

Final Report

Cocoa & Forests: Knowledge Exchange Program

2021



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I. Program Description

The Cocoa & Forest: Knowledge Exchange Program (C&F) was organized by Kinomé, a social business with 16 years expertise, to deliver on the technical aspects of this work, and a lead consultant Wendy Arenas (founder of Alisos), a social scientist which coordinates the Cocoa & Peace Initiative in Colombia, to conduct capacity building activities for knowledge exchange and enhance coordination. The combination of these two areas of expertise provided both the learning techniques and technical contents to ensure knowledge exchange and adoption. The Program was supported by the World Bank, specifically the Forest Carbon Partnership Facility, which is joining the global efforts of preserving forests and improving livelihoods through a project that aims to explore public-private collaboration opportunities with relevant networks and to develop topical deep dives and knowledge products to inform private sector strategies and facilitate effective on-the-ground actions in selected jurisdictions. This Program represented a window of opportunity to facilitate and solidify the dialogue between Africa and LATAC within the different stakeholders of the cocoa value chain and interested organizations belonging to the six participating countries: Colombia, Peru, Brazil, Dominican Republic, Ghana and Ivory Coast. It concluded with the creation of a Global Community of Knowledge and Practice for a Sustainable Cocoa.



Objectives

The program aims to facilitate and promote the exchange of knowledge between cocoa-producing countries with the objective of promoting a sustainable, zero-deforestation and transparent value chain. It aims to:

- 1.Promote sustainable and fair practices for all stakeholders in the cocoa value chain
- 2.Provide an open space for intersectoral dialogues within the cocoa value chain
- 3.Document and share relevant, diverse and updated information on good practices of sustainable cocoa in the different cocoa-producing countries of the world
- 4.Share with C&F's participants materials addressed throughout the program in an accessible and organized manner.

A selected group of participants from each country (around 9 to 12 people), denominated as "core groups" went through a very complete, high level professional training program from January to October 2021. The SSKE program gave them tools on process and technical fronts, as well as coaching; it will offer them contacts with different cocoa producing countries counterparts, as well as access to relevant international players in the sector. These elements encouraged the efforts of local sustainable cocoa initiatives and reinforced alignment and coordination between initiatives.

The participants from the core group, represented relevant actors from sustainable cocoa initiatives from each country from the public sector, industry, national cocoa organisations, farmers' cooperatives, producers' associations, civil society, Cocoa & Forest Initiative secretariats, World Bank and additional relevant actors according to the country. The core group's role was crucial in co-facilitating part of the program and in ensuring impact beyond the programme.



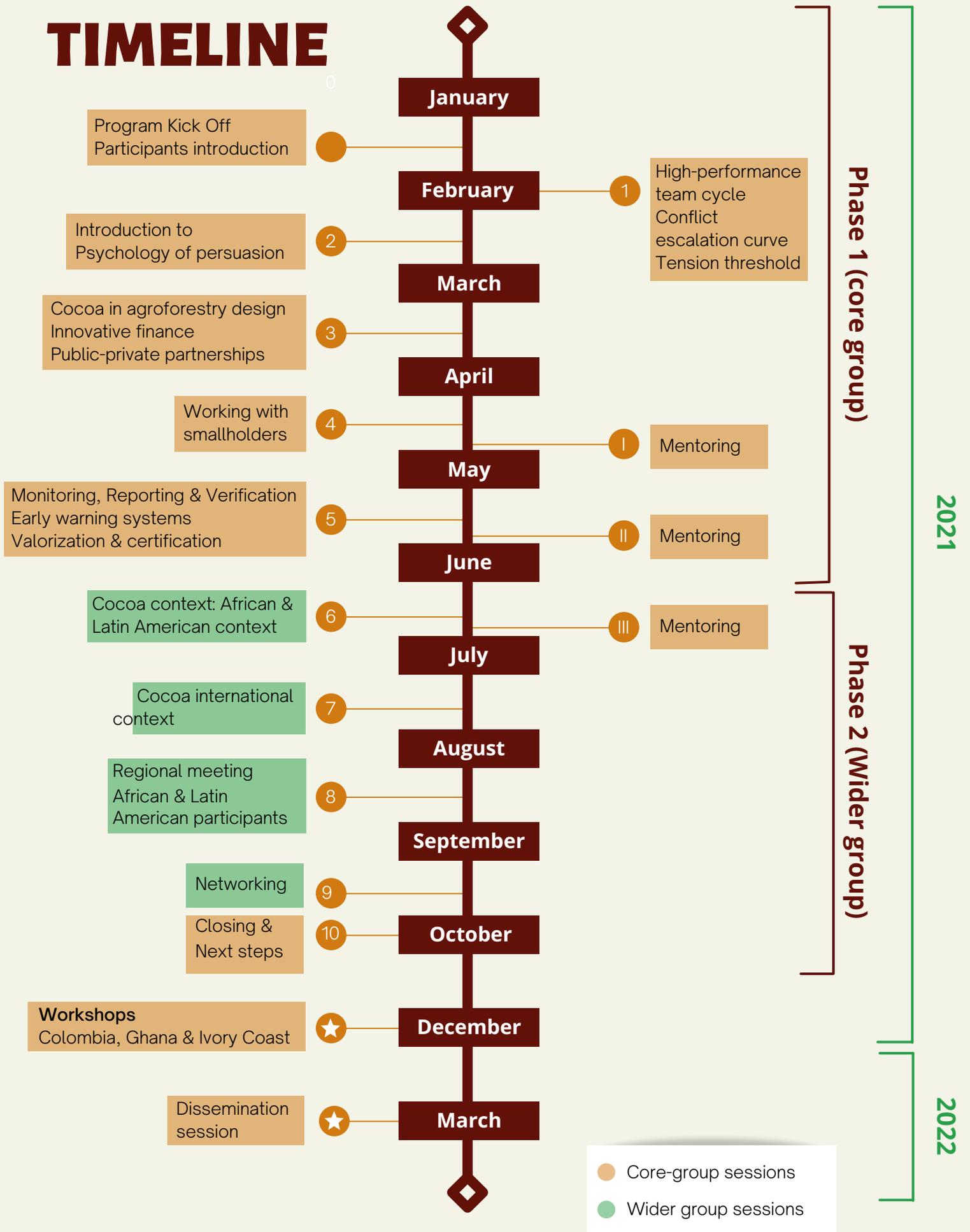
II. Methodology

The Cocoa & Forest: Knowledge Exchange Program was a 10-months long training program, that required an average of 3 hours a month to attend online sessions. From January to May 2021, the core group went through trainings in alliance building, negotiation and persuasion, as well as a series of technical webinars based on real-life successful cocoa projects and cocoa agroforestry models from each of the six countries. From June to October, the programme was open to additional participants, with the core group taking on a co-facilitating role. The Program was divided in three modules:

Phase 1 (Core group)	<p>Module 1: Alliance building & full value agreements</p> <p>The two sessions focused on inner workings of teams and facilitation techniques, as well as negotiation skills which are crucial when working in multi-stakeholder alliances.</p> <p>Module 2: Technical exchange webinars</p> <p>The technical exchange was divided into three sessions, each one focusing on key thematic with the support of real examples from each of the six participating countries. In addition, the discussions and inputs were key input for the Cocoa Agroforestry Guide Kinomé is compiling.</p> <p><i>* Due to the lack of travel permitted, 6 videos were filmed by Kinome to illustrate the technical aspects.</i></p>
Phase 2 (Wider group)	<p>Module 3: Wider group sessions with stakeholders of the value chain</p> <p>This part of the program made use of the increased accessibility the virtual space offers, the program was opened to wider stakeholders' groups from each of the participating countries (all relevant to local sustainable cocoa initiatives). The methodology ensured ownership by the core group who were co-facilitators in sessions on the local, regional and international context of cocoa, space for regional discussions and networking with relevant actors in the sector.</p>

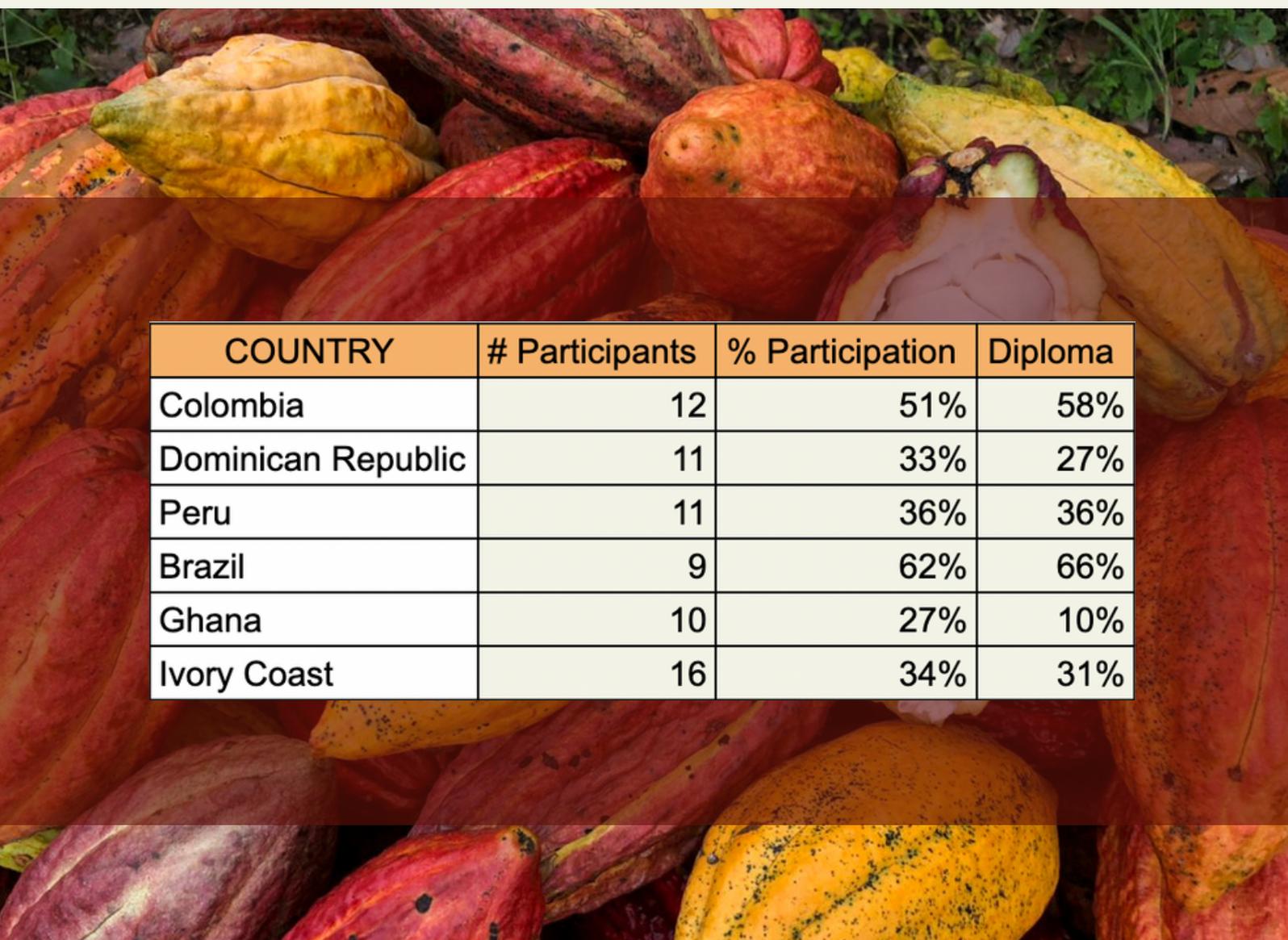
As part of the results of the Program, a website will be publicly available. It will include the contents of each session of the program, and the films and agroforestry guide developed. It will also be a space for members of the Global Community of Knowledge and Practice for a Sustainable Cocoa to share their projects and keep updated on events shared by all members.

TIMELINE



III. Core Groups and Wider Group Participants

Core group participants and % of participation



COUNTRY	# Participants	% Participation	Diploma
Colombia	12	51%	58%
Dominican Republic	11	33%	27%
Peru	11	36%	36%
Brazil	9	62%	66%
Ghana	10	27%	10%
Ivory Coast	16	34%	31%

*Diplomas were given to participants who attended 50% or more of the sessions, in recognition of their time and dedication. The green color on each box shows the participants who obtained it.

Wider group participants

Nearly 280 organizations took part in the wider group sessions some of which are listed below by sector.

International Cooperation

- Alliance of Bioversity International and the International Center for Tropical Agriculture (CIAT)
- Barefoot College International
- Climate Investment Funds
- Corus International
- Earth Innovation Institute
- British Embassy Colombia
- FAO
- FarmStrong Foundation
- GIZ
- Global Affairs Canada
- Lutheran World Relief
- The Nature Conservancy
- UN Habitat
- UNODC
- World Bank
- Agence Française de Développement
- Swisscontact
- University of Minnesota
- World Agroforestry (ICRAF)

Producer's association

- Cooperative Cocoa Farmers and Marketing Society
- Agrorganicos
- APPCACAO
- Fanteakwa District CCP Co-operative Cocoa Farmers and Marketing Union limited
- Maep
- Nova Cocoa Farmers Cooperative
- World Cocoa Farmers Organization (WCFO)
- Asociación de Productores Kemito Ene
- Kuapa Kokoo Cooperative Cocoa Farmers and Marketing Union Limited (KKFU)
- Rwenzori farmers cooperative Union

Private sector

- 12Tree
- Baronie Switzerland SA
- Cacaos Venezuela
- Casa Luker
- Choco4Peace
- Chocolate MiRO
- Chocolate Valle Canoabo
- Chocolates Legendario SA
- CHUCULAT
- Compañía Colombiana de Cacao
- ECOTIERRA
- ECOTOP
- Fine Chocolate Industry Association
- GMV NSL
- Golden Commodities Trading
- Green Invest Africa
- Kakawa International Trade
- Kaoka france
- Kayrros
- Krakakoa
- Luker Chocolate
- MARIANA COCOA EXPORT
- Mars
- MONDELEZ
- Natra Chocolate
- Olam Cocoa
- Partnerships for Forests
- Philippe Chabot Consulting
- Rizek Cacao
- Satelligence
- South Pole
- UMAU Cacao by Colombian Cacao Company
- Unilever
- World Cocoa Foundation
- XO Cacao
- Xpert CONGO
- AgroParisTech

Private sector

- AGROSAVIA
- Bern University of Applied Sciences
- CEPLAC - Comissão Executiva do Plano da Lavoura Cacaueira
- Chambre Régionale Agriculture Pays de la Loire
- CIRAD
- Cocoa Marketing Company Ghana Ltd
- UK Dept of Environment
- University of Copenhagen
- UNIVERSITY OF PASSAU
- Barry-Callebaut
- eCacaoS
- Eticwood
- Fauna & Flora International
- Fundación Alpina
- Hershey Trading
- Impsa
- Inversiones Pérez Pérez S.A.
- Meridia Land
- Valrhona

Public sector

- Centre National de Recherche Agronomique (CNRA)
- Climate Change Directory
- Forest Research and Training Center
- Ministère des Eaux et Forêts et Initiative Cacao et Forêts
- Ministerio de Agricultura Colombia
- Natural Resources Canada
- NRCan
- REDD+
- Universidad Simón Bolívar Sede del Litoral
- Universidad Surcolombiana

Civil Society

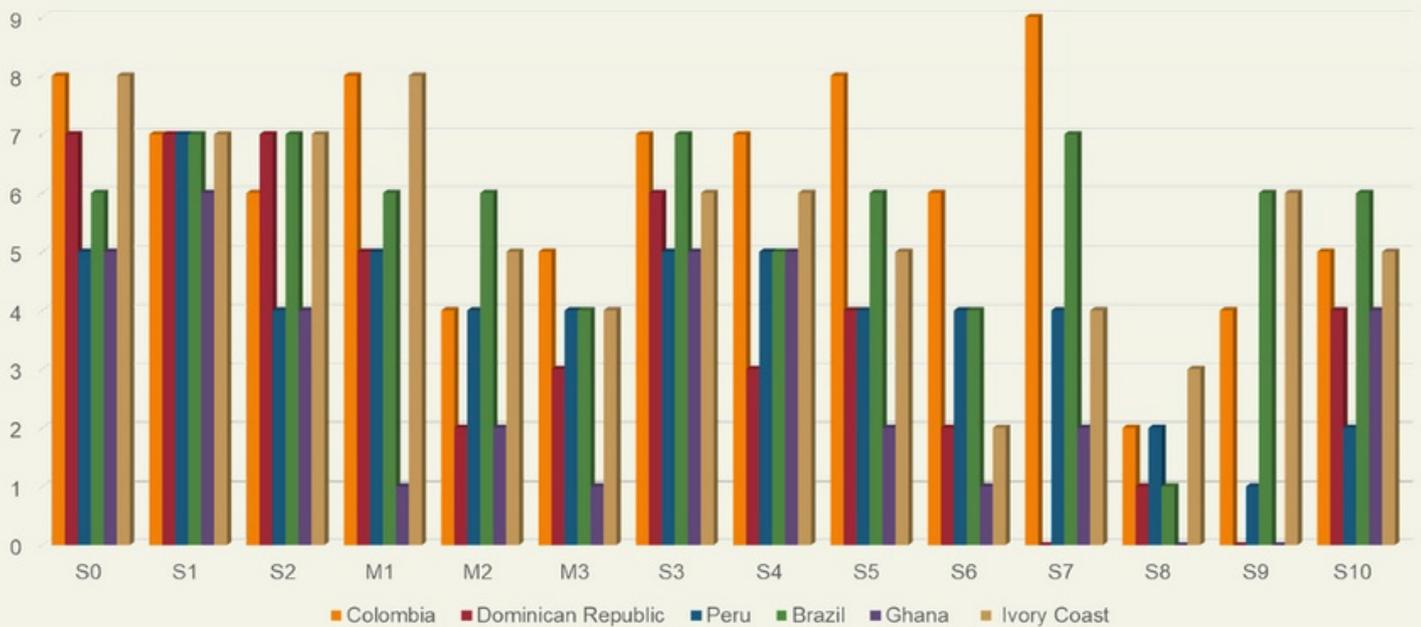
- Association des Propriétaires de Forêts Naturelles et Plantations
- Bravo's Hacerdores de Chocolate
- Commerce Équitable France
- Earthworm Foundation
- Fair Trade advocacy Office
- Fundación Amigos de la Naturaleza (FAN)
- Fundación Etnollano
- Fundación Naturaleza y Arte / Proyecto Washu
- GREENERS FOUNDATION, GHANA.
- Impacta OTS
- Interwaste Research and Development (East Africa) Trust
- Montpellier Supagro
- National Wildlife Federation
- OI-REN
- ONG ROSI Côte d'Ivoire
- Oxfam Brasil
- Prime Initiative for Green Development (PIGD)
- Proyecto Reforestación Sintrópica Cacaos de Paria
- Regenerative Farms
- Solidaridad Network
- The Nature Conservancy
- Tropenbos International
- Tropenbos RDC
- Tropical Forest and Rural Development
- WWF
- Conservation Cacao
- Farm Africa
- NITIDAE
- Sustain Afric



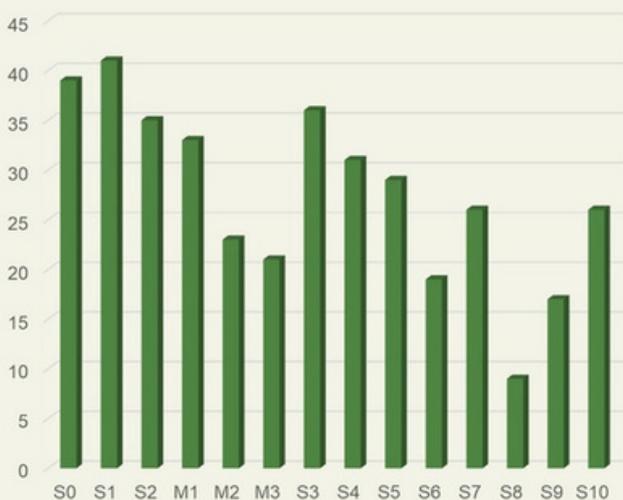
IV. Participation Statistics

Core group statistics

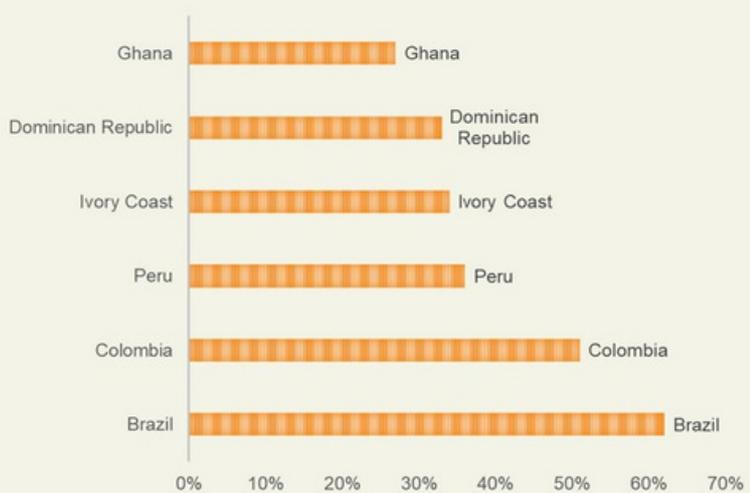
Participation per session and country



Attendees per session



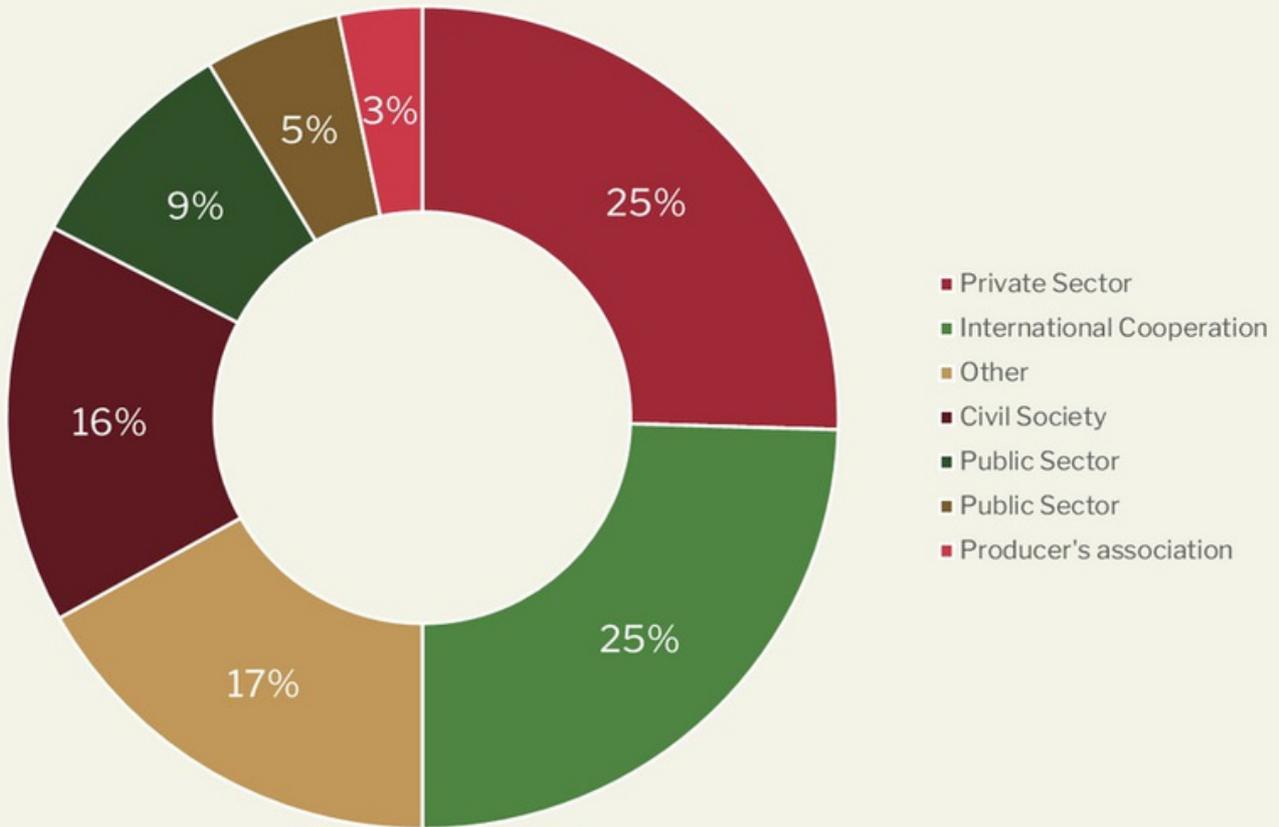
Participation per country



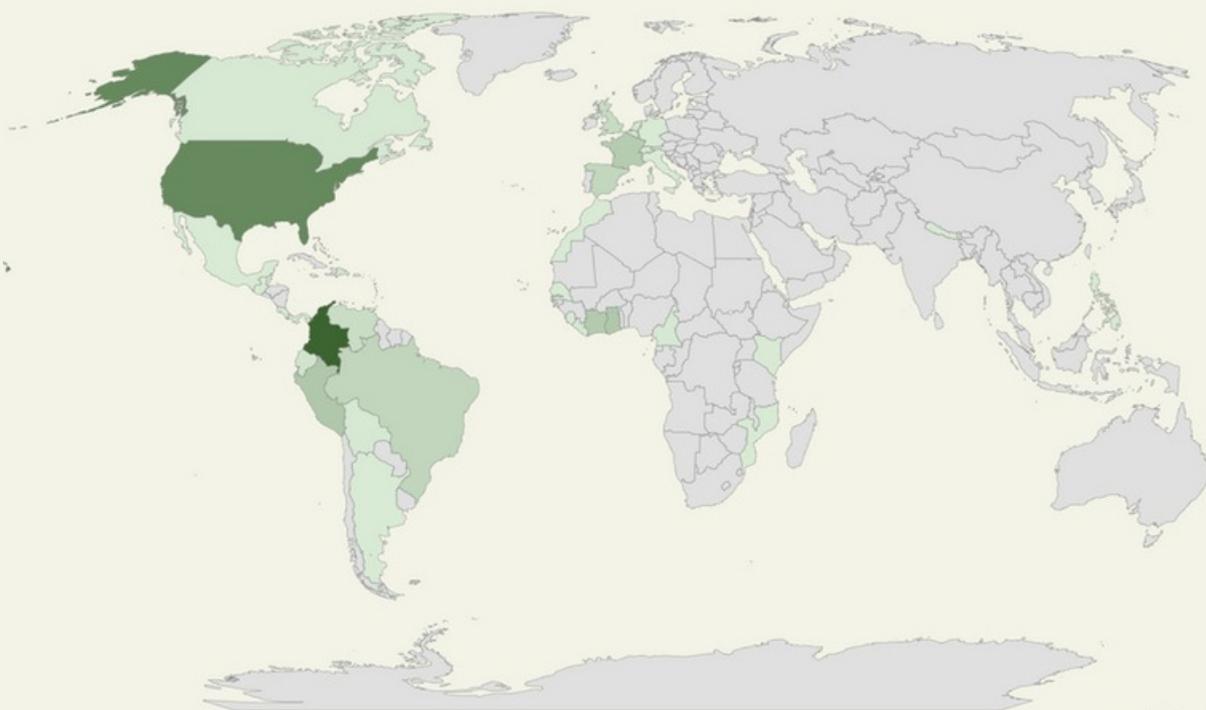
Wider group statistics

Participation per sector

109 attendees on average per session



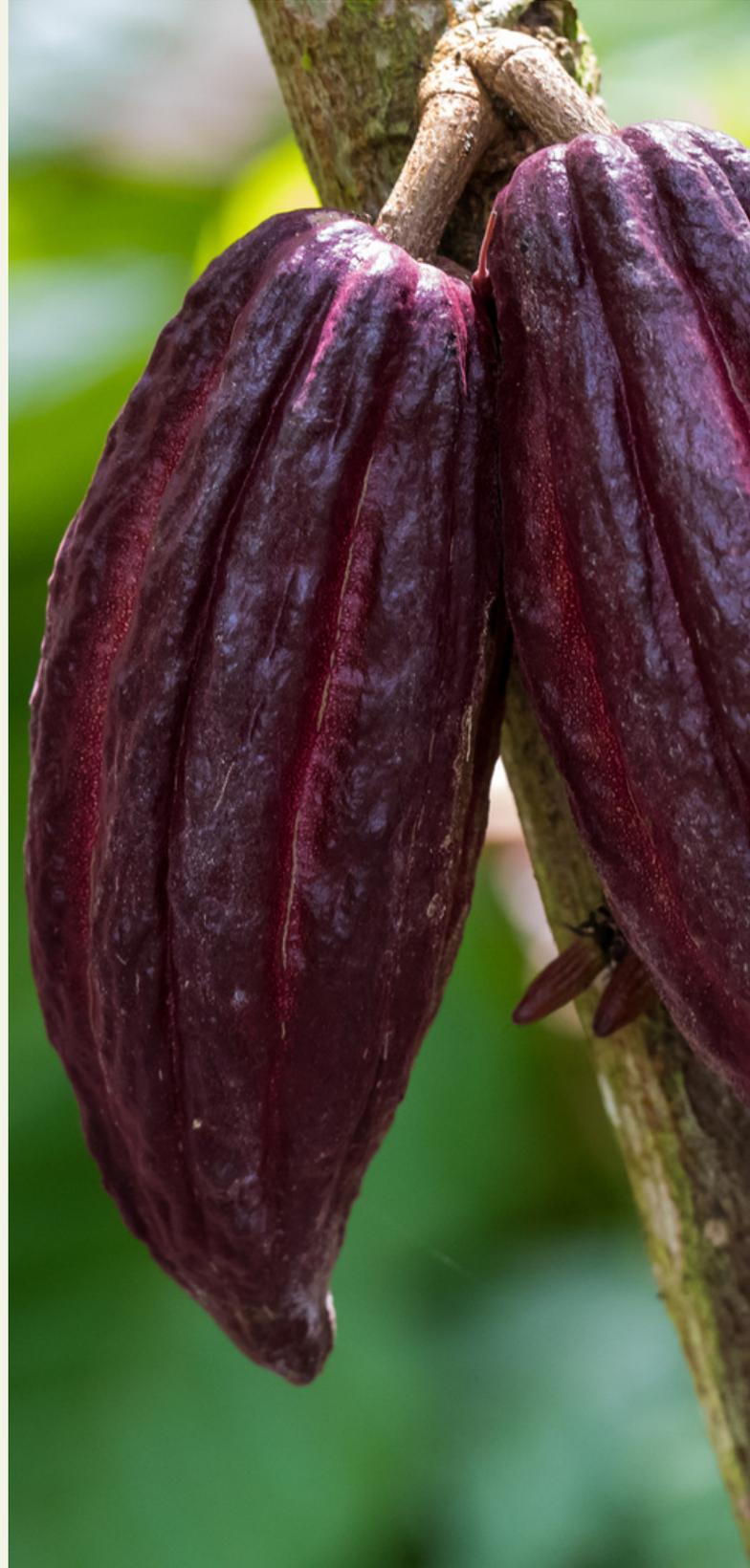
Country participation



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V. Special Invitees: Speakers and Key Notes

- Jonas Mva Mva - IDH
- Ethan Budiansky - WCF
- Urszula Stepkowska - EU Comission
- Fabiola Muñoz Doderó - Producción sostenible Perú
- Cedric Van Cutsem - Mondelez
- Oliver Zwolsman - Ferrero
- Eugene Nogo - ICCO
- Beate Weiskopf - GISCO
- Miguel Angel Vargas - Red Cacaotera
- Julia Ocampo - Luker Chocolate
- Eric Amengor - Cocoboad
- Abou Camille - Cdl Cooperative
- Fernando Leyva - Ministry of Agriculture - Colombia
- Jose Yturrios - Alianza Cacao Perú
- Eduardo Sampaio - Cocoa Action
- Michael Ekow Amoah - Cocoboad
- Juan Valenzuela - Grupo Nutresa
- Sheu Salau - World Bank
- Koffi Rodrigue N'Guessan - Ghana
- Osterman Ramírez - Ministry of Agriculture
- Ana Sebastián López - GMV
- Erasmus zu Ermgassen - Trase
- Gregory D'Alessandre - Dandelion Chocolate
- Philippe Bastide - Consultant Agroforestry
- Sébastien Balmisse - KAOKA
- Fernando Gomez - USAID
- Andrew Brooks - Olam International
- Beate Weiskopf - German Initiative on Sustainable Cocoa
- Guillaume Nadeau - ECOTIERRA
- Oliver Hanke - 12Tree



VI. Sessions & Evaluations

Module 1: Alliance building & full value agreements

Sessions 0-2

Kick off Session

Wednesday 20th January 2021

In the first half of the session was a presentation of the Cocoa & Forest Knowledge Program. The role of each institution was explained:

Alisos led sessions on Multi-actor Alliance Building & Full Value Agreements as well as coaching sessions for each country group, and Kinomé led a series of Technical exchanges and the compilation of a Cocoa Agroforestry Implementation Guide.

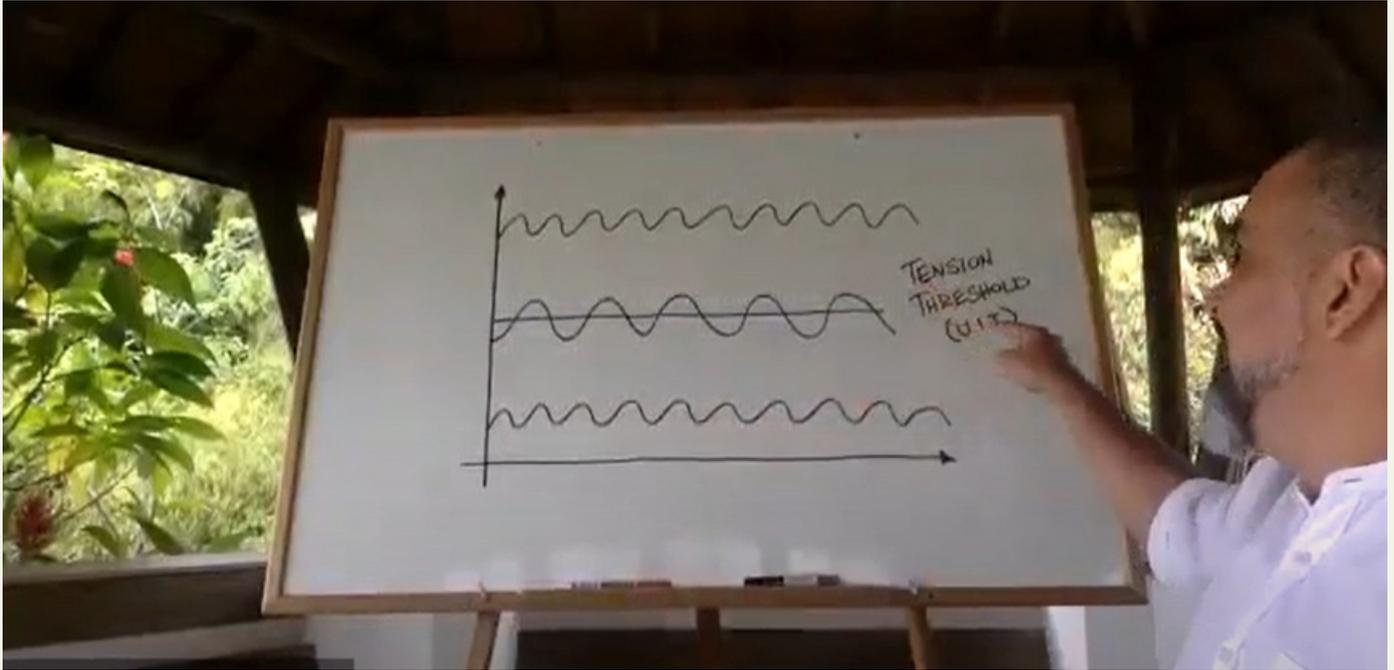
In the second half of the session, participants were divided into breakout rooms according to their country in order to get to know each other, share intentions for 2021 and expectations of the Cocoa & Forest Knowledge Exchange Program.

The kickoff session ended with a discussion on the way of working together and the tools we will make use of.



Session 1 - High Performance Team

Wednesday 3rd February 2021



The session touched on four key concepts to reach a high-performance team, after each presentation the six country groups divided into breakout rooms to discuss application to personal and professional life.

In the first part of the session the **High Performance Team Process** was explained. Tuckman's Team & Group Development Model was introduced with its 4 components:

- Forming
- Storming
- Norming
- Performing

In the second part of the session the process of the **Conflict Escalation Curve** was explained with its 4 components:

- Dormant Tension
- Open Confrontation
- Power Struggles
- Violence

The third part of the session addressed the **Tension Threshold**. Tension Threshold tells you how much tension you can sustain in a certain relationship. It is useful to know and be aware and alert of this in a given situation.

Session 1 ended with the description of the homework to be presented at the beginning of the next session. Respond to the question:

How do you apply the discoveries & confirmations you received in the presentation today to the realities of sustainable cocoa dynamics in your country?

Session 2 - Intro to Psychology of Persuasion

Wednesday 17th February 2021



This session was the last one on the Module 1. Once more, after introducing the new concepts, the six country groups were divided into break out rooms to discuss application to personal and professional life.

The concept of **negotiation** was introduced:

A negotiation is an interaction looking for an agreement, a good negotiation is looking for a *Full Value Agreement (an agreement that honors what is valuable for all the parties involved, an agreement with increased paradigm)*. Different negotiation tools can be used to reach Full Value Agreement; however the same tools can potentially also be used to manipulate.

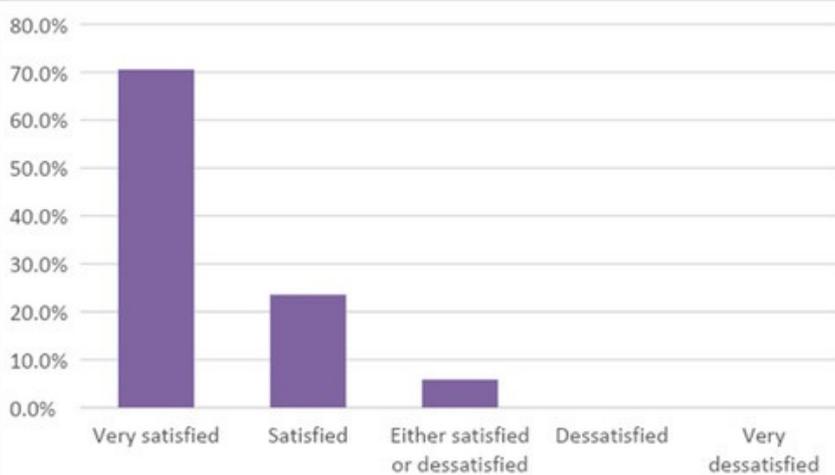
The session also covered the Principles of Ethical Influence to reach Full Value Agreements: These principles come from the book Influence – The Psychology of Persuasion by Robert Cialdini, PhD.

- Reciprocation
- Liking
- Authority
- Consensus
- Scarcity
- Consistency & Commitment

Session 2 ended with the description of the homework to think on the following question: *How to apply the discoveries & confirmations of Session 1 & Session 2 to my group work on sustainable cocoa?*

Evaluation - Module 1: Alliance building & full value agreements

The evaluation was conducted through an online survey and individual interviews. 94,1 % of the participants that kindly answered the survey feel very satisfied/satisfied with Module 1: Alliance building of the Cocoa & Forests Knowledge Exchange Programme. All of them feel that the training provided, and knowledge acquired can be used in their day-to-day situations, in their personal or professional life.



Most of them also agree that Module 1 will help them to improve dynamics, reach participative results and create win-win situations with different types of actors (multistakeholders) while strengthening the cocoa value-chain and promoting deforestation-free and climate change mitigation strategies.

Furthermore, the participants that were interviewed individually, stood out that the training provided had a different and innovative approach and that thanks to Module 1 they now have a deeper understanding of how relationships, alliances, teams and behaviour works. They found that the most valuable elements of the program are, on one hand, the opportunity of getting to know different experiences from the cocoa value chain actors and institutions worldwide. And on the other hand, as a participant from Perú mentioned, this module contributes to think, develop and maintain solid alliances that go beyond the sign of an agreement.

“There is an interest to learn more, to continue learning and to continue developing these [agroforestry] systems so that all together we put the best of each one, the best practices of each country, of each company, and we achieve strategic alliances, through which we can continue to move forward together”
Daisy Polanco, core group Dominican Republic

The participants interviewed said that they have been applying those techniques and tools provided in their day-to-day work and personal interactions. Even if they have never received an Alliance building and full value agreements training before, they feel very confident, excited and motivated to implement the lessons learnt. There are some groups of participants which are already organizing themselves separately in order to think of a strategy of how to apply this knowledge and tools in the process of their country in relation to its own Cocoa & Forest Agreement and other participants are already sharing the lessons learnt with their colleagues and scaling up their teams into high performance teams.

“Spread the knowledge that no one grows alone. To cope with the current difficulties, the game has to be “win-win”. For that, it is necessary to be willing to give some points for the group to prosper”.

Fernando Mendes, Core group Brazil

Session 1: High Performance Teams:

During *Session 1: High Performance Teams*, 100% of the participants that answered the survey felt satisfied or very satisfied about the content and knowledge acquired during the session. The top 3 words that the participants used to describe their experience are: motivated, prepared and strengthened.

- One of the participants mentioned that what impacted him the most was all the theory behind a team’s behaviour. He also mentioned that he now understands the process behind it and that he can now use this knowledge to keep improving himself and overcome whatever comes in the future.

Another participant identified the tension threshold as the most impactful element learnt and found it very useful to have this knowledge in mind at the time of interaction with other co-workers or possible allies as it serves as alerts of bad or good managing of projects or work-related relationships.

- Other of the participants interviewed said that thanks to the first session he realises that even if we all have different points of view, or paradigms, we all are looking in the same direction and that those different perspectives just make us grow.

Furthermore, the participant from Ivory Coast said that she has been already applying and sharing with his colleagues the knowledge learnt during session one. She also mentioned that the subject that impacted and surprised her the most was the necessity conflict as it is often seen as something that you should avoid but when reaching a high-performance team it becomes a very useful tool.



Session 2: Psychology of Persuasion

During *Session 2: Psychology of Persuasion*, 88,2% of the participants that answered the survey felt satisfied or very satisfied about the session's content. The top 3 words that the participants used to describe their experience are: empowered, motivated and challenged.

They said this one helped them to realise how the psychological process works, how to position themselves and how to support and motivate others.

They also agreed that we live in a world of persuasion, that we are constantly negotiating, and that persuasion can be used for good or bad. Persuasion is something you need to learn how to use it.

Some of them recognized the relevance of these psychological tools for their professional lives and are eager to put in practice the tools given in ethical ways for handling negotiations in order to achieve full value agreements.

One of them mentioned that these tools become even more relevant in the new paradigm of virtuality, as the dynamics of negotiation have changed and interaction models must be adjusted.



Communications and logistics: Overall experience about invitations, brochures, communication via email, use of zoom and zoom interpretations.

- Participants mentioned, both in the survey and during the interviews, that the working groups/ breakout sessions were too short. They recommended having more time for this kind of activity inside the big sessions.
- They recommended sending the presentations, the video of the recorded sessions and additional support resources as some of them would like to go over the material and re-watch the sessions.
- Some of the participants mentioned that the zoom platform sometimes fails, for example in the translation option, which directly affected their satisfaction level and experience during the sessions.
- Some of them underscore the use of different and dynamic methodologies, they felt the combination of the use of the board, videos, examples of daily life, PowerPoint presentations, breakout rooms conversations and master talks was accurate in transmitting the knowledge and keeping them engaged as well as interested.

Module 2: Technical Exchange Webinars

Sessions 3 - 5

Session 3: Cocoa agroforestry project design / Creating Public-Private Partnerships & innovative finance options

24th March 2021

This session was the first technical session facilitated by Kinomé. The objective of this session was to work on the design of cocoa agroforestry and on public-private partnerships and innovative finance. In groups, countries were mixed for the first time.

Session three was structured around three main moments:

A. an introduction to the technical part of the program.

B. technical training around the design of agroforestry systems.

In this moment, two videos were filmed with the purpose to illustrate the theme of the webinar:

1. The first [video](#) featured the Camayé project. Camayé is a cooperative in eastern Côte d'Ivoire that has made improvements to its conventional cropping system: diversifying orchards and income, increasing shade levels.

2. The second [video](#) presented the Santander project. The video presents the two agroforestry models on the Santander site: the traditional model, which has taken advantage of the existing forest to anthropise only the undergrowth, and the "scientific" model, which is used to reforest pastures or completely cleared areas, the result being more geometric but also more artificial since everything is sown.

Technical training on the creation of public-private partnerships and the financing of sustainable cocoa projects.



Session 4: Working with smallholders

14th April 2021

Smallholder farmers are key players in the transformation of the cocoa value chain: 90% of the world's cocoa production comes from smallholder family farmers. The objective of the session was to share the keys to creating positive conditions for working together.

Two videos were presented:

[Video 1](#): Presentation of the Conacado cooperative in the Dominican Republic and the cocoa value chain in the whole country.

[Video 2](#): Presentation of the challenges faced by the ASOACASAN producers' association in the Amazonian foothills of Caqueta, including low cocoa yields.

What models should be adopted for working with small-scale producers?

The informal model

The centralised model

The nucleus-estate mode

The intermediate model

Key principles for working with small-scale producers

- Think locally to understand the risks and context faced by small-scale producers.

Ask why small-scale producers have not yet adopted agroforestry?

Secure a fair price.

Address the needs of small-scale producers (training, pre-financing, etc.)

Martino Bonato presented the Andean Cacao's quality and equity model.

Living Income: key concepts

There is a gap between the 'decent living standard' and the poverty criteria. The former is much higher than the latter, which describes only what is necessary for survival.

Living Income: The annual net household income, from a variety of sources, is sufficient to cover the cost of a decent standard of living for a typical household in a given location. Living income should cover the costs of:

- ▶ Food for a balanced diet and sufficient quantity
- ▶ Decent housing
- ▶ Other basic needs: transport, education, clothing, medical expenses
- ▶ Leave room for unexpected events

- Importance of starting from the needs of local communities and farmers. Every human has 7 basic needs: health, security (financial and physical), balance & well-being, respect, inclusion, access to knowledge and self-realization (being able to formulate and realize a project that we care about). ©Edel Gött



Jason Green introduced the Mars Living income Lab

What does the Farmer Income Lab Research say works?

Bundling: The most successful approaches were multidimensional in nature. They combined a range of elements which appears to enhance and expand the likelihood of positive impact.

Customizing: The most successful approaches tailored their activities to meet the unique needs and capabilities of farmers, often using a segmentation approach to understand these needs.

- **Connecting:** The most successful approaches utilized a combination of tactics to form long-term relationships with farmers, aggregated farmers into groups, and “tightened” supply chains.

Partnering: The most successful approaches took into account the enabling environment and the roles of various stakeholders, forming relevant partnerships and alliances with governments, civil society and/or businesses.

After the explanation of the Farmer Income Lab Research, the participants split into work groups to answer the question: *In your country, what are the main interests and challenges for the private or public sector in working with small-scale producers?*

GROUP A: Ghana, Ivory Coast, Brazil

GROUP B: Ghana, Brazil, Colombia, Peru

GROUP C: Peru, Colombia, Dominican Republic

Comments from participants:

Since we are talking about agroforestry, how can we get the chocolate makers to work, but also the companies of the other associated crops, so as not only to improve the income of cocoa but that of all crops?

Session 5: Monitoring, Reporting and Verification (MRV) & Early Warning Systems and Certification & Valorization

5th May 2021

Shared videos: Nawa and La Mé in Ivory Coast

Presentation of two projects in Côte d'Ivoire and their monitoring methods.

1. NAWA project: PPP in the framework of the REDD+ approach and PES; Reforestation and conservation, livelihoods.

2. La Mé (REDD+): innovative financing, cocoa valuation, reforestation and conservation.

Theory Monitoring, Reporting and Verification & Early Warning System

- **Traceability:** According to ISO international quality standards, traceability is defined as "the ability to trace the history, application or location of a product or its components through recorded information" (ISO 8402:1994).

Certification: Certificate issued by an independent organization attesting to the conformity (of a product or service) to the standards and regulations in force.

- **Early Warning systems:** provide warning of illegal and unsustainable activities that might otherwise go unnoticed. They are designed to identify where the forest is changing as quickly as possible, usually on a weekly or monthly basis. (Global Forest Watch).

Monitoring, Reporting and Verification: A set of procedures that allow the collection and reporting of data, their evaluation and verification in order to determine if, when and how obligations in terms of climate actions have been reached.

Discussion with Benjamin Garnier (Nitidae) and Emmanuel Kassin (Mondelez)

Typology of Monitoring, Reporting and Verification & Early Warning System Tools:

Paid and turnkey tools: used for forest monitoring, critical event alarms, carbon accounting for companies managing carbon portfolios. (Example: Starling, Satelligence)

- **Internal solutions requiring skills:** used for forest monitoring, value chain monitoring and impact measurement for project managers concerned with multi-sectoral impacts. (Example: OpenForis)

Participation and facilitation tools: used to create information and communication platforms for local populations for those needing to set up a bilateral co-construction of the project with local populations (Example: Farm-Trace, LUP, Forland).

Methods and data sources: used upstream for data collection and inspiring methodologies for advanced impact measurement for the project promoter with a reforestation dimension. (Example: Earthworm, Global Forest Watch)



Work group

During the work group, participants were asked to discuss these questions:

MRV & EWS: What do you think are the needs in terms of MRV? What are the common challenges?

Certification & Valorization: What do you see as the limitations of current certifications? What improvements can be made? Is there a need for certification specific to agroforestry?

Theory Certification & Valorization

Typology of certifications and possible valorization:

The standard certifications, they are composed of:

- Organic agriculture certifications: allow to compensate the costs linked to the change of production model but insist more on the production methods than on the forestry issues.

- Fair trade certifications: guarantee a minimum price paid to producers and a premium, generally allocated to cooperatives. These certifications improve traceability.

Rainforest Alliance (RFA) - UTZ certification: this is one of the most demanding certifications in terms of deforestation. Requires compliance with HCV and HCS standards.

Voluntary corporate commitments: composed of the same themes (better income for the producer, zero child labor, sustainability, environment) for internal corporate sustainability policies. They highlight the progress and willingness of companies to change but face challenges (self-assessment is criticized).

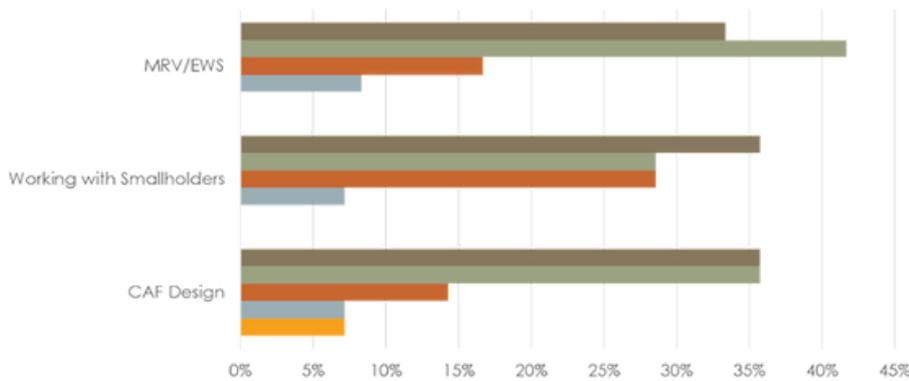
Payments for Environmental Services (PES): compensate farmers for actions that contribute to the restoration or maintenance of ecosystems, from which society benefits: preservation of water quality, carbon storage, landscape protection and biodiversity.

Territorial certification: Landscape approach to improve sustainability in the production territory. An approach that is increasingly considered and worked on by European countries for their zero imported deforestation policy.

Aurélie Carimentrand, Professor of Economics at the University of Bordeaux Montaigne, commented on her research focused on the analysis of certification processes.

Evaluation - Module 2: Technical exchange webinars

This module was evaluated through surveys made to the participants of the core groups. The following graph shows the degree of satisfaction of the attendees to the three sessions:



Degree of satisfaction with the webinars related to session 3 to 5.

*From 1 (least satisfied) to 5 (most satisfied)

Session 3: Cocoa agroforestry project design / Creating Public-Private Partnerships & innovative finance options:

For this session, most of the participants mentioned as discoveries the need for public-private partnerships for innovative finance for the benefit of producers. Many of them agreed that agroforestry systems require the development of sustainable business models in the long term. One of them answered that although there is still a long way to go, it will be necessary to build agreements where everyone is satisfied.

Some of them consider the disorganization of the producers, as a way to call the attention of the private sector to really help small cocoa producers, however there are still challenges as the one quoted below:

“How to promote the diversification of promoted systems, when research institutions and private companies promote inflexible, standardized technological packages that do not favor diversification”
Anonymous



Session 4: Working with smallholders:

Regarding this session, most of the participants agreed on two main topics as discoveries: living income and productivity. They mentioned the relevance to put farmers on the agenda and find viable and sustainable strategies for finance. Participants referenced three ways of prioritizing them:

- Get them involved in new technologies in agroforestry
- Accompany farmers by teaching them theoretical and practical capacity building
- Designing arrangements to have additional income

“I understood that it is necessary to supervise small farmers and, especially, to instill in them the concepts of sustainable cocoa farming. To do this, they must be taught both practical and theoretical capacity building”
Anonymous

“[It is] important when designing arrangements [to] think about additional income, as well as other productive systems that ensure a decent income”
Anonymous

Session 5: MRV & Early Warning Systems and Certification & Valorization:

For this session, most participants agree on the need to have a MRV system, however they are very critical on the implementation of these systems. Some comments on the challenges below:

“Having an MRV system can be expensive and there are still no clear and successful examples of these. Challenge: Incentives for chain actors to see the value or need to report and use the system”
Anonymous

“It is necessary to create monitoring and information systems that help management decision-making. It is necessary to use information technologies to reduce the high costs of monitoring”
Anonymous

“It is important to take advantage of the different mechanisms that exist in each country so that together the monitoring processes and early warning systems are strengthened”
Anonymous

“More training is needed on the subject, especially with regard to successful experiences or success stories where we can visualize and experience the results”
Anonymous

Module 3: Wider group sessions with stakeholders of the value chain

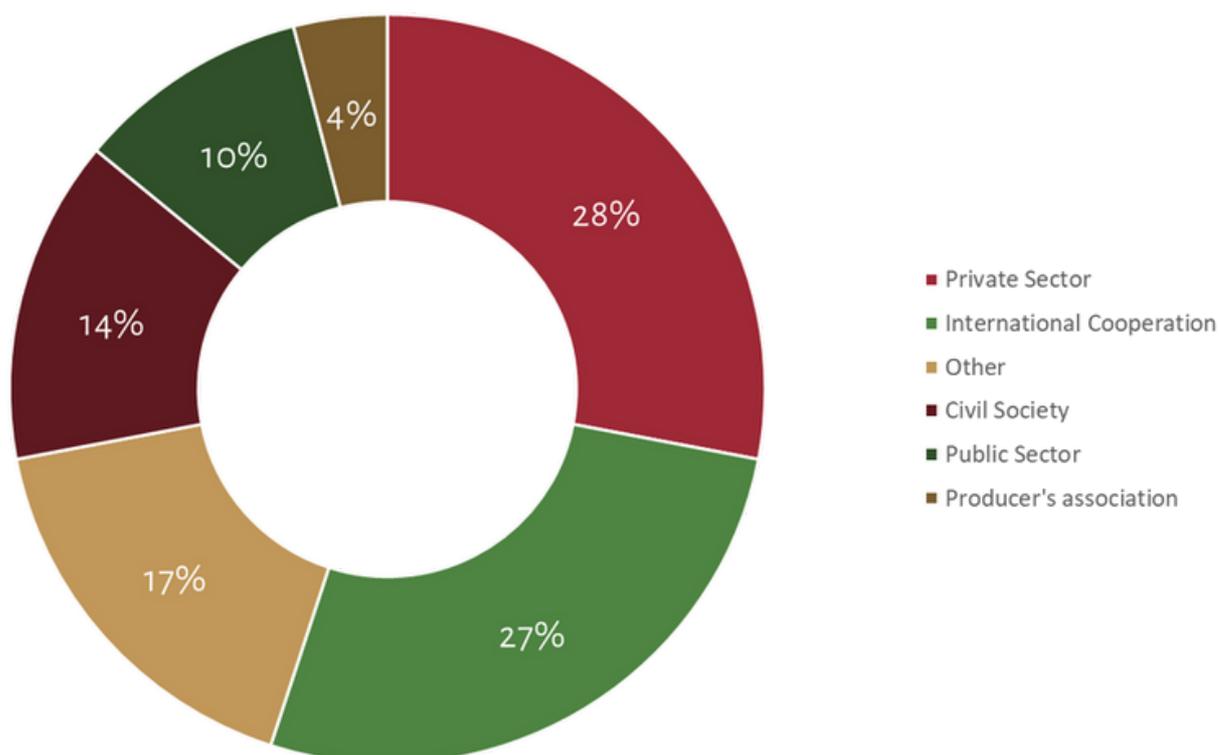
Sessions 6 - 10

Session 6: International Cocoa Context

17th June 2021

Session participation statistics

Total attendees: 136



This was the first session of the second phase of the Cocoa & Forest Knowledge Exchange Programme where we had a dialogue with key speakers and a panelist of the global cocoa value chain on how the international context is moving into a long-term resilient cocoa value chain in terms of equity, inclusion, climate change and market challenges guided by new consumer tendencies and legislations. Also, during our 6th Session, a couple of key stakeholders from the two biggest producing cocoa regions in the world, Africa and Latin America, had the chance to present a general scope on how the regions are responding to this fast-paced context.

Our first key speaker: Ethan Budiansky, Director of Environment, World Cocoa Foundation. Who gave the attendees a general overview on how the companies and big multinationals are moving into more sustainable business practices.

First panel discussion with key stakeholders of the global cocoa value chain. This first panel had four key questions that were asked to the 5 panelists:

Urszula Stępkowska, Deputy Head of Unit, European Commission-DG Trade

Oliver Zwolsman, Responsible Sourcing Manager Cocoa at Ferrero

Cédric Van Cutsem, Associate Director Cocoa Life from Mondelez

- Beate Weiskopf, Executive Secretary for the German Initiative on Sustainable Cocoa (Gisco),

Jonas Mva Mva, Program Director Cocoa at IDH

Second key speaker of the session: Eric Amengor, Cocobod Ghana. Mr. Amengor presented the work Cocobod in Ghana has been working on and it's strategy on climate change.

The second panel, had the presence of 5 panelists which were asked 3 questions on three main subjects: associativity, added value and certifications, and impact due to current trends and regulations. The 5 panelists were:

Miguel Angel Vargas, Director, Red Cacaotera Colombia

Abou Camille, President, Camaye cooperative Ivory Coast

Julia Ocampo, Sustainability Director, Luker Chocolate

Fabiola Muñoz, Coordinator, Sustainable Coalition Perú

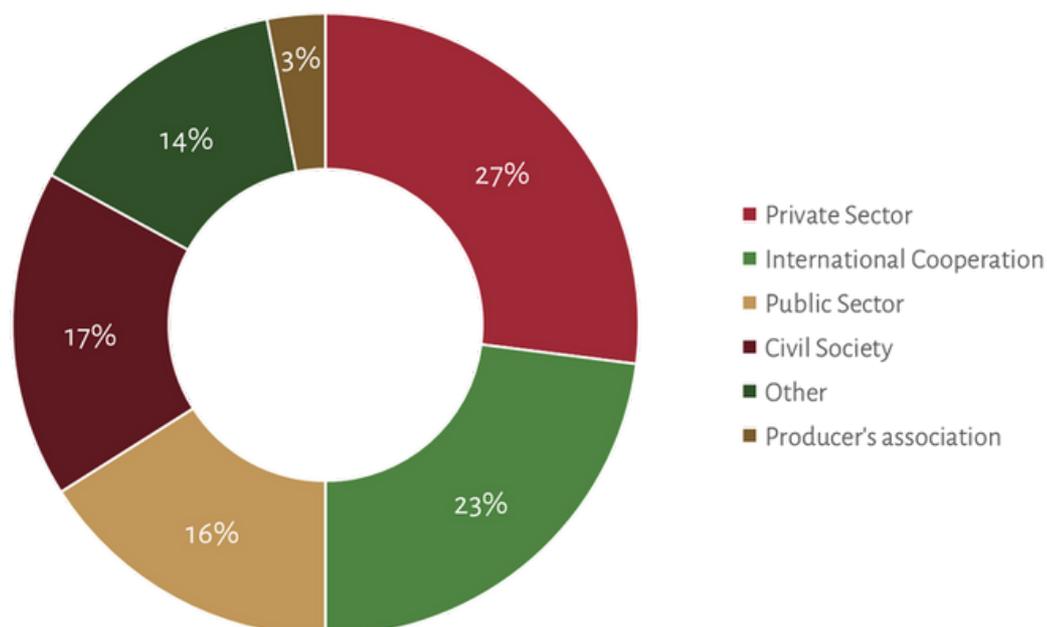
Eugene Nogo, Project Officer ICCO

Session 7: Regional Cocoa Context Africa and Latin America

15th July 2021

Session participation statistics

Total attendees: 152



The session brought together panelists and key speakers from Africa and Latin America for regional level discussions, to create a dialogue amongst the leading cocoa producing countries about the challenges (productive, financial, quality standards, environmental) they are facing and the opportunities of multi stakeholder agreements on sustainable cocoa.

First panel: Latin American Context with key stakeholders of the cocoa value chain from Perú, Colombia, Dominican Republic, and Brazil. This first panel wanted to tackle which are the main challenges of the Latin American cocoa producing countries. The panelists were:

Peru

Panelist: José Yturrios, Alianza Cacao Perú

Dominican Republic

Panelist: Osterman Ramirez, Ministerio de Agricultura

Colombia

Panelist: Fernando Leyva, Ministerio de Agricultura y Desarrollo Rural

Brazil

Panelist: Eduardo Sampaio, Cocoa Action Brazil

After the presentation of Latin America's main challenges, Cristina Ruiz introduced a **regional key speaker** from Latin America: Juan Fernando Valenzuela from Compañía Nacional de Chocolates as part of Grupo Nutresa. Juan Fernando presented the regional challenges that the Latin American region is facing. Those where each countries' challenges merge. The speaker identified 4 main challenges for the region:

- 1.Productivity (low average production)
- 2.Generational change and how to motivate future generations to keep growing cocoa
- 3.Traceability
- 4.Price regulation to increase smallholder's income

Second panel: African context with two key stakeholders from the cocoa value chain in Ghana and Ivory Coast. The interventions went as follows:

Ivory Coast

Panelist: Koffi Rodrigue N'Guessan, Ministère de l'Agriculture et du Développement Rural

Ghana

Panelist: Michael Ekow Amoah, Ghana Cocoa Board

After both speakers from Ghana and Ivory Coast presented their main challenges, Yohann Fare presented our next intervention: Sheu Salau, Senior Agricultural Economist at the World Bank as **key speaker** for the African region. The challenges our African key speaker mentioned were:

1. Low rates of productivity in the region are mainly explained by a high incidence of pests and diseases in cocoa crops, bad grower practices and crop quality (such as age of trees, soil fertility, among others).
- 2.Low living income is also related to international prices.

A final plenary session, moderated by Wendy Arenas, Director of Alisos, with both African and Latin American panelists and key speakers to discuss what are the similarities, differences and what can we learn about the other region. The most popular subjects of discussion were the following:

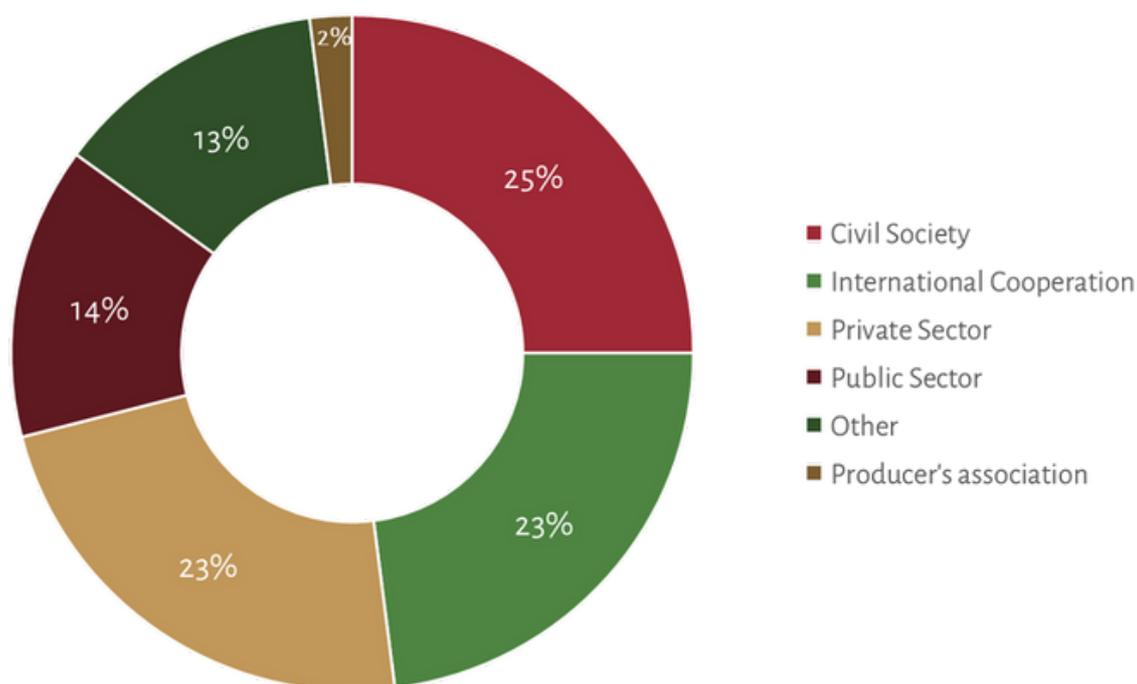
- Diversification and productivity
- Knowledge and technical assistance
- Climate change
- Traceability



Session 8: Regional meeting Africa and Latin America
26th August 2021

Session participation statistics

Total attendees: 44



The aim of the session was to make us reflect on the problems raised since the beginning of the programme and to look for solutions together towards our common goal: an environmentally sustainable cocoa value chain that allows producers to live decently.

First Part: Increase Productivity and agroforestry systems

Sébastien Balmisse – Kaoka

Phillippe Bastide – CEO of Cacao Consultant & Cie Company

Polls of first part:

In your experience, what type of support is necessary to engage farmers towards a model that would be economically viable and deliver quality and sustainability?

Answers:

Higher Price (49%)

Training and equipment by extensions services, NGO's and others (31%)
diversifié
revenue comme prix du cacao baisse

Financial support (14%)

Other (6%)

Second Part: Traceability and market differentiation

Erasmus zu Ermgassen – Trase initiative

Greg D'Alesandre - Dandelion

Ana Sebastian - GMV

Polls of the second part:

What would you think about a specific label for cocoa produced in agroforestry?

Answers:

It is useless (7%)

It is interesting but might be confusing for consumers (23%)

It would be helpful to valorise SAF systems (17%)

- It is necessary for raising awareness on SAF and involve all value chain stakeholders (53%)

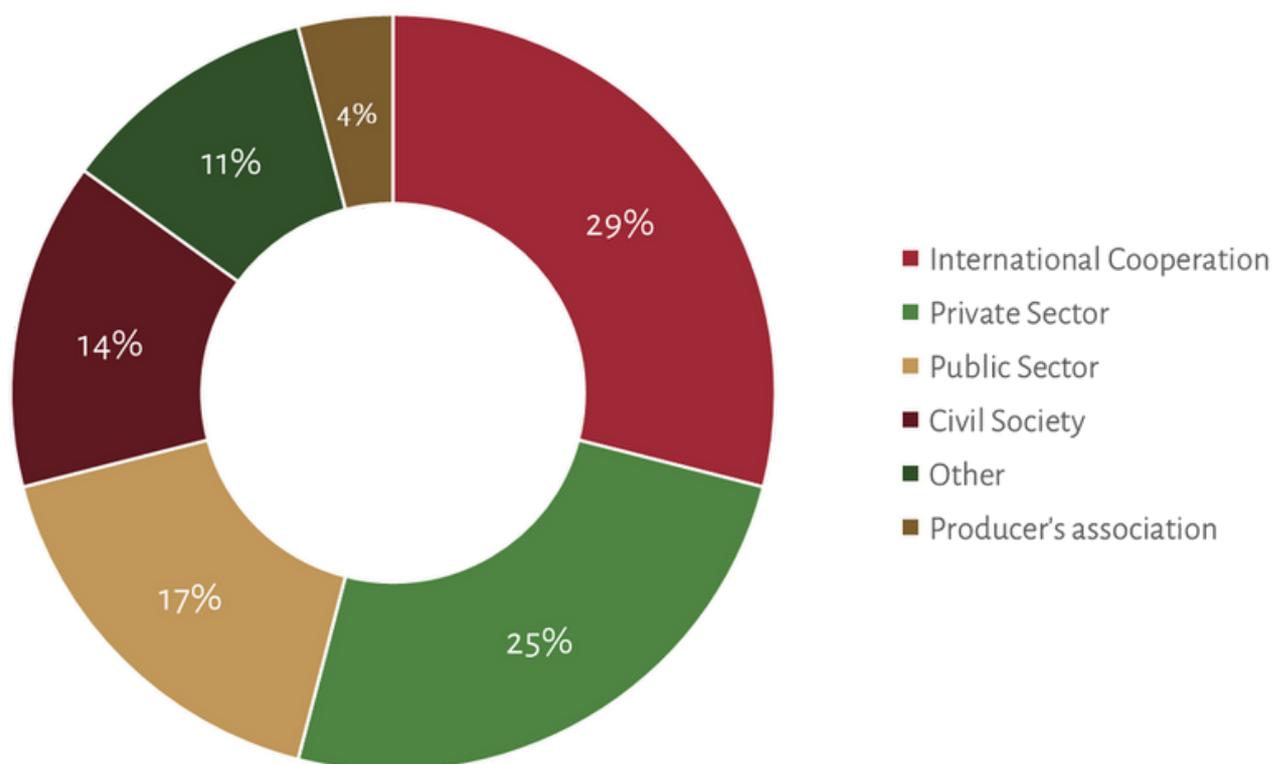


Session 9: Networking Session

15th September 2021

Session participation statistics

Total attendees: 100



The aim of the session was to facilitate access among key stakeholders and strategic partners of the cocoa value chain, to promote and boost a Global Sustainable Cocoa Network.

First part: Recap the journey so far

Second part: Country intervention

Core-groups from Colombia, Perú, Brazil and Ivory Coast presented what they have achieved so far, as well as their present and future commitments to develop a sustainable and deforestation-free cocoa.

Carmen Rosa Chavez – Ministry of Agrarian Development and irrigation of Peru

Alejandro Gómez – Ministry of Agriculture and Rural Development of Colombia

Rodrigo Freire – Nature conservation Brazil

Patricia Assamoi - Conseil Café Cacao Côte d'Ivoire

Third part: Sounding board

Key members of the industry, government/donors and financial institutions commented, gave feedback and shared their vision of a global sustainable cocoa network.

Panelists:

Fernando Gómez – USAID Colombia

Andrew Brooks OLAM

Beate Weiskopf - GISCO

Oliver Hanke – 12Tree

Guillaume Nadeau – Ecotierra

Fourth part: Co-creation of the global sustainable cocoa strategy

S9 participants became part of a dialogue with the objective of building a joint vision for a global sustainable cocoa network. Moderated by Wendy Arenas.

Panelists:

Andrew Brooks - OLAM

Oliver Hanke – 12Tree

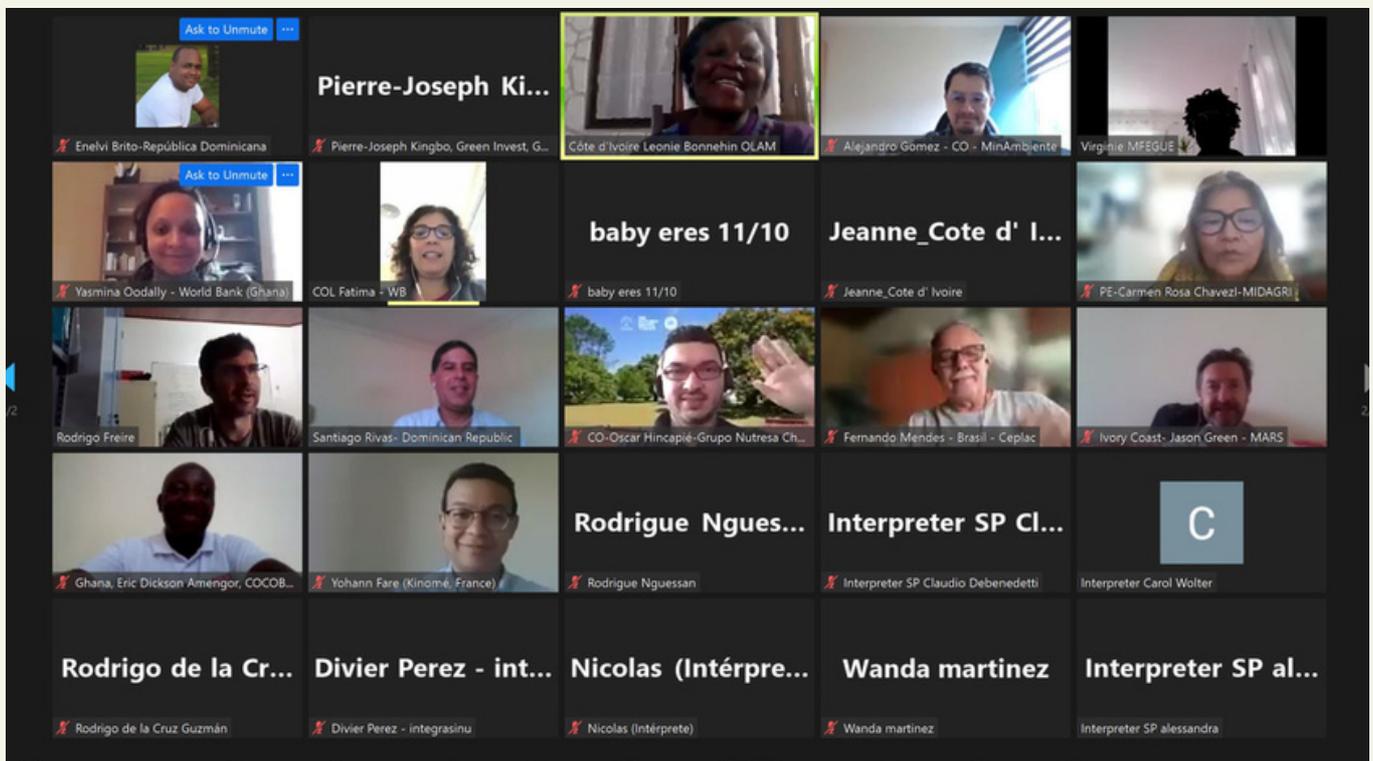
Beate Weiskopf - GISCO

Guillaume Nadeau – Ecotierra

Fernando Gómez – USAID Colombia

Andrew Brooks - OLAM

Javier Barajas – Fedecacao Colombia

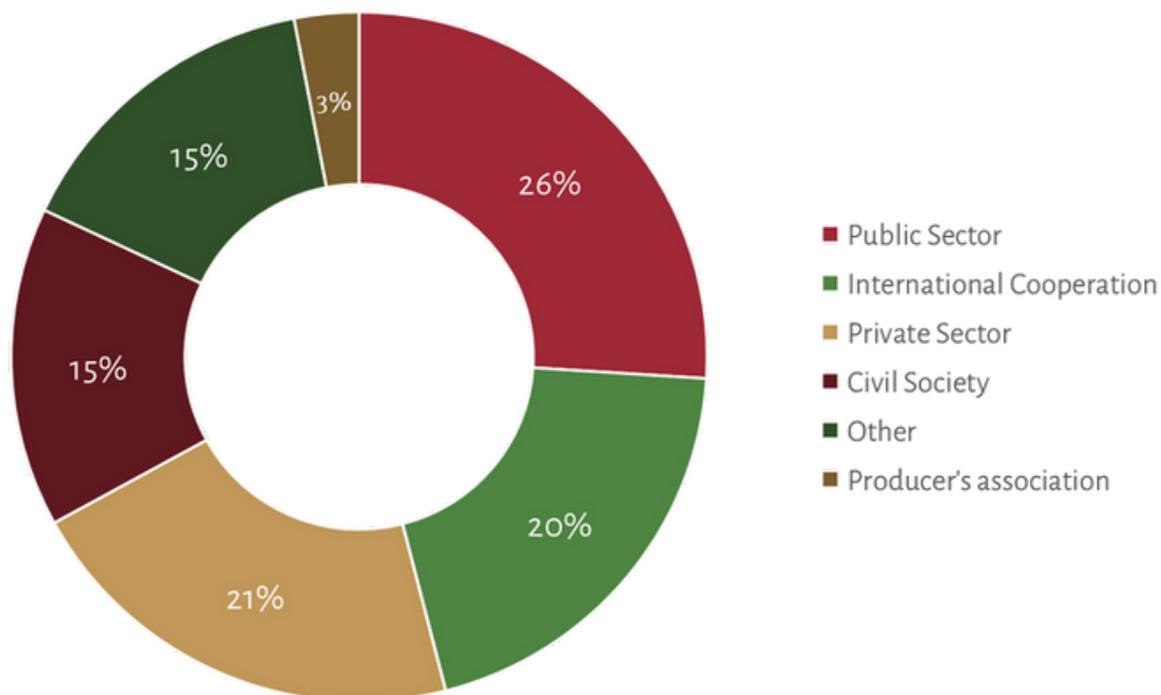


Session 10: Closure and Next steps

13th October 2021

Session participation statistics

Total attendees: 34



This 10th session was the space in which we concluded our joint vision and defined the next steps in application of agroforestry and sustainable cocoa practices. This session brought together the knowledge acquired during the core groups sessions and the wider sessions with multiple stakeholders of the cocoa value chain.

The session started with the presentation of the key learnings (recap) and statistics of the whole program by Cristina Ruiz Gonzalez, Private Sector Consultant of the World Bank. A summary of the nine sessions and achievements of the program were presented.

Then an introduction to global vision strategy was presented by Wendy Arenas, Director of Alisos in order to start the activity where the core group members discussed their vision around the consolidation of a Global Community of Practice and Knowledge for a Sustainable Cocoa.

Divided by country, they answered these questions:

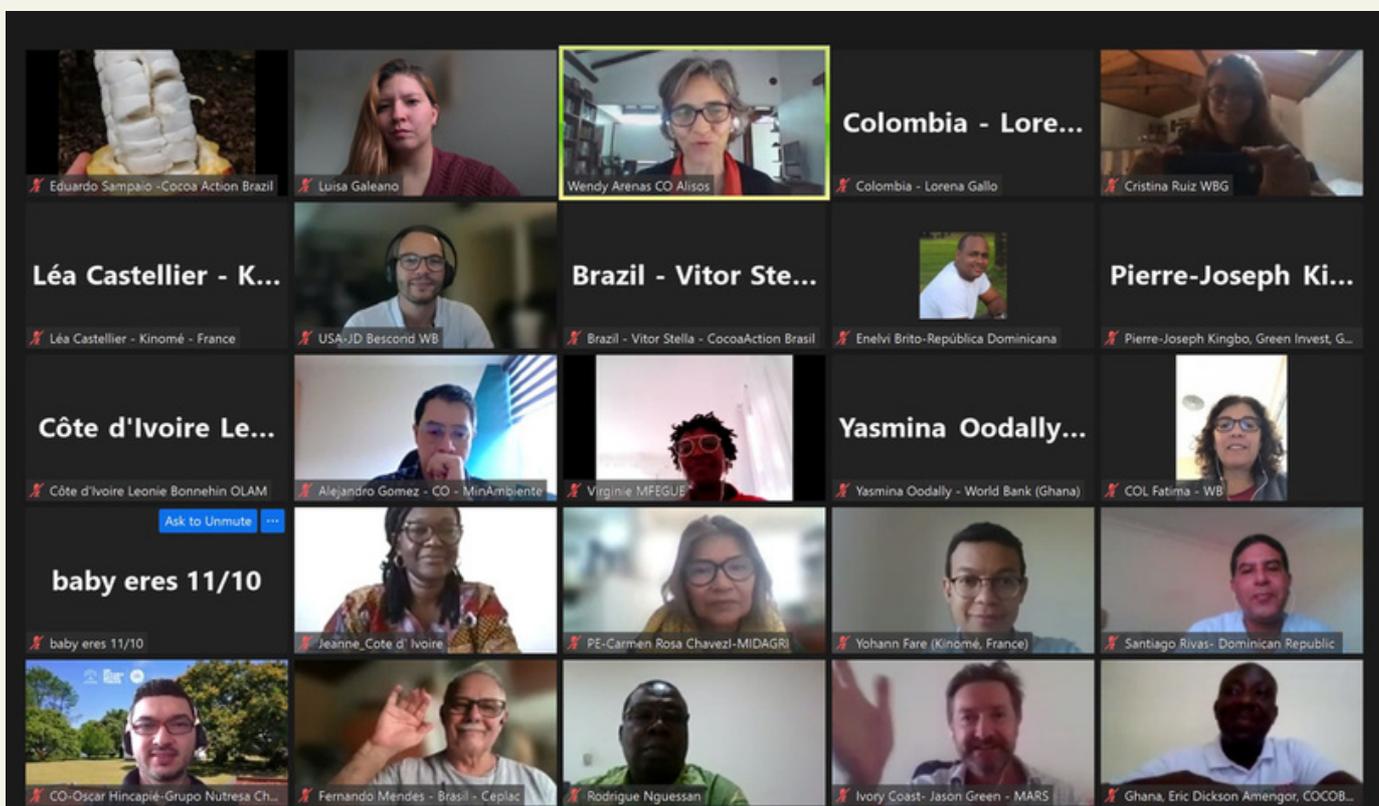
In 3 words how would you describe your experience as part of this Knowledge Exchange Program?

In your country, how are you putting into practice the concepts worked during the Program?

- What was most valuable of having Africa and Latin America together in this common space?

With the tools given, how are you planning to keep this community in motion?

The ideas and comments that emerged from the core-group conversations were socialized and discussed among all the attendees of the session.

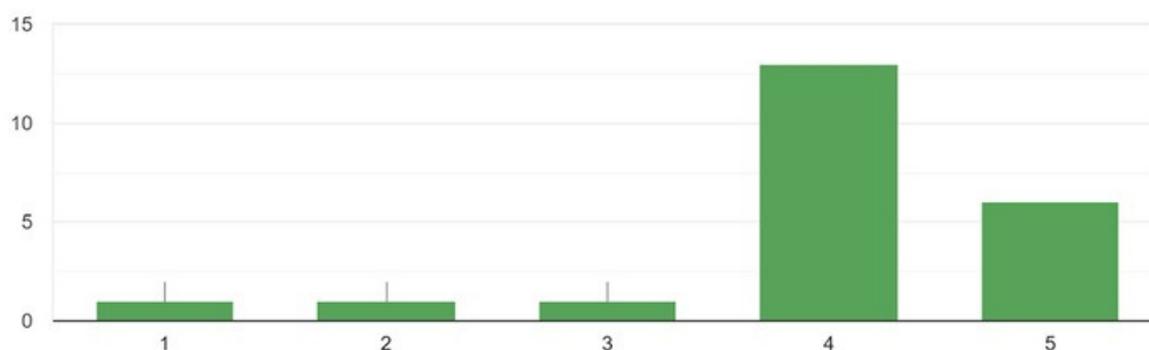


For more information on the sessions and their contents and conclusions, please revise the minutes and presentations on the Annexes section.

Evaluation - Module 3: Wider group sessions with stakeholders of the value chain

Survey:

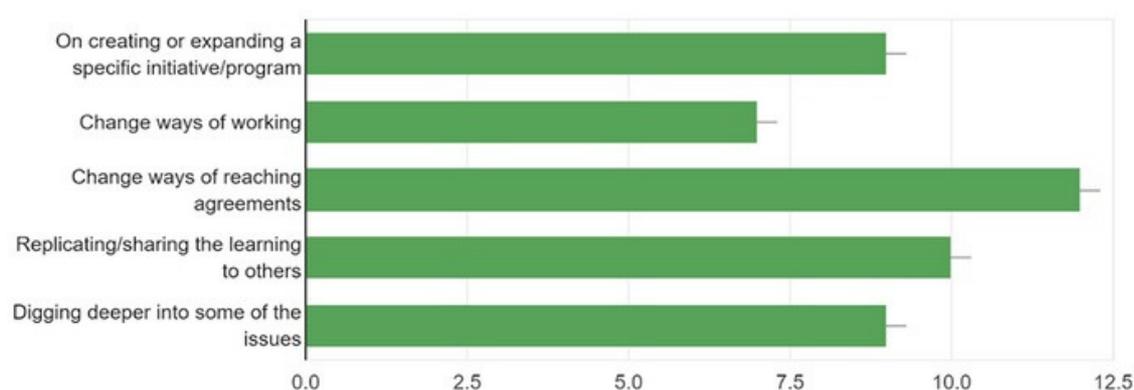
For Module 3 which contemplated 5 sessions, most of the participants (59%) were satisfied with the contents received. In the table below, we asked them to rank their satisfaction from 1 to 5, being 5 fully satisfied and these were the answers of the participants of the wider group that answered our survey:



Among the answers of the core group and wider group members, participants felt this module helped them understand the context of other countries and continents which is very similar to their own. They discovered they are all facing similar challenges but at different stages and scales and there are possibilities of synergies to take advantage of lessons learned and global capacities.

One of the conclusions manifested is the importance of the generation of intense communication channels to be able to share knowledge and align in terms of the needs of the market. Another common conclusion was the need to empower the cocoa producer to ensure sustainability and his/her living income. The community still feels far away from policies that help producers transcend the difficulties of the cocoa value chain and earn a decent income.

The graphic below shows the ways in which participants plan to adopt and apply the capacities acquired during the program during the next year.



Furthermore, 57% of the participants suggested as next steps more collaboration and learning as a group/country or individual and 24% manifested the support on implementation of practices.

Finally, some recommendations given from the participants for future opportunities is to have more actors and smaller learning groups to be able to interact with more actors. Many participants manifested the need to have face to face meetings post Covid and field visits. Also, they insisted on the will to have more technical speakers that bring more knowledge to the community.

Interviews:

Most of the participants interviewed to evaluate this module agreed on the importance of the knowledge exchange between producing countries to improve the conditions of their own country or region based on the good practices of others.

“The learning that the module leaves us is to observe that no matter how far or how much distance there is between the different cocoa-producing countries, the producers have the same limitations, difficulties and problems that we face in Latin America and Colombia.”

Divier Pérez - Core group Colombia

Most of them also agreed on the importance of the topic of agroforestry and sustainable practices and manifested the need to address social issues, mainly a decent income for farmers and traceability. A new topic for one of the participants was governance mainly focused on the public sector. Another participant discovered during one of the panels the need of the public and private sector to come together and create partnerships, considering the private sector is not adapting to the regulations. One recommendation given from one of the participants is regarding the connection with buyers and markets, mainly of the European Union, to align what is being developed in the field.

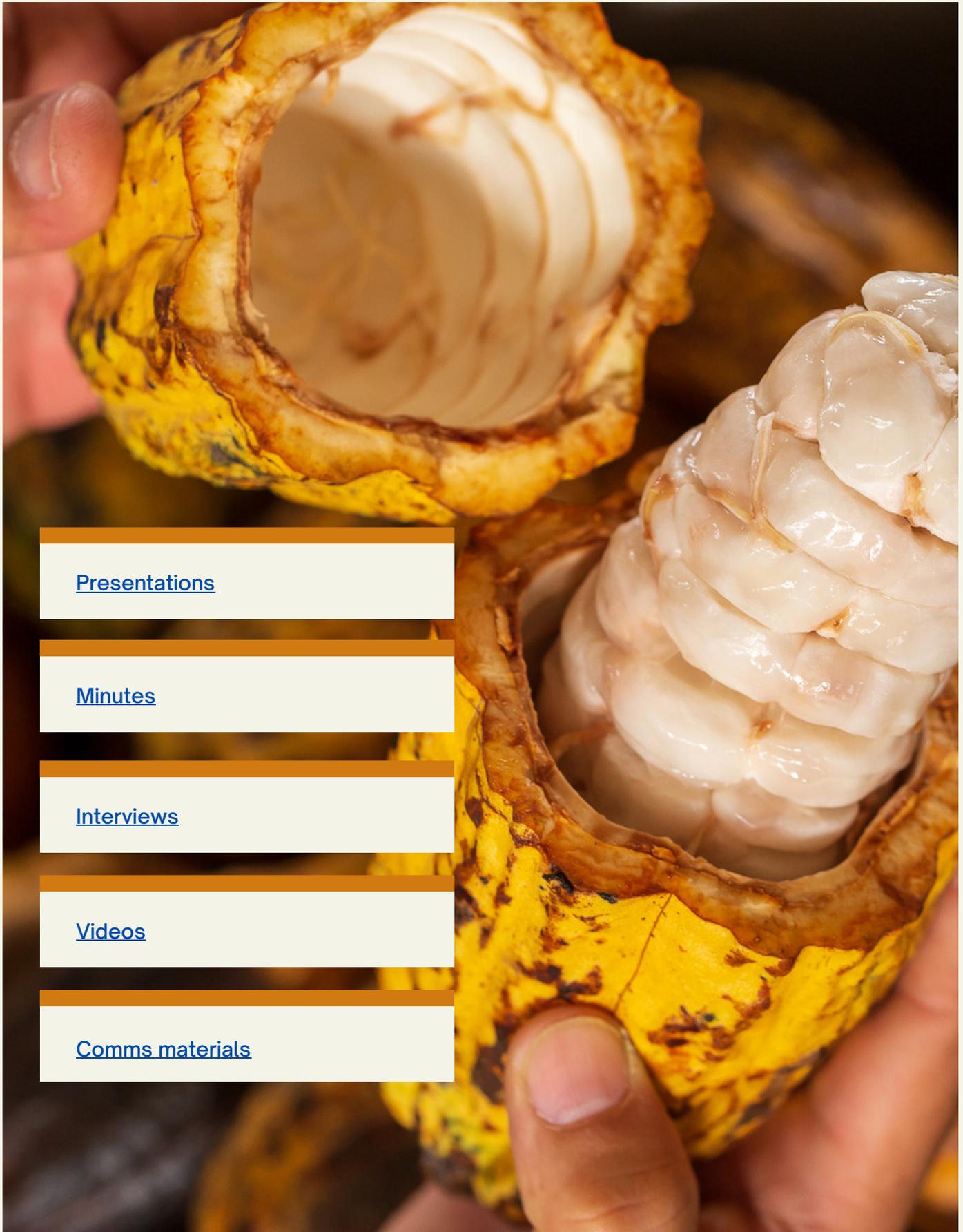
Some participants manifested the relevance of the core groups in terms of the connections and teamwork they have achieved. Meanwhile some core groups already knew each other, the case of the Brazilian core group was new for most of them, since they were not working together previously.

“For me the core group in Brazil was amazing because we really got together and thought together, started a movement, and had a conversation regarding two main topics at the time: technical assistance which is the main problem we have in Brazil but also in the financial.”

Vitor Stella - Core group Brazil

Finally, regarding the tools used during the sessions, most of the participants agreed that videos were key to attract their attention and give them a real context of other countries. Also, they manifested breakout rooms as an important space to interact with other participants. However, they insisted these spaces were very short and they would have wanted more time for these interactions. One participant proposes to have core groups with different countries on different topics.

VII. Annexes



[Presentations](#)

[Minutes](#)

[Interviews](#)

[Videos](#)

[Comms materials](#)