submitted and checked by SB treasurer up to August. - Quarterly report to SB reported at SB meetings - 11x team meeting conducted up to November to review progress and plan of the month.

5. Quarterly team meeting with SB Chairman	<ul style="list-style-type: none"> - 4x quarterly team meeting with SB chairman to review quarterly progress and plan for next quarter. - 2x attended and participate in VECO partner meeting to report progress and share learning with other VECO partner. - PWC contracted to audit CSP. Internal Control Review conducted in September. Financial audit 2016 will be done in February 2017.
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Key Activity 3: Enhanced staffs capacity and deliverables.

Planned	Realization
<ol style="list-style-type: none"> 1. Review staffs contract modalities and ensure all staffs sign contract. 2. All staffs have clear KPIs 3. Staffs capacity building in accordance with their role and function 	<ul style="list-style-type: none"> - CSP staffs signed contract and are permanent staffs of CSP. - Staffs 2016 KPIs established and monitored - 1x training regarding cocoa knowledge conducted at ICCRI. - 2 staffs attended M&E training at MDF Bali - Have discussed with Asian Leadership Center to conduct Building high performance team training. Proposal submitted, awaiting for funding availability.

ANNEX V: FINANCIAL REPORT

FOCUS I: ENHANCED SUPPORT TO FARMERS TO INCREASE THEIR PRODUCTIVITY AND THEIR ENGAGEMENT TO CSP ACTIVITIES

Activity 1: Farmers receive learnings from best practices on sustainable cocoa development through distribution of communication material

Donor	2016					Total cost
	Travel cost	Meeting/ Workshop	Printing	Consultant	Other cost	
IDH	-	-	-	-	-	-
VECO	-	-	405	-	-	405
Swisscontact (SCPP)	-	-	-	-	-	-
Membership Fee	2,365	-	5,414	1,571	14	9,364
	2,365	-	5,819	1,571	14	9,769

Activity 2: Ensure task force activities and outputs are farmer focus

Donor	2016					Total cost
	Travel cost	Meeting/ Workshop	Printing	Consultant	Other cost	
IDH	8,950	6,636	1,493	912	1,365	19,356
VECO	-	-	187	7,809	-	7,996
Swisscontact (SCPP)	-	-	-	-	-	-
Membership Fee	27	867	-	-	44	938
	8,977	7,503	1,680	8,721	1,409	28,290

Activity 3: Support Regional Cocoa Forum to build forum capacity and enable them to promote cocoa sustainability at the regional level

Donor	2016					Total cost
	Travel cost	Meeting/ Workshop	Printing	Consultant	Other cost	
IDH	-	-	-	-	-	-
VECO	-	-	-	-	-	-
Swisscontact (SCPP)	31,398	41,383	2,172	-	-	74,953
Membership Fee	-	226	-	-	-	226
	31,398	41,609	2,172	-	-	75,179

Total cost for Focus I

Donor	2016					Total cost
	Travel cost	Meeting/ Workshop	Printing	Consultant	Other cost	
IDH	8,950	6,636	1,493	912	1,365	19,356
VECO	-	-	592	7,809	-	8,401
Swisscontact (SCPP)	31,398	41,383	2,172	-	-	74,953
Membership Fee	2,392	1,093	5,414	1,571	58	10,528
	42,740	49,112	9,671	10,292	1,423	113,238

FOCUS II: ENHANCED TASK FORCE EFFECTIVENESS ON ROADMAP IMPLEMENTATION AND MEMBERS' OWNERSHIP

Activity 1: Organize task force consolidation workshop

Donor	2016				
	Travel cost	Meeting/ Workshop	Consultant	Other cost	Total cost
IDH	-	-	-	-	-
VECO	-	1,637	-	-	1,637
Swisscontact (SCPP)	-	-	-	-	-
Membership Fee	-	-	-	-	-
	-	1,637	-	-	1,637

Activity 2: Facilitate implementation of task force work plan

Donor	2016				
	Travel cost	Meeting/ Workshop	Consultant	Other cost	Total cost
IDH	4,796	483	-	-	5,279
VECO	-	-	-	-	-
Swisscontact (SCPP)	-	-	-	-	-
Membership Fee	1,217	45	-	-	1,262
	6,013	528	-	-	6,541

Activity 3: Youth study

Donor	2016				
	Travel cost	Meeting/ Workshop	Consultant	Other cost	Total cost
IDH	1,178	-	3,927	-	5,105
VECO	-	-	-	-	-
Swisscontact (SCPP)	-	-	-	-	-
Membership Fee	-	-	-	-	-
	1,178	-	3,927	-	5,105

Activity 4: Environment workshop

Donor	2016				
	Travel cost	Meeting/ Workshop	Consultant	Other cost	Total cost
IDH	-	-	-	-	-
VECO	-	-	-	-	-
Swisscontact (SCPP)	-	-	-	-	-
Membership Fee	-	11	-	-	11
	-	11	-	-	11

Activity 5: General assembly meeting

Donor	2016				
	Travel cost	Meeting/ Workshop	Consultant	Other cost	Total cost
IDH	-	-	-	-	-
VECO	-	4,329	1,898	420	6,647
Swisscontact (SCPP)	-	-	-	-	-
Membership Fee	3,577	674	-	751	5,002
	3,577	5,003	1,898	1,171	11,649

Activity 6: Supervisory board meeting

Donor	2016				
	Travel cost	Meeting/ Workshop	Consultant	Other cost	Total cost
IDH	-	-	-	-	-
VECO	-	-	-	-	-
Swisscontact (SCPP)	-	-	-	-	-
Membership Fee	-	1,176	-	-	1,176
	-	1,176	-	-	1,176

Total cost for Focus II

Donor	2016				
	Travel cost	Meeting/ Workshop	Consultant	Other cost	Total cost
IDH	5,974	483	3,927	-	10,384
VECO	-	5,966	1,898	420	8,284
Swisscontact (SCPP)	-	-	-	-	-
Membership Fee	4,794	1,906	-	751	7,451
	10,768	8,355	-	1,171	26,119

FOCUS III: IMPLEMENTATION OF SINERGY PROGRAM AND AS NATIONAL PLATFORM FOR PPP**Activity 1: Meeting with MoA on operationalization of the PPKB MoU (joint monitoring; development of national sustainable cocoa roadmap; program coordination and alignment at field level)**

Donor	2016			
	Travel cost	Meeting/ Workshop	Other cost	Total cost
IDH	6,841	-	-	6,841
VECO	-	-	-	-
Swisscontact (SCPP)	-	-	-	-
Membership Fee	336	-	-	336
	7,177	-	-	7,177

Activity 2: Advisory Board meeting

Donor	2016			
	Travel cost	Meeting/ Workshop	Other cost	Total cost
IDH	1,635	1,047	26	2,708
VECO	-	-	-	-
Swisscontact (SCPP)	-	-	-	-
Membership Fee	903	-	-	903
	2,538	1,047	26	3,611

Total cost for Focus III

Donor	2016			
	Travel cost	Meeting/ Workshop	Other cost	Total cost
IDH	8,476	1,047	26	9,549
VECO	-	-	-	-
Swisscontact (SCPP)	-	-	-	-
Membership Fee	1,239	-	-	1,239
	9,715	1,047	26	10,788

FOCUS IV: EXECUTIVE OFFICE MANAGEMENT

Activity 1: Refinement and development of EO SOPs

Donor	2016					
	Travel cost	Meeting/ Workshop	Personnel	Consultant	Direct office cost	Total cost
IDH	-	-	-	-	-	-
VECO	-	-	-	-	-	-
Swisscontact (SCPP)	-	-	-	-	-	-
Membership Fee	-	-	-	2,368	-	2,368
	-	-	-	2,368	-	2,368

Activity 2: Increase accountability (financial and activity)

Donor	2016					
	Travel cost	Meeting/ Workshop	Personnel	Consultant	Direct office cost	Total cost
IDH	-	-	-	5,408	-	5,408
VECO	-	-	-	-	-	-
Swisscontact (SCPP)	-	-	-	-	-	-
Membership Fee	-	994	-	5,033	-	6,027
	-	994	-	10,441	-	11,435

Activity 3: Enhanced staffs capacity and deliverables

Donor	2016					Total cost
	Travel cost	Meeting/ Workshop	Personnel	Consultant	Direct office cost	
IDH	-	-	19,637	6,666	898	27,201
VECO	1,241	-	-	-	9	1,250
Swisscontact (SCPP)	-	-	-	-	7	7
Membership Fee	7,063	-	87,654	138	22,609	117,464
	8,304	-	107,291	6,804	23,523	145,922

Total cost for Focus IV

Donor	2016					Total cost
	Travel cost	Meeting/ Workshop	Personnel	Consultant	Direct office cost	
IDH	-	-	19,637	12,074	898	32,609
VECO	1,241	-	-	-	9	1,250
Swisscontact (SCPP)	-	-	-	-	7	7
Membership Fee	7,063	994	87,654	7,539	22,609	125,859
	8,304	994	107,291	19,613	23,523	159,725

ANNEX VI: YOUTH WORKSHOP RECOMMENDATIONS

Theme: *Access to knowledge and information on technology on high productive farming*

Group 2

- **What kinds of changes are expected in the future?**
Many related policies exist but cannot be implemented on rural community area. So, in the future, the role of local government must be improved.
- **Challenges that occur today**
Traditional knowledge meet digital era, the agriculture information should receive by the farmers directly.
- **Group Recommendations**
Encourage the local government to provide internet access, forming a radio community, and use smart vehicle (mobile library). The most importance thing is to improve service delivery models to the remote areas.

Group 6

- **What kinds of changes are expected in the future?**
Easier access to agricultural information and students need an intensive work practices in the field.
- **Challenges that occur today**
The study material at college/ class is not attractive to students but actually when it come to the field; it could turned out that to be a farmer was enjoyable and fun.
Limited information on agriculture and lack of information where the farmers can go when they have a problem.
- **Group Recommendations**
Provide and multiply Farmer Learning Centre to overcome the problems encountered in the field. Learning Center is also supported by related applications and utilizes the existing group farmer. As for students, curriculum improvement needs to become more attractive and increase the practice with direct collaboration with various parties. Young people also need role models to emulate his success. There should be more event platform for the youth in getting more access to agriculture information.

Tema: *Access to finance*

Group 8

- **What kinds of changes are expected in the future?**
The needs of government support in terms of financial education to the young generation and further cooperation with financial institutions for a special loan scheme in agriculture.
- **Challenges that occur today**
Only few young people have access to finance to start business in agricultural sector. This is because they are facing collateral constraints and yet only small number of financial institutions that understand business risks in agriculture.

Lack of understanding of commodities that suit youth.

- **Group Recommendations**

The immediate action that the government should support young people by providing risk management education in agriculture, and modify the loan scheme with the context of agriculture.

Theme: Access to land

Group 1 and 5

- **What kinds of changes are expected in the future?**

- There is an opportunity for young people to manage the land
- There is a support system that encourages land tenure through certain mechanisms, such as insurance mechanisms.
- There is a program for relevant stakeholders that allow younger generations to use the land for agriculture.

- **Challenges that occur today**

- There are some practices of youth using land (eg; village land use), but it only few practices.
- Each village has their own uniqueness.
- The role of local government is strong enough, but there are some village are not interested in certain issues, so it depends on the interest the head village head.
- Not all youth has access to land, but many market commodity chain are controlled by several groups in the access to its market
- The price of land tenure is relatively high

- **Group Recommendations**

- Alternate systems should be review for option
- Need of leadership or vision from the head of the village.
- Insurance mechanisms can be used to ensure availability of land, but it should consider about spatial planning
- Advocation for regulation that encourage land tenure mechanism for youth through series of discussion forums together with government policy, or through expand network with the young farmers community.

Theme : Support System

Group 7

- **What kinds of changes are expected in the future?**

How big the influence of support system depends on the age of young people, residence location, social conditions and elderly situation (multilayered)

Things that need to be considered in accommodate this rapid changes;

- Swift Action
- Flexibility on respond for the policy dynamics
- Creating a new program along with direct implementation in the area
- Integrated movement and it should be not sporadic.
- Early education approach to see each region background
- Create a roadmap for existing youth programs to be promoted

- **Challenges that occur today**

The support system that important for young farmers is:

- Family, How do families can support young people to involve in agriculture sector
- Government
- Community; community organizations, youth organizations

- Media
- Challenges when many young people is listening their friends rather than their family
- **Group Recommendations**
 - Reconfirm the result of the studies to youth generation itself
 - Put the young generation as subject
 - Macroeconomic policies; oriented to more profitable technology and skills development
 - Micro Policy; focus on survival life skills, youth oriented program, develop program that can make the parents feel more happy to be a farmer so it can influence the generation underneath.