



Belgian Sustainable Chocolate Program

PROPOSAL FOR PHASE II – FEBRUARY 2019
IDH SUSTAINABLE TRADE INITIATIVE



Belgian Sustainable Chocolate Program

Proposal for phase II

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An external review of the Belgian Sustainable Chocolate Programme will be conducted after 30 months of implementation. The review will be implemented independently from IDH and any the partners in the Beyond Chocolate partnership and will report back to DGD and the Steering Committee on the effectiveness of IDH in implementing its three main responsibilities (coordination & convening, monitoring & evaluation, communication). As a benchmark for IDH’s performance and interim-results the mid-term results as indicated in the text box will be used to measure the effectiveness and progress. Release of the additional DGD funding for a continuation of the IDH convening and coordination, including a second call for proposals will be conditional on a positive outcome of the mid-term review..... 16

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1. Introduction

Given the leading role of Belgium in the global cocoa sector, the Belgian government intends to support a sector-wide approach and program that brings together companies, civil society and government around a joint agenda for integrating sustainability in the operations of the Belgian industry and to deliver results on the 2030 Sustainable Development Goals in the cocoa value chains. The Belgian Ministry of Foreign Affairs, Foreign Trade and Development Cooperation through its Directorate General Development (DGD) assigned in 2018 IDH Sustainable Trade Initiative (IDH) to scope the possibilities for such a sustainability program.

The scoping assignment started with a round table meeting in Gentbrugge on the 25 June 2018 with sector representatives and the Minister of Development Cooperation. IDH successfully concluded the assignment with the signing of a partnership agreement by a group of multi-stakeholders in Antwerp on the 5th of December 2018. A total 40 public and private organisations signed the “Beyond chocolate” partnership agreement and thereby underwrite the partnership objectives. All co-signatories have pledged a contribution to the Belgian sustainable chocolate programme in line with their respective mandate or core business.

IDH produced and submitted a summary report on the different stages and main findings during the scoping and engagement phase in December 2018. This report also contains a number of recommendations on operationalising and managing the Belgian public-private partnership on sustainable chocolate.

Building on the outcome of the scoping phase IDH has now prepared a proposal for the implementation phase of the Belgian sustainable chocolate program. The implementation phase will commence in January 2019. The realisation of the overall objectives and the partners’ engagements and pledged contributions will be central to the implementation of the partnership programme. In the next chapter the overall objectives and the partners’ engagements and contributions of the programme are summarised.

2. Background of “Beyond Chocolate”

2.1. Overall objectives

The overall goal of the “Beyond Chocolate” partnership for sustainable chocolate is to sustainably improve the living conditions of the cocoa producers (m/f) and their families in production regions that are important for the Belgian chocolate sector. The activities of the partnership in these regions will contribute to:

- Raising the livelihoods of male and female cocoa producers
- Improved level of participation and access to education of children
- The sustainable use of forests, water, soils and other natural resources.

The partnership will commit itself to making considerable contribution to the attainment of the UN Sustainable Development Goals (SDGs). The important SDGs are listed in the final text of the engagement (see annex).

The interventions of the Belgian companies, public sector and the civil society organisations will be focused on selected cocoa production regions. In those regions a total of around 275,000 cocoa

producers¹ and their families will get better access to knowledge and information, the resources for sustainable cocoa production intensification, ICT-services and credit necessary for a higher net farm income and sustainable farming system improvement.

2.2. Engagements

The partners of 'Beyond chocolate' will be jointly responsible for the following engagements:

- I. Latest by 2025 all chocolate produced and/or traded in Belgium will be certified sustainable and/or is produced with cocoa from the company's own sustainability programs. By then also the existing arrangements between Governments and private sector on the areas covered by the Cocoa & Forests Initiative will be respected by the relevant stakeholders in the Beyond chocolate partnership.
- II. Latest by 2030 the partners will make sure that (a) cocoa producers will earn at least a minimal income and (b) further deforestation as a result of cocoa cultivation will have been halted. Before 5 December 2019 the partners will have defined the criteria for selecting focus production areas and measurable indicators for the common objectives focused on living income and deforestation.

2.3. Contributions

To realise the objectives of the Beyond chocolate partnership each of the signatories will contribute in line with their own capacities, mandates and/or core business. The different contributions are described in the final engagement text dated 5 December 2018 and are summarised below.

By 2025 the members of Choprabisco will buy all their cocoa ingredients from a sustainable source (either certified sustainable or from one of the companies' sustainability programs). This will require an increase from the current level of 42% to 100% sustainably sourced cocoa ingredients. The combined costs of the Choprabisco members will by then amount to Euro 30-35 million per year. After deduction of some costs for traceability, auditing and overheads, the largest part of that amount will become available for sustainability initiatives in the production regions through the certification programmes and the sustainability programmes of the couverture makers. Choprabisco is also committed to making a living income for cocoa growers in the production regions possible before 2030.

The supermarket chains will contribute by increasing their share of sustainably certified chocolate in their range of products (in particular their own brands) and will gradually demand more of their suppliers to also comply with living income standards for farmers and workers in their supply chains.

Between 2019 and 2023 the Federal Government will make Euro 1.0 million per year available for co-funding project activities that lead to innovation or improvement of the existing cocoa sustainability initiatives. Companies, development organizations and knowledge institutes can propose innovative project ideas to be executed in the cocoa production countries and may receive co-funding for their projects if the projects meet the necessary criteria (see part B below). Furthermore, the Federal Government will support the realisation of the objectives through contributions by its Trade for Development Centre (Enabel) and cocoa sector investments by BIO-Invest.

¹ It is estimated that it requires around 275,000 cocoa growers to produce the annual Belgian chocolate production

Different impact investors have pledged investment support in farmer organisations and business activities that contribute towards scaling up of sustainable production and supply practices in the cocoa value chains.

The certification organisations will provide data and information on the sustainability progress in the different regions and will work with partners in the chain to raise the sustainability standards, in particular related to farmer income and halting deforestation.

The NGOs, unions and academic organisations will contribute their knowledge, networks and experiences in relation to promoting sustainable practices, improving farming practices, natural resources management and strengthening farmer organisations.

3. The “Beyond Chocolate” implementation proposal

3.1. Introduction

The different public and private sector partners of the “Beyond chocolate” programme agreed to bear joint responsibility for the implementation of their respective pledges and contributions. The partners agreed that from 2019 onwards an independent and experienced organisation is to be appointed that should:

- a) Coordinate and convene the different partners’ activities and contributions, including the management of the Government co-financing of pilots and innovations in the cocoa supply chains; convening in the context of this programme is the process of bringing partners together and aligning the contributions and commitments of the different stakeholders to ensure the programme’s objectives are achieved effectively and efficiently;
- b) measure the verifiable progress and effects against a jointly agreed upon set of indicators;
- c) communicate on the commitment and results of the different partners’ activities and contributions.

IDH Sustainable Trade Initiative is uniquely positioned and committed to fulfill this independent coordination, monitoring and communication role of the Belgian partnership for sustainable chocolate and share its international networks, experience and knowledge on driving sustainability in international cocoa supply chains (see Annexes for background details on the track record, in-house expertise and network of IDH Sustainable Trade Initiative in the international cocoa sector) IDH will ensure that the momentum gained during the scoping and engagement phase will be sustained and translated into concrete actions.

IDH is to be appointed and financed by DGD, Brussels from its annual financial commitment to the partnership Beyond chocolate. In relation to communication and information dissemination, IDH will work together again with and Belgian partner² which will be selected later. The Belgian communication partner will be sub-contracted by IDH on the basis of a terms of reference to be approved by the Steering Committee and an open tender process (in compliance with official Belgian regulations).

In the sections below the main responsibilities and an outline of the organizational set-up, governance and planning of activities are described for the implementation phase.

² During the engagement phase 1, IDH worked together with NGO the Shift. For phase 2, the same or another Belgium partner will may be selected. In this proposal we refer to this partner as our Belgium communication partner.

3.2. Objectives and deliverables

The Table below provides an overview of the expected impact, objectives and deliverables of the IDH coordination, monitoring and communication in the context of the overall 'Beyond Chocolate' partnership programme on Sustainable Belgian Chocolate.

overall objective:	Main Overall objective of this proposal is to contribute to the realization of the objectives set in the covenant.					
Impact:	By 2030 275.000 small scale cocoa farmers (m/f) in Africa, Asia and Latin America have a living income, and deforestation linked to their cocoa production is halted.					Assumptions on outcomes and deliverables related to partners' responsibilities that IDH will facilitate, monitor and report upon
Objectives	Specific objective 1: To convene and facilitate the Belgium cocoa industry in the implementation of the commitments on sustainability issues.			Specific objective 2: To improve effectiveness and efficiency of existing (private) sustainability initiatives in the Belgian chocolate sector.		
Outcomes	Outcome 1.1: Change in sourcing criteria of private sector.	Outcome 1.2: Active involvement of private sector in addressing sustainability challenges in the chocolate industry.	Outcome 1.3: The sustainability of cocoa is incorporated in the branding of Chocolate from Belgium	Outcome 2.1: Lowering risks of private sector to invest in new innovations to address issues in main impact areas.	Outcome 2.2: Improved insights in best practices to realize the sustainability objectives of the partnership.	* For 33% of all Belgium chocolate it is ensured that (a) cocoa producers will earn at least the living income and (b) further deforestation as a result of cocoa cultivation will have been halted;
Deliverables	* Steering committee representing the various Belgium players formed and meets at least three times per year * Active IDH engagement with all relevant partners in Belgium and sourcing countries; * Partners of the Beyond Chocolate hold each other accountable and support each other where necessary.	* Consensus on KPIs for measuring progress and impact (planned end of Q1 2019); * External support to enhance the effectiveness and efficiency of the Beyond chocolate innovation program is mobilized * Organization of annual multi stakeholder workshop & round-table meetings.	* Collection, analysis and presentation of annual data on progress and impact * Design and implementation of communication strategy for partners and consumers of Belgian chocolates; * Website for Beyond chocolate partnerships program.	* Design, implementation and contract management of 2 calls for proposals for innovation projects in targeted cocoa production areas; * Mobilization of co-finance of private sector (of at least 67%).	* Best practices and lessons learned from 5-10 co-funded innovation projects are actively shared and promoted within the Beyond chocolate partnership; * Partners jointly invest and share resources in the adoption and scaling of best practices on sustainable cocoa.	* 80% of all chocolate produced and/or traded in Belgium are certified sustainable and/or is produced with certified cocoa or cocoa from the company's own sustainability program; * The existing arrangements between Governments and private sector on the areas covered by the Cocoa & Forests Initiative are respected by the relevant stakeholders in the Beyond chocolate partnership. * A strategy/plan is developed to ensure private sector will close the gap between 2023 results and 2030 objectives.

3.3. The scope

The scope of the Belgian Sustainable Chocolate programme is agreed upon by the Beyond Chocolate partners and includes the following key elements:

Beneficiaries: 275.000 cocoa households³. Ninety per cent of the world's cocoa is grown on small scale farms by about six million male and female farmers in different tropical zones in West and Central Africa, Latin America and Asia. The cultivation, processing and selling of cocoa beans is a main source of livelihood income for these growers.

Target group: ca 275 cocoa cooperatives with on average 1000 members. To ensure inclusion of both male and female farmers gender will be an important selection criterion for cooperatives IDH will work with, and an important aspect of all innovations which will be tested with the cooperatives.

Target area: During the start-up phase (Q1 2019) the target area(s) in the main cocoa production regions in West and Central Africa, Latin America and/or Asia will be selected based on the following criteria (a) importance as sourcing area for Belgian chocolate sector; (b) partner relation between Belgian and local government, with attention for possibility of diversification in the future; (c) potential added value of new project in relation to current sustainability initiatives.

During the start-up phase of the programme the scope of the programme will be further refined and agreed upon by the Steering Committee (see section 4.2 below). Agreement on the scope is a precondition for DGD for a release of funding beyond the start-up phase.

3.4. Main responsibilities

The main responsibilities of IDH as overall coordinator of the partnership programme will include the following:

- I. *Coordination and convening* – the success of the program crucially depends upon all stakeholders living up to their commitments as expressed in the letter of engagement, and work together in an aligned, effective and efficient manner. This will require an active convening and coordinating role by IDH, working closely together with the Belgian government, the private sector organized in Choprabisco and the Belgian retail, NGOs, knowledge institutions, governments in the producing countries and other stakeholders. The coordination and convening responsibility will include also the identification, co-funding and monitoring innovative sustainability projects in the cocoa smallholder production regions. The main purpose of co-financing partner driven projects in the selected production regions is to promote innovation and/or enhanced efficiency of the sustainability programmes of the cocoa companies and certification organisations.; In this way the co-financed projects will contribute towards the required impact in relation to farm income, labour conditions and forest conservation.
- II. *Monitoring, evaluation and learning* – the purpose is to inform the partnership on the progress and impact of the different contributions and interventions and to hold partners accountable to their promised engagements. In addition, it is important to learn from implementation issues, signal new trends and make amendments to the existing strategies where necessary to ensure sustainability impact.

³ 275.000 cocoa farmer represent the Belgian chocolate footprint in 2017. For elaboration, see report phase 1.

- III. *Communication* – the purpose of the communication is twofold: (a) to align the different initiatives and contributions between the different partners; and (b) to inform the Belgian consumers on the sustainability aspects of Belgian chocolate products.

The third responsibility will be shared with the Belgium communication partner. IDH will be primarily responsible for designing the overall communication strategy and the content. The communication partner will assist with the execution of the communication strategy.

More information on how the different responsibilities will be implemented is included in chapters 4 and 5 below.

4. Alignment and supervision

4.1. Program management

IDH will appoint a manager who will be in-charge of the Belgian sustainable chocolate programme. The programme manager will be part of IDH's sustainable cocoa team and will report directly to IDH's Director of Cocoa Programmes. He/she will be able to draw upon the specific expertise of other IDH colleagues working on finance and credit, monitoring and learning, communication, etc. In addition, the programme manager will liaise with IDH colleagues working in West Africa and other major cocoa production countries.

The IDH programme manager of the Belgian sustainable chocolate programme will have a network in the Belgian cocoa and chocolate sector and will be able to work with a broad range of profit and not-for-profit organisations. He/she will have a good understanding also of the wider international policy context and will have to be able to advise not only companies and civil society organisations, but also the Government on private sector development issues in general and sustainable cocoa development in particular.

The IDH programme manager will work part-time in Belgium (possibly sharing an office with Choprabisco) and part-time at the IDH Headquarters in Utrecht, the Netherlands. His/her main responsibilities will include:

- Liaise with the partners of the 'Beyond chocolate' programme on all matter related programme implementation, progress and updates;
- Prepare calls for proposals for innovative co-funding projects that are additional to the ongoing sustainability activities;
- Organise the development of an efficient and effective monitoring and evaluation framework for the Belgian sustainability programme and collect and compile data accordingly;
- Develop and update the 'Beyond chocolate' communication strategy together with the IDH Communication Officer;
- Work closely with the Belgium communication partner on the implementation of the communication strategy through personal meetings / round tables, website and social media;
- Prepare an annual progress and impact report for all partners of the Belgian sustainable chocolate programme;
- Together with the IDH cocoa team and the Belgium communication partner organise and implement the annual progress meeting of the partnership;
- Mobilise additional support and partners for the Belgian sustainable chocolate programme;
- Organise and participate as secretary at the programme's Steering Committee (see section 4.2).

4.2. Governance

For strategic management issues a small Steering Committee will be formed. The IDH programme manager will be secretary to this Committee and will call at least three times per year a meeting. During the earlier stages of the programme (in 2019) it is expected that the Steering Committee will meet more frequently. Members of the Committee will include (a) DGD’s PSD Policy Officer; (b) a representative of the Choprabisco Board; (c) a senior representative of a Belgian civil society organisation (e.g. Trias, WWF, Rikolto, University or Fairtrade Belgium); (d) a senior representative of the Belgian supermarket chains; (e) a senior representative of one of the social impact funds.

The main responsibilities of the Steering Committee will be to:

- Approve strategic proposals prepared by IDH related to the design and implementation of the partnership programme, including the selection of priority regions, criteria for co-funding innovative projects, indicators for monitoring & evaluation, etc.;
- Review the annual progress report prepared by IDH and provide strategic advice on strengthening interventions and partnership arrangements;
- Advise on the strategic focus / orientation of the calls for proposals developed by IDH;
- Advise the IDH Programme Manager on new developments and priorities in the Belgian chocolate sector and their impact on the programme;
- Participate at the annual progress meetings of the ‘Beyond chocolate’ programme;
- Mobilise external support to enhance the effectiveness and efficiency of the ‘Beyond chocolate’ programme.

In terms of operations, the ‘Beyond chocolate’ sustainability programme will be governed by IDH quality management systems for programme design and reporting, financial management and accounting, contracting, human resource management, etc. Details of IDH’s operational systems and procedures can be made available.

Additionally, IDH will have an annual concertation round with DGD to align on the progress made within the program. This meeting will take place in Q1 of every year.

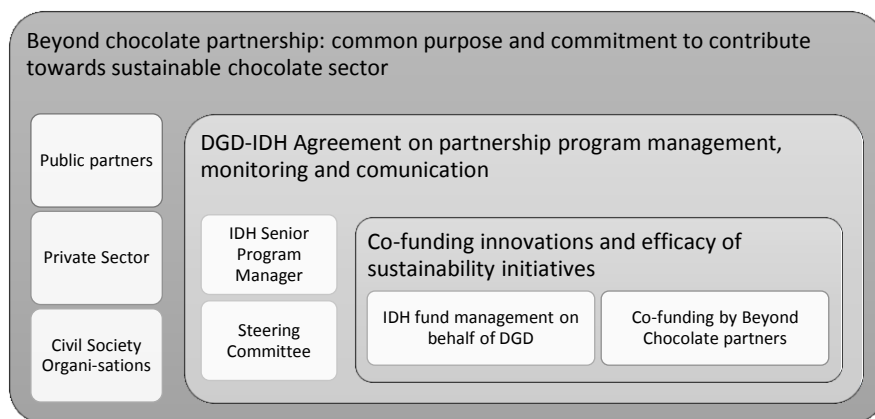


Figure 1: organizational set up of the Beyond chocolate partnership programme

5. Phased implementation

In line with the partnership agreement IDH's responsibilities as overall coordinator (see section 3.1 and 3.4 above) will comprise the following:

- a) Coordinate and convene the different partners' activities and contributions, including the management of the Government co-financing of pilots and innovations in the cocoa supply chains;
- b) Measure the verifiable progress and effects against a jointly agreed upon set of indicators;
- c) Communicate on the commitment and results of the different partners' activities and contributions.

The implementation of these three complementary responsibilities are further specified in the sections below during the different stages of the five-year implementation period.

5.1. Start-up phase

IDH will start the role of overall coordinator of the 'Beyond chocolate' partnership program with a three-month start-up phase. During the first quarter of 2019 IDH will work closely with DGD, Choprabisco and other main stakeholders in the partnership on creating the detailed terms and conditions for the implementation phase. The main activities to be implemented during this start-up phase are listed below:

	Subject	Main activities during first three months start-up phase
1	Management framework	1.1. Finalization of operational management guidelines, job descriptions, etc. and recruitment of the programme coordinator 1.2. Financial management guidelines 1.3. Annual activity planning 1.4. Communication strategy formulated
2	Steering committee	2.1. Selection criteria for steering committee members (5 + IDH coordinator as secretary) 2.2. Identification of steering committee members 2.3. Finalise Steering Committee's role and responsibilities 2.4. organize and conduct the first SC meeting
3	Region selection	3.1. Finalise criteria for target region selection in Africa, Asia and/or Latin America 3.2. Data & information collection to facilitate target region selection 3.3. Selection in consultation with Belgian Ministry of Foreign Affairs
4	Monitoring	4.1. Finalise KPI selection 4.2. Monitoring framework formulated
5	Website	5.1. Design website for 'Beyond chocolate' partnership programme
6	Prepare call for proposals	6.1. Prepare communication material for call for proposals 6.2. Define eligibility and impact criteria for proposal selection 6.3. Discuss with Steering Committee and finalise co-funding criteria 6.4. Website publication and dissemination of information on call for proposals through Choprabisco, etc.

5.2. Coordinating and convening

Sustainable production and trade of Belgian chocolate will only be brought to scale when all stakeholders – smallholder producers and their organisations, local and international traders, cocoa processors, chocolatiers, retailers and end-buyers – work together and all are committed to realise a sustainable market transformation. It is IDH's role to bring all players together and jointly design interventions that address most relevant supply and demand issues in the Belgian chocolate sector and formulate workable solutions that have benefits for all market players. Within the context of the 'Beyond Chocolate' engagement signed by all the main public and private, profit and not-for-profit partners, the different co-signatories have already pledged their commitments (see section 2.3 above for a summary overview). IDH will have to oversee that these commitments are realised and furthermore that partners will work together so that synergy and impact at the level of the smallholder cocoa farmer is enhanced. Part of IDH's work will be to bring partners together, share experiences, align different initiatives from cocoa processors, chocolatiers and/or retailers, link knowledge institutes with supply chain partners, etc.

IDH will also work with the partners in the 'Beyond Chocolate' on innovations that improve the effectiveness and efficiency of the existing sustainability initiatives in the Belgian chocolate sector. The financial contributions of the Belgian Ministry of Foreign Affairs will be used to co-finance projects proposed and implemented by 'Beyond Chocolate' partners. Grants will be made available as co-funding for projects that meet the following criteria:

- a) The applicant of the project will have to be co-signatory to the 'Beyond Chocolate' engagement at the time of application
- b) Proposed projects will contribute to the ambitious targets of the Belgium letter of engagement in terms of:
 - Increased volume of chocolate produced and/or traded in Belgium that is certified sustainable and/or is produced with cocoa from the company's own sustainability programs
 - Arrangements between Governments in production countries and private sector on the areas covered by the Cocoa & Forests Initiative will be respected by the relevant stakeholders in the Beyond chocolate partnership
 - 275,000 cocoa producers earning at least a living income by 2030
 - Further deforestation as a result of cocoa cultivation will have been halted;
- c) Scalability of the innovation or improvement introduced through the co-funding project;
- d) Additionality when compared to ongoing or planned sustainability activities in the cocoa sector;
- e) Ability to provide co-funding and financial sustainability of the activities;
- f) Cost-efficiency and effectiveness of the proposed interventions;
- g) Proven track record and technical capacity of the implementing organisation(s);
- h) Strengthening supply chain traceability links from source to Belgian market
- i) Projects with a minimum budget of Euro 300,000 and a maximum of Euro 750,000, with a minimum grant component of Euro 100,000 and a maximum of Euro 250,000.

The thematic priorities of the calls for proposals and the final definition of the criteria will require approval of the Steering Committee, but will be formulated along the lines in the paragraph above. It is important to define and agree upon the final criteria together with the other partners in the 'Beyond Chocolate' Partnership, given the fact that the partners will have to contribute also a large part of the project costs. A small independent group of external experts will assess against the criteria and rank the

proposals recommended for co-funding. DGD will have to give its final consent to the projects recommended for co-funding prior to contracting with the main implementation partner. The maximum percentage of grant funding is in principle 33%; the remainder will have to be paid by the implementing partner(s). In the case of smaller and highly innovative projects a co-funding percentage of 50% may be considered.

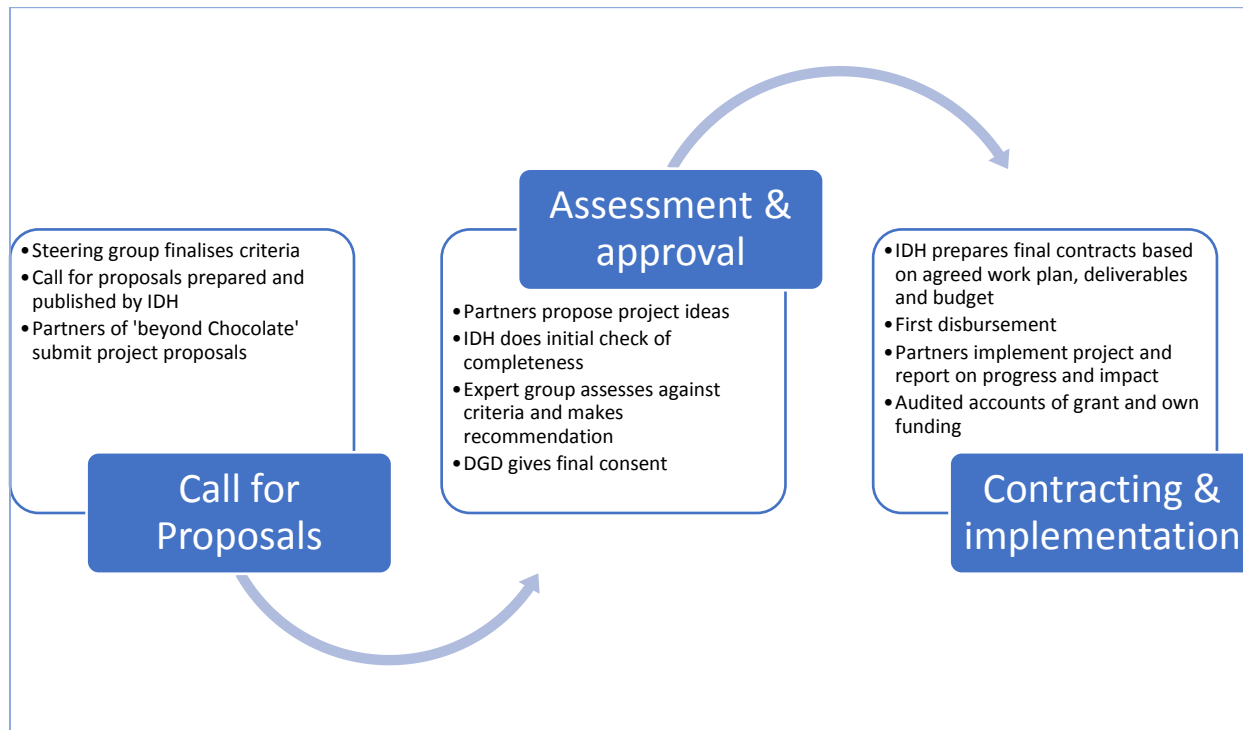


Figure 2: Project selection and co-funding process

Upon contracting and disbursement of the first instalment of the grant funding IDH will start with the monitoring of the implementation process. The monitoring will cover the quality of the implementation process, the sustainability effects and the financial accounting. The own contribution by the implementation partner(s) will have to be accounted for in the same way as the use of the grant allocation will have to be accounted. An independent auditor will check the grant utilisation and own contribution.

IDH will use the monitoring data and lessons learnt from the projects for its dissemination purposes. This should facilitate the scaling up of the positive outcomes.

5.3. Monitoring, evaluation and learning

Monitoring and evaluation of the partners' progress and achievements will be an essential element of the 'Beyond chocolate' programme and is highly complementary to the convening responsibility of IDH. At the

Key performance indicators:

At impact level:

- a) Volume of chocolate produced and/or traded in Belgium that is certified sustainable and/or is produced with cocoa from the company's own sustainability programs;
- b) Number of cocoa growers supplying Belgian supply chains who earn at least living income
- c) Area under forest cover in cocoa production regions supplying Belgian supply chains

At operational level:

- d) Number of 'Beyond Chocolate' partners
- e) Number of co-funded sustainability initiatives and projects co-funded
- f) Level of co-funding and contribution realized by private partners in the Belgian chocolate sector

core of the monitoring and evaluation methodology is an intervention logic for each of the programme's impact themes which map out the expected causal relationships between the partners' activities and the final outputs, outcomes, and impacts in terms of farm income improvements, labour conditions, natural resource conservation, etc. To test the rationale of each intervention logic and identify potential gaps, IDH will gradually gather evidence through literature reviews, stakeholder surveys and interviews.

On top of that there are two main ways in which IDH will measure progress; one is through collecting Key Performance Indicators (KPIs; see text box) from the partners' programs and the co-funded projects and the other is through third-party impact research. During the start-up phase the IDH programme coordinator will develop plans and proposals for both ways and will submit these for review and approval to the Steering Committee.

The outcomes of the monitoring and evaluation activities and impact research will be a crucial element of the communication strategy. Also the reports of the impact research will be disseminated to ensure that existing and future partners of the 'Beyond chocolate' programme as well as the wider community will be informed on the achievements and challenged in relation to sustainability in the cocoa sector. Consequently, monitoring and evaluation will play a major role in convening and coordination with all stakeholders.

5.4. Communication and stakeholder involvement

Regular communication with partners of the 'Beyond chocolate' programme as well as consumers and other stakeholders is important to keep up the momentum of the programme and to stimulate new contributions and improvements to the ongoing sustainability initiatives. IDH's Communication and Outreach strategy and tools will be used to inform partners and enhance the overall awareness on the 'Beyond chocolate' programme. The IDH programme manager will have an important role to develop the content for the partnership's communication strategy and to organise and participate in formal and informal discussions, round-table meetings, annual multi-stakeholder workshop, etc.

For the organisation and implementation of the annual multi-stakeholder workshop and round-table meetings IDH will work closely together with the Belgium communication partner.

Given the important position of the 'Beyond chocolate' programme in the Belgian international development support landscape, the programme's communication activities will have to inform and stimulate debate on sustainability, private sector involvement, partnerships, etc. Key elements of IDH's communication activities will include:

- Social media, website and items in the conventional media aimed at increasing visibility in the Belgian and international public domain, initiating and participating in public debates, etc.;
- Communications aimed at 'learning' and awareness raising through supporting and disseminating publications, co-organizing and participating in discussions and workshops, organizing webinars and podcasts; annually a multi-stakeholder event will be organised where IDH will present the progress report and will present an agenda aimed at stimulating innovation and responsiveness to new sustainability challenges and opportunities;
- Developing new materials to bring the programme to new audiences, such as impact investors, banks, new donors and other potential partners and financiers.

5.5. Implementation planning

After the start-up phase the IDH programme coordinator and his/her colleagues will develop and implement an annual work plan for the first year. Each year new work plans will be developed, incorporating new issues and challenges that have arisen in the previous period. The main recurrent elements of the annual work plans are listed below and will be elaborated upon for each implementation year.

	Subjects	Activities
1.	Monitoring & evaluation	1.1. Data collection based on KPI ⁴
		1.2. Data analyses and compilation
		1.3. Contract experts for impact research / independent surveys
		1.4. Publication of results
2.	Calls for proposals for co-funding projects	2.1. Draft and publish call for proposals
		2.2. Steering Committee meets and selects criteria
		2.3. Assess concept notes and rank based on criteria
		2.4. Communication with all applicants
		2.5. Brief successful applicants on full proposal requirements
3.	Full proposals	3.1. Coach applicants with full proposal formulation
		3.2. Assess full proposals submitted
		3.3. SC meeting and selects qualifying proposals
		3.4. Finalise targets, budget, etc. with selected applicants
4.	Contract management	4.1. Contracting selected applicants
		4.2. Fund disbursement as per contracts & progress
		4.3. Overseeing progress and quality ⁵
		4.4. Review progress reports ⁶
5.	Communication	5.1. Annual progress report
		5.2. Organise & implement round table discussions and an annual multi-stakeholder / partnership event
		5.3. Provide data and information for partners ⁷
		5.4. Update website and social media

5.6 Mid-term review

⁴ First year will be baseline data collection

⁵ Continuous process; in year 1 starts only after first co-funding projects are approved and contracted

⁶ Bi-annual progress reporting on implementation progress, fund utilisation and own contribution and sustainability effects

⁷ Based on requests from DGD, Choprabisco, etc.

An external review of the Belgian Sustainable Chocolate Programme will be conducted after 30 months of implementation. The review will be implemented independently from IDH and any the partners in the Beyond Chocolate partnership and will report back to DGD and the Steering Committee on the effectiveness of IDH in implementing its three main responsibilities

Deliverables mid-term Belgian Sustainable Chocolate Program (mid-2021):

At implementation level:

Outcome 1: convene and facilitate the Belgium cocoa industry in the implementation of the commitments on sustainability issues

1. The Beyond Chocolate partnership's Steering committee¹ is appointed and provides direction as per the mandate and required schedule;
2. Number of co-signatories of the Beyond Chocolate partnership has remained stable or increased when compared to the number on 5 December 2018;
3. Progress of the Beyond Chocolate partnership is monitored and annually reported upon in terms of sustainability effects and operational levels;
4. At least two annual Beyond Chocolate Partnership workshops have been conducted and were attended by a majority of the Beyond Chocolate partner organizations.

Outcome 2: To improve effectiveness and efficiency of existing (private) sustainability initiatives in the Belgian chocolate sector

5. First call for proposals successfully implemented and implementation partners for 3-5 co-funded projects are contracted;
6. Co-funding of 67% from partners of projects secured, reported upon and audited;
7. Pursuing living income objective is operationalized in projects with partners T
8. The projects are monitored and reported upon and first lessons are shared within 'Beyond Chocolate'.

At impact level:

9. Volume of chocolate produced and/or traded in Belgium that is certified sustainable and/or is produced with cocoa from the company's own sustainability programs has increased from 46% (2018) to more than 60% (2021);
10. The relevant stakeholders in the Beyond chocolate partnership (cocoa trade and processing companies in particular) are fully aware of the arrangements within Cocoa & Forests Initiative and have made operational plans accordingly;
11. Outreach of projects and other sustainability initiatives by 'Beyond chocolate' partners includes at least 75,000 smallholder cocoa farmers.

(coordination & convening, monitoring & evaluation, communication). As a benchmark for IDH's performance and interim-results the mid-term results as indicated in the text box will be used to measure the effectiveness and progress. Release of the additional DGD funding for a continuation of the IDH convening and coordination, including a second call for proposals will be conditional on a positive outcome of the mid-term review.

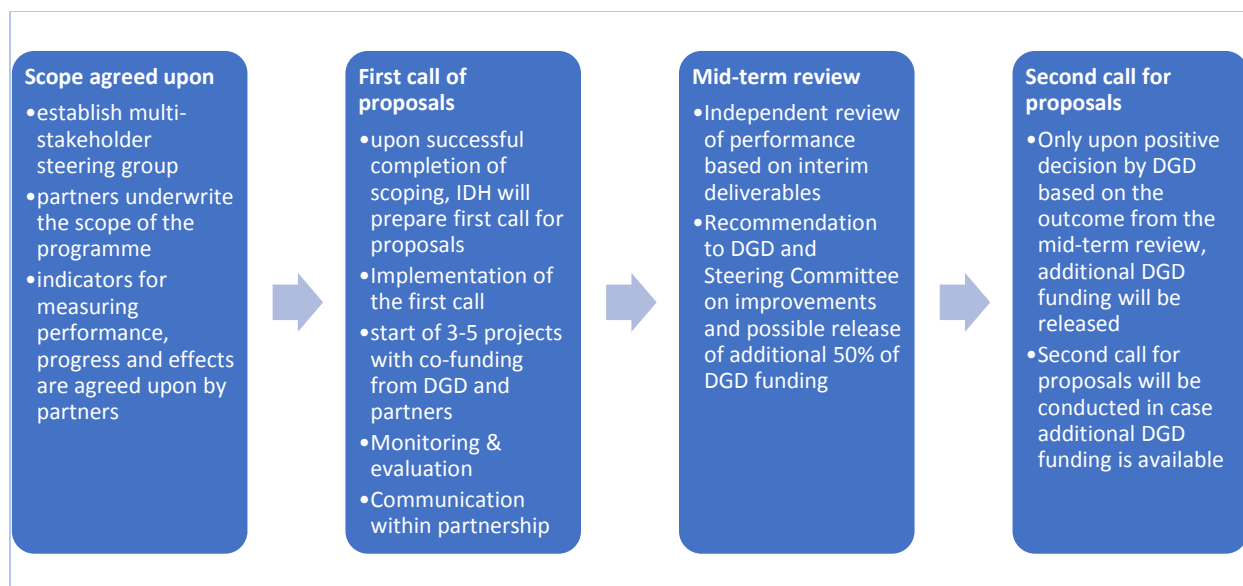


Figure 3: phased implementation

5.7. Staffing

IDH has a strong cocoa team with a strong track record in working on sustainability issues with the private sector. See table in Annex 1 for an overview. The team working on this program will include:

- Jonas, cocoa program director, based in NL, 25 years relevant working experience.
- Program manager to be recruited, based in Belgium/NL, see section 4.1.
- Gregoire Agaï, cocoa program manager, based in Benin/ Côte d'Ivoire, 14 years relevant working experience.
- Violaine Berger, senior program manager cocoa and forest initiative, based in the Netherlands, 8 years relevant working experience
- Glowen Kyei-Mensah, program manager cocoa and forest initiative, based in Ghana, 10 years relevant working experience.
- Miguel Pinedo Palau, program manager New Vision for Agriculture Colombia, 24 years relevant working experience.
- Joost, CEO IDH, 20+ years relevant working experience.

Further, the cocoa team will be supported by IDH's strong learning and innovation team, that regularly convenes conferences and publishes best practice reports on effective interventions for SDG impact in the cocoa sector.

6. Experience of IDH in cocoa sector

6.1. Alignment of this proposal with IDH

IDH has been deliberately set-up for convening and running of multi-stakeholder programs like this proposal. It is an international not-for-profit development organisation funded by five different European governments (Dutch, Swiss, Danish, Norwegian and British) to convene and facilitate effective public-private collaborations for creating SDG impact in internationally traded commodities;

IDH has 10 years of experience in developing and guiding such public-private partnerships working within 15 different international traded products, working with over 500 companies (large and small), and multiple NGOs, knowledge institutions, development banks, local governments;

IDH effectively and efficiently project manages about a 100 M annually of publicly and privately funded projects in the Aid & Trade space, consisting of hundreds of projects annually and provides effective M&E and impact reporting on the results of these programs and projects. It has outstanding due diligence, reporting, auditing procedures in place, governed by an international supervisory board

As a result of its work in the last 10 years, IDH has a very strong network of private, public and NGO partners in the cocoa and chocolate sector, and teams in place in the most important cocoa producing countries with excellent relations with local governments, local private sector and the local NGO communities. It has deep knowledge of the cocoa and chocolate sector and the best practices in terms of meaningful interventions to achieve the SDG goals. For instance, it has co-convened – with the Dutch government – the Dutch chocolate sustainability engagement, is steering group member of the German initiated Task force for living income in cocoa, it is the official facilitator for the Ghanaian and Ivorian governments of the Cocoa & Forest Initiative, is part of the secretariat of the international cocoa soils program with different academic institutions, and runs or has run different programmatic steering groups in cocoa sustainability with public and private players in all major cocoa producing countries (Ivory Coast, Ghana, Cameroon, Nigeria, Colombia, Indonesia, Vietnam)

6.2. Cocoa programs

IDH convenes companies, CSOs, governments and others in public-private partnerships. Together IDH drives the joint design, co-funding and prototyping of new economically viable approaches to realize green & inclusive growth at scale in commodity sectors and sourcing areas.

Sustainable trade requires the ability to understand rural development as well as business bottom lines and to be well connected with both private and public actors. IDH has a proven track record of being an effective convenor of private and public partners around sustainability priorities in multiple value chains globally. In the cocoa sector in west Africa IDH has been able in the recent years to mobilize a large part of industry as well as government around common plans to end deforestation, it has set up a joint fund with government to facilitate professionalization and access to finance for farmers and cooperatives and is working with companies and service providers to empower women to generate alternative income securities and improve livelihoods of farmer households.

All IDH's approaches are designed to drive sustainability from niche to norm in mainstream

Public and Private relations of IDH with active involvement in cocoa program:

Private: Agri-Logic, Barry Callebaut, Blommer, BT Cocoa, Cargill, Cemoi, Ecom, Equipoise B.V., FMO, Hershey's, IFC, Kenner Foods, KIT, Lindt, International Cocoa Organization (ICCO), Mars, Mondelez, Machu Picchu Foods, Nestlé, OCP, OLAM, Yara, ICL, IPNI, K&S Kali, Advans, Unacoopec Ci, Planet Guarantee, Toms Gruppen, Rabobank Foundation, Touton, Cocoanect, Oikocredit, Banque Atlantique, Diamond Bank, Rootcapital, and Ecookim.

Public: Cocoa Sustainability Platform (CSP) Indonesia, World Cocoa Foundation (WCF), MARD Vietnam, NEN/CEN, UTZ Certified, Swisscontact, VECO Indonesia, CNRA, CRIG, CRIN, ICRAF, IITA, IRAD, and WUR.

Governments: Côte d'Ivoire, Ghana, Indonesia, Nigeria, Philippines, Switzerland and the Netherlands.

markets, delivering impact on Sustainable Development Goals. IDH is supported by multiple European governments, including our institutional donors:

- a) Netherlands Ministry of Foreign Affairs (BUZA),
- b) Swiss Government (SECO)
- c) Danish development agency (DANIDA)

IDH works together with over 500 companies, CSOs, financial institutions, producer organizations and governments in 12 sectors and 12 landscapes in over 50 countries worldwide.

IDH is an active member of a new **multi-stakeholder initiative to jointly address Living Income in the cocoa sector** which will be launched in near future. Organisations which expressed interest to join this initiative are various European consuming countries, various producing countries, the main standards, industry players, sector organisations and retailers. More details can be shared in coming period.

In 2018 IDH launched its new **Cocoa Origins Program**⁸. Cocoa Origin supports users of small volumes of cocoa to become involved in sustainability at the origins of their cocoa supply chain. In 2010 the Dutch government signed, together with stakeholders in the Dutch cocoa and chocolate sector, a Letter of Intent to reach step by step 100% sustainable cocoa consumption on the Dutch market by 2025. Cocoa Origins is the next step in reaching this goal. Cocoa Origin aims to establish stable commercial relations between cocoa producers and cocoa users and improve sustainability at farm and community level.

The **Cocoa and Forests Initiative (CFI)**⁹ was launched in 2017, and is a powerful example of IDH's convening power, building on strong relations of IDH with both national governments and international private sector. The Cocoa and Forests Initiative is an active commitment of cocoa-producing countries Côte d'Ivoire, Ghana and Colombia with leading chocolate and cocoa companies. In each country, far-reaching Frameworks for Action have been signed to end deforestation and restore forest areas. Central to the Frameworks is a commitment to no further conversion of any forest land for cocoa production. The companies and governments pledged to eliminate illegal cocoa production in national parks, in line with stronger enforcement of national forest policies and development of alternative livelihoods for affected farmers. Côte d'Ivoire and Ghana combined produce approximately 70% of the world's annual supply of cocoa.

The **Farm and Coop Investment Program (FCIP)**¹⁰ offers co-financing and intelligence to (I) Pilot innovative projects that aim to increase access to finance and decrease cost for cooperatives, farmers and your business (type 1 funding) and (II) Support farmers and coops with capacity building that enables them to professionally manage their business and use credit effectively (type 2 funding). Through this combined approach, cooperatives and farmers become empowered in the financial space, improving their ability to use and access finance in both farm and non-farm activities.

The **CocoaSoils**¹¹ program is constructed around public-private partnerships between the cocoa industry and the (inter)national R&D community to address major gaps in the knowledge base required to close cocoa yield gaps and deliver this knowledge to cocoa farmers in sub-Saharan Africa.

⁸ See also: <https://www.idhsustainabletrade.com/uploaded/2018/02/Prospectus-2-1.9.pdf>

⁹ See also: <https://www.idhsustainabletrade.com/initiative/cocoa-and-forests/>

¹⁰ See also: <https://www.idhsustainabletrade.com/initiative/farm-cooperative-investment-program/>

¹¹ See also: <http://www.cocoasoils.org/>

The **Cocoa and Fertilizer Initiative**¹² was established in 2012 with the goal of mitigating some of the issues around the accessibility/affordability of fertilizer and restore soil fertility to the cocoa farms of Côte d'Ivoire, limiting farm expansion and deforestation, and ultimately enabling farmers to improve their livelihoods by turning cocoa farming into a sustainable business. Through this Initiative important actors from the cocoa industry such as cocoa traders, fertilizer industry civil society organizations, and government were brought together in a mainstream, public-private consortium. The Initiative was funded by the World Cocoa Foundation, Le Conseil du Café-Cacao and fertilizer suppliers.

In the table below an overview is given of the budget of ongoing IDH cocoa programs, including the names of the private partners contribution to the private contributions.

2017-2020 totals for ongoing IDH cocoa projects in Euro				
	IDH ¹³	Other	Private contribution	Private partners contributing
FCIP	4,140,000	2,300,000 (Conseil Café de Cocoa)	19,040,000	Advans Côte d'Ivoire; Cargill West Africa SA; Barry Callebaut Sourcing AG; Union Nationale des Coopératives d'Epargne et de Crédit de Côte d'Ivoire; Cocoanect B.V.; Farmstrong; Société Générale des Banques de Cote d'Ivoire; Banque Atlantique de Côte d'Ivoire; United Bank for Africa; AVVA; Microcred.
COCOA origins	2,000,000	-	2,500,000	Cocoanect B.V.; Colcocoa; Original Beans B.V.; TWIN
COCOA Soils	161,472	52,884 (International Institute of Tropical Agriculture)	101,235	BC Sourcing AG; Everris International B.V.; Wm. Wrigley Jr. Company; Mondelez UK R&D Limited; Nestec LTD; Yara International ASA
Nutrition	917,000	684,877 (GAIN)	1,256,536	Touton; Hershey Trading GmbH; Lindt & Sprüngli (International) AG; ECOM Agrotrade Limited;

6.3. Relations with some other initiatives

IDH has a close relationship with the World Cocoa Foundation (WCF). In many cocoa programs we work together via joint project development with WCF and members on productivity/access to finance/gender/Nutrition. Especially the Cocoa and Forest Initiative (CFI) described above was a close collaboration between IDH, WCF and other partners. In other IDH Cocoa programs, WCF is always closely involved and informed.

IDH has supported in the past some of the specific activities of ICCO. IDH is one of the sponsors of the ICCO World Cocoa Conferences and IDH has been very active by contributing to the preparation of the

¹² See also: <https://www.idhsustainabletrade.com/publication/cocoa-fertilizer-initiative-looking-back-moving-forward/>

¹³ Funded by core donors of IDH: BUZA, SECO and DANIDA

conferences/facilitation of the sessions/panels, etc. IDH' Program Director Cocoa will meet this month (January 2019) in Abidjan with the new Executive Director from ICCO to discuss the way forward with the conferences and how to strengthen our collaboration on issues around the Cocoa and Forests Initiative.

7. Cost-estimate and funding

Between 2019 and 2023 the Federal Government will make Euro 1.0 million per year available for co-funding projects. There will be two calls for proposals, in year 1 and year 3, managed by IDH. The maximum percentage of grant funding is in principle 33%; the remainder will have to be paid by the implementing partner(s). The table below indicates IDH' estimated costs in Euro for (A) coordination and convening, (B) monitoring and evaluation, (C) Communication, (D) Other activities during the 5-year program period.

Coordinate and convening of the different partners' activities and contributions, including the management of the Government co-financing of pilots and innovations in the cocoa	2019	2020	2021	Total
1 supply chains				
1.1 Coordination & convening	€ 10,000	€ -	€ -	€ 10,000
1.2 Management of the co-financing fund	€ 85,000	€ -	€ -	€ 85,000
1.3 Measurement & reporting	€ 36,989	€ 56,902	€ 58,609	€ 152,500
1.4 Travels & Accommodation	€ 27,500	€ 27,500	€ 27,500	€ 82,500
Subtotal 1	€ 159,489	€ 84,402	€ 86,109	€ 330,000
Measure the verifiable progress of the partnership commitment 2 and effects against a jointly agreed upon set of indicators	2019	2020	2021	Total
2.1 Design of the framework	€ 2,500	€ -	€ -	€ 2,500
2.2 Measurement & communication	€ 24,265	€ 24,993	€ 25,743	€ 75,000
Subtotal 2	€ 26,765	€ 24,993	€ 25,743	€ 77,500
Communicate on the commitment and results of the different 3 partners' activities and contributions	2019	2020	2021	Total
3.1 General communication	€ 4,498	€ 1,479	€ 1,523	€ 7,500
3.2 Website	€ 5,427	€ 2,253	€ 2,320	€ 10,000
3.3 Events	€ 10,515	€ 10,830	€ 11,155	€ 32,500
Subtotal 3	€ 20,440	€ 14,562	€ 14,998	€ 50,000
4 Other management costs	2019	2020	2021	Total
4.1 Finance support	€ 8,897	€ 9,164	€ 9,439	€ 27,500
4.2 Legal support	€ 4,853	€ 4,999	€ 5,149	€ 15,000
Subtotal 4	€ 13,750	€ 14,163	€ 14,587	€ 42,500
Subtotal Other Costs	€ 220,444	€ 138,119	€ 141,437	€ 500,000
5 Co-funding	2019	2020	2021	Total
5.1 Project first round for proposals	€ 200,000	€ 800,000	€ 1,000,000	€ 2,000,000
5.2 Project second round for proposals	€ -	€ -	€ -	€ -
Subtotal 5	€ 200,000	€ 800,000	€ 1,000,000	€ 2,000,000
Total program budget requested DGD	€ 420,444	€ 938,119	€ 1,141,437	€ 2,500,000

In terms of overall share in the allocation of the Ministry of Foreign Affairs contributions the different IDH responsibilities amount to:

- Coordination and convening (including co-funding projects), including travel costs, excluding M&E – 7,1%
- Total monitoring, evaluation and learning – 9,2%
- Communication – 2%
- Other management costs – 1,7%
- Co-funding projects – 80%

The expected co-funding (in Euro; 67%) that will be generated from private sector contributions for the publicly funded projects is summarized below%):

	Year 1	Year 2	Year 3	Total
Projects first round for proposal	200,000	800,000	1,000,000	2,000,000
Projects second round for proposal				
Subtotal co-financing (33%)	200,000	800,000	1,000,000	2,000,000
Subtotal other costs	220,444	138,119	141,437	500,000
Total program budget requested	420,444	938,119	1,141,437	2,500,000
Total private contribution (67%)	400,000	1,600,000	2,000,000	4,000,000
Total spending	820,444	2,538,119	3,141,437	6,500,000

As explained above, the cofunding will come from the private sector. The total private contribution shown above is the minimum amount. It will be one of the selection criteria of the call for proposals. As shown in section 7.1, IDH is successful in attracting similar or even higher co-finance ratios. The own contribution of the private sector is instrumental in creating ownership of the solutions at the private partners we work with. It is there for an important ingredient to ensure the sustainability of the activities and results after the program period.

Annex 1. Overview of IDH cocoa team

See below an overview of current IDH cocoa team. On request, CVs are available. All staff which will be involved in the program is marked with **.

	Current cocoa programs working on	Educational background	Year of relevant working experience, job titles.	Country of residence / work, past working countries
**Jonas Mva Mva Program Director	Supervision of all the cocoa program projects and activities	Master on economics /adult education	25 years Director for Sustainability – Cemoi France Sustainable tree crops program country Manager – IITA Cameroon Program Manager Odeco- Cameroon	The Netherlands Cameroon-Nigeria-Ghana- Cote d’Ivoire, France
Valérie Reboud Country Manager (start in March 2019)	Farm & Coop Investment Program, Cocoa and Forest Initiative, Landscapes Cote d'Ivoire, Cocoa	PhD student in Economics DEA MSc Economics of Institutions	13 years Project Manager, agriculture, natural resources, water supply and sanitation, rural development Project Manager, agriculture, natural resources, rural development Team Task Leader natural resources and forests Economist, Research Department	Côte d’Ivoire , Morocco, Cameroun, Central African Republic, Mauritania, Benin, Yemen, French Polynesia, New Caledonia, France
**Grégoire Agai Program Manager	Farm and Cooperative Investment Program	Advanced Master: Microfinance Diplôme d’Ingenieur Agronome: Agricultural economics	14 years: Specialist Access to Finance West Africa at IFDC (International Fertilizer Development Center) Specialist Agribusiness clusters and Warrantage at IFDC Rural Organizations and Cooperatives Management Advisor at Ministère de l’Agriculture de l’Elevage et de la Pêche of Benin	Benin/Côte d’Ivoire - Nigeria-Mali-Ghana

			Food and industrial Crops Production Advisor at Association Interprofessionnelle de Coton of Benin	
**Glowen Kyei-Mensah Program Manager	Cocoa and Forests Initiative CocoaSoils	Master: Business Administration, Edinburgh Business School	10 years Program Officer – General Agricultural Workers Union Country Coordinator -Mwananchi Ghana Managing Director – Participatory Development Associates	Ghana, United Kingdom, Nigeria, Kenya
Jacques Konin Program Manager	Initiative for the Sustainable Landscape (ISLA)	Master Economy and Sustainable Development Bachelor Development economy	10 years/3 years in cocoa Local development Land management Support to the organization and capacity building of farmers' organizations Sustainable agriculture Participatory diagnosis	Côte d'Ivoire
**Violaine Berger Senior Program Manager	Cocoa & Forests Initiative Cote d'Ivoire, Ghana and Cameroon Landscape programs	Masters Degree in Sustainable Development	Sustainability: 8 years Senior Learning Manager, Landscape approaches, IDH (2016-2018) Director, Ecosystems, WBCSD (2014-2016) Manager, Ecosystems, Water, Agriculture, WBCSD (2010-2014)	The Netherlands ,Japan, France, Switzerland
Arsène Gondo Senior Program Officer	Cocoa and Forest Initiative	Graduate agronomy engineer option Waters and Forests Diploma of General Agronomy	4 years in cocoa sector Program Officer at Solidaridad Network West Africa – Côte d'Ivoire UTZ Certified Auditor at Bureau Veritas Côte d'Ivoire	Côte d'Ivoire
Gaël Lescornec Program Manager	Cocoa Nutrition Initiative & Gender	Master in Development Studies from the London School of Economics and Political Science (LSE)	12 years sustainable initiatives / 3 years in cocoa: International Development Program Officer with the United nations (2000-2006); Independent consultant responsible for designing, managing and facilitating public-	The Netherlands Most countries in sub-Saharan Africa including long term assignments in South Africa, Rwanda, Cote d'Ivoire, Swaziland,

			private partnerships for sustainability initiatives (2007-2011); Director of Regional Consultancy Firm CSI+ (2012-2014); Partnership Advisor and European Liaison for the World Cocoa Foundation (2015-2018)	Sierra Leone, Senegal and Kenya plus Haiti
Ngwa Elvis Suh A. Program Manager	The Green Cocoa Landscape program for Cameroon The Roadmap to Deforestation Free Cocoa (DFC) for Cameroon	<ul style="list-style-type: none"> • Master of Science in Natural Resources and Environmental Management • Bachelor of Science in Environmental Science 	6+ years: <ul style="list-style-type: none"> • Senior Climate and Natural Resource Expert for Fokabs Inc, Canada • Deputy Director: Research and partnership at EruDeF Institute of Biodiversity and Non-profit Studies Cameroon • Project coordinator for cocoa production and transformation at LISAP LTD, Cameroon 	Cameroon , Chad, Gambia, Democratic Republic of Congo, Gabon, Central Africa Republic and Sudan
Bas Buurman Senior Program Officer	Farmer Cooperative Investment Program; Cocoa Origins Program; Cocoa & Forest Initiative Ghana and Côte d'Ivoire and Globally; Initiative Sustainable Landscapes Côte d'Ivoire	Master Development Studies/ Bachelor in Cultural Anthropology and Development studies, Cocoa Value chains and Sustainable Economic development	4 years in Cocoa: Senior Program Officer Cocoa/ISLA at IDH Consultant/Researcher on Sustainable Economic Development and Cocoa and Coffee value chains at Royal Tropical Institute (KIT)	The Netherlands Ghana, Côte d'Ivoire
Edi Susmadi Senior Program Manager	Cocoa, Coffee and Spices in IDH	Bachelor Business Administration	28 years relevant work General Manager Cocoa Division PT. Cargill Indonesia Commercial Director PT. Indokom President Director Pt Soege Gayo Indonesia Director Jakarta Future Exchanges Director Specialty Coffee Association Indonesia	Indonesia
Charlette Ouattara Program Officer	Cocoa & Landscape Côte d'Ivoire	Master in Agronomy, option agro-industries	6 years Research Scientist at CREPT asbl Regional Audits and Traceability Coordinator	Côte d'Ivoire Belgium

			at Cargill West Africa	
Melati Program Officer	Cocoa Sustainability Partnership in Indonesia Developing new cocoa program in Indonesia	Master of Environmental Management and Development (Australian National University)	5 years of relevant working experience Researcher at Centre for International Forestry Research (CIFOR)	Indonesia Australia
Mark de Waard Program Officer	Cocoa Nutrition Initiative Program; Cocoa and Forests Initiative; CocoaSoils Green Cocoa Landscape Program Cameroon	Master: Social & Cultural Anthropology	1 year Program Officer Cocoa at IDH Field Researcher at MamboViewPoint	The Netherlands, Tanzania
Stephane Diomande Program Officer	Farm and Coop Investment Program (FCIP)	Master: Agricultural Economist	5 Years: Consultant at CNFA for the MOCA Program Master Trainer Business at ICRAF	Côte d'Ivoire
Liliane Attoungbre Senior Program Officer	Farm & Coop Investment Program, Cocoa and Forest Initiative, Landscapes Cote d'Ivoire, Cocoa Nutrition Initiative Program, Cocoa	MBA International Management	4 years IDH CI Office Management, IDH Senior program officer Cocoa, Facilitation & moderation consultant on the GIZ Cote D'ivoire PROFIAB I & II projects, FLEGT, ProCIV (GIZ Togo)	Cote D'ivoire, Ghana, Togo, Benin, Mali, Guinea, Senegal, Morocco, Tunisia, Botswana, Namibia, Madagascar, Mauritius, South Africa, Kenya, Cameroon, Gabon, DRC, the UK
Dayo Ogundijo Program Officer	IDH Cassava Program Nigeria Cocoa Fertilizer Project	PhD: Soil Chemistry	14 years Ag Chief of Party/Technical Program Director, Feed the Future Nigeria Livelihood Project implemented by Catholic Relief Services; Program Manager, IDH-Hershey Project, Armajaro Nigeria Limited; Program Manager-MARKETS I, Nestle, West Africa Seasoning Projects, IITA; Extension	Nigeria, Ghana

**Miguel Pinedo Palau Program Manager	<ul style="list-style-type: none"> • Partnership World Economic Forum – New Vision for Agriculture / IDH; • Cocoa and Forest Initiative: In Colombia it is known as “Cocoa, Forest and Peace Initiative” 	Bachelor in Industrial Engineering and Master in Rural Development	Manager, Ekha Agro Farms 24 years of experience • Seven years of experience working on the sugar cane mill <ul style="list-style-type: none"> • Advisor for international cooperation at the Colombian Institute for Rural Development (2 years) • Advisor for international cooperation at the Ministry of Agriculture and Rural Development (1,5 years) • Senior Rural Development Specialist in the World Bank (3 years) 	Colombia, Rwanda
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