

# MANAGEMENT RESPONSE



Regional office / cluster: Indonesia/Cocoa

**Title evaluation report: Mid Term Review Report for Indonesia 2017-2019**

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<b>Evaluation recommendation / point of attention 1</b>	Integration of cocoa business with livestock is an initial model in developing cocoa business for youth and women. The company will be able to increase farmers' income as they transform manure from herd into fertiliser. After the training, the cooperatives need to provide opportunities for youth and women to get involved in cooperative businesses			
<b>Management response</b>	<b>Accepted</b> The cocoa partner in Sulawesi, Amanah, has done such business integration. Other partners (Sikap, Masagena and KCS) will follow.			
Key action(s)	Time frame	Responsible	Tracking	
			Status	Comments
1.1 Training in Cocoa Waste management for feeds and composting <i>Amanah Coop in Polman District has produced and marketed the product (feeds) since 2019. Amanah has been and will continue to facilitate other partners for feeds and composting. Masagena in North Luwu District has practiced it in the demonstration plots.</i>	2020-2021	Cocoa Sector Manager	Done (Amanah-2019) On Going (Others-2020)	
1.2 Workshop and training on Integrated Farming system (cocoa-food crops-spices)	2020-2021	Cocoa Sector Manager	On Going	

<i>Sector manager will facilitate and support all cocoa partners in Sulawesi on the establishment of a learning center on this system, involving young cocoa farmers.</i>					
1.3 Workshop on the development Collective Marketing SOP between the FOs and BUMDES (village-owned enterprises) to support the development of superior products in the villages. <i>Sustainable cocoa business model of integration with village institutions has been developed in Polman. Training to BUMDES staff have been conducted in the other districts. As a follow up, Rikolto will facilitate the integration model and Polman will serve as a learning center. One model could be that BUMDES becomes a collective point for all superior commodities.</i>		2020-2021	Cocoa Sector Manager	On Going	
<b>Evaluation recommendation / point of attention 2</b>	Rikolto has been able to train 300 young people professionally in cocoa cultivation and its derivative business. It gives them a sense of entrepreneurship. After the end of Rikolto programme, the trainees will be young farmers and continue business development at the FOs' level. The capacity building given is expected to fill the skills gap in the cocoa industry in the public and private sectors.				
<b>Management response</b>	<b>Accepted</b> The number of 300 young people trained is an estimate of young farmers attending the capacity building activities in GAP, GEP, GNP and entrepreneurship.				
Key action(s)	Time frame	Responsible	Tracking		
			Status	Comments	
2.1 Training in Cocoapreunership <i>Rikolto conducted training in Canvas Business Model in 2019 to introduce entrepreneurship concept for all cocoa partners in Sulawesi and NTT. Cocoapreunership is a follow-up training to empower young people in Polman, North Luwu, East Luwu, and Ende (NTT) to develop agribusiness in cocoa and its derivative products.</i>	2020-2021	Cocoa Sector Manager	On Going		
2.2 Youth Entrepreneur Lab	2020-2021	Cocoa Sector Manager	On Going		

<i>It is a platform for young people involved in the coops to learn and improve their capacity in cocoa cultivation and processing.</i>				
2.3 Training in Cocoa Fermentation Process <i>The training targets young farmers and aims to improve the quality of cocoa beans through fermentation process. It will add values to the beans and access to new market.</i>	2020-2021	Cocoa Sector Manager	On Going	
<b>Evaluation recommendation / point of attention 3</b>	Rikolto will assist cooperatives in the certification process and internal management issues reconciliation until the end of the Rikolto program. Rikolto has conducted an assessment using Scope Insight to identify FOS' capacity development needs based on their organisational and business performance. This assessment helps cooperatives to become professional cooperatives; thus, they can realise their vision and accomplish the mission. Also, some cooperatives holding business certificates are acknowledged by other organisations.			
<b>Management response</b>	<b>Accepted</b> The targets of all cocoa partners in Sulawesi and NTT are 1) to comply with Rikolto's environmental standards, 2) to develop the business of cocoa and its derivative products, and 3) to have a transparent and accountable bookkeeping system			
Key action(s)	Time frame	Responsible	Tracking	
			Status	Comments
3.1 Refreshment training in Internal Control System (ICS) for multi commodities planted in cocoa farms <i>The ICS Team must be able to inspect, provide technical assistance, and analyse the condition of non-cocoa plants. The non-cocoa products can be alternative sources of income for farmers.</i>	2020-2021	Cocoa Sector Manager	On Going	
3.2 Training and assistance in financial management <i>Rikolto will hire one consultant to provide technical assistance on financial aspect regularly.</i>	2020-2021	Cocoa Sector Manager	On Going	
3.3. Training in financial life skill <i>Digitalization and mechanization began to shift the role of human labour, and then became one of the causes of job loss. Rikolto will equip young people (ages 18 - 34 years) with a combination of life skills that are relevant to build self-confidence, positive attitude, and critical thinking. The</i>	2020-2021	Cocoa sector manager	On going	

youth will learn how to make effective financial management.				
<b>Evaluation recommendation / point of attention 4</b>	Rikolto involves partners in collaborative work with other parties to make them accustomed to dealing with them. This approach is documented for replication and scaling-up purpose.			
<b>Management response</b>	<b>Accepted</b> Currently, the government has introduced IoT (Internet of Things) system for non-cocoa sector. In 2020, the government starts to introduce the system for cocoa sector. Rikolto has worked with other cocoa stakeholders who are members and non members of CSP (Cocoa Sustainability Partnership)			
Key action(s)	Time frame	Responsible	Tracking	
			Status	Comments
4.1 Training and technical assistance in digital marketing for agricultural products <i>Digital Marketing will help cocoa partners to promote their products, broaden the market targets and engage with new market players.</i>	2020-2021	Cocoa Sector Manager	On Going	
4.2 Training in IoT-based SMART Plantation for Young Farmers (PSPSP) <i>The training aims to enable cocoa farmers in West Sulawesi to implement technology-based cocoa agricultural practices and to adopt the good practices in South Sulawesi in the following years. This will allow partners to engage with other farmer groups who are not facilitated by Rikolto.</i>	2020-2021	Cocoa Sector Manager	On Going	
4.3 Active participation in CSP and engagement with local government <i>As a national cocoa platform, CSP is a strategic partner to lobby for better policies. Rikolto will continue to bring the evidences from partners and voice their interests to be part of CSP's lobby agenda. Also, through CSP, Rikolto facilitates the engagement of partners with other CSP members (government, input suppliers, buyers, universities, NGOs). Engagement with local government will continue to be strengthened.</i>	2020-2021	Cocoa Sector Manager, Regional Director	On Going	

<b>Evaluation recommendation / point of attention 5</b>	We are strengthening the agroforestry concept acceptance in all level of stakeholders to ensure the sustainability of environmental carrying capacity			
<b>Management response</b>	<b>Accepted</b> Cocoa partners in East Luwu (KCS) and Ende (Sikap) have implemented agroforestry model.			
Key action(s)	Time frame	Responsible	Tracking	
			Status	Comments
5.1 Training in agroforestry model of organic cocoa <i>The training will be conducted in East Luwu (Sulawesi) and Ende (NTT) to add the value of cocoa product, improve farmers' income, and conserve environment.</i>	2020-2021	Cocoa Sector Manager	On Going	
5.2 Development of agroforestry manual standard and learning media <i>The output is the provision of learning media and a manual book for implementing the agroforestry model developed by Rikolto.</i>	2020-2021	Cocoa Sector Manager	On Going	
5.3 Training in Climate-Smart Practices (environmentally and economically) <i>Cacao farmers in the Districts of Polman, North Luwu, East Luwu and Ende will be able to adapt to the changing climate by producing cocoa sustainably and increasing their incomes.</i>	2020	Cocoa Sector Manager	On Going	