

**FIRST, WE IDENTIFIED THE NEED TO:**

- 1 Strengthen the institutional framework that supports the chains by promoting methodologies and tools such as information and knowledge systems, to promote competitiveness and sustainability.
- 2 Improve chain management by fostering more active participation by the different stakeholders involved.
- 3 Strengthen the capacity of producers' organizations to work as a group, adopting a business and commercial approach.
- 4 Improve the productivity and efficiency of small and medium-scale producers.
- 5 Improve producers' links with the market via innovative marketing strategies.

**THEN WE DECIDED TO FOCUS OUR EFFORTS ON:**

- 6 Strengthening the public institutional framework of each chain by means of assistance and capacity building in the development of policy and strategy proposals.
- 7 Boosting the business and associative management capacities of producers and other stakeholders, with a focus on inclusion, innovative business management and responsible management of natural resources and the environment.
- 8 Improving the capacity to manage innovation processes geared toward increasing productivity in a sustainable manner.
- 9 Promoting technical and commercial exchanges, in order to foster producers' insertion into markets, particularly into differentiated markets and with value added.

**ACHIEVING THE FOLLOWING RESULTS**

- 10 We fostered the establishment of coordination mechanisms to improve governance and promote the consistency of the policies adopted to promote the two chains, such as the Cocoa Technical Coordination Group established in 2017. A similar body is expected to be approved for coffee in 2018.
- 11 We set up cocoa and coffee innovation consortia to promote horizontal cooperation and the transfer of information on technological innovations among stakeholders in both chains.
- 12 Working with partners and stakeholders, we developed 6 demonstration farms for coffee and 6 for cocoa, where we applied selected technological innovations and conducted cost-benefit analyses.
- 13 Using the Field Schools methodology, we enhanced the technical expertise of extension workers from the Ministry of Agricultural Development (MIDA) and the Agricultural Research Institute of Panama (IDIAP) in the areas of policy management and business and associative management.
- 14 We designed and implemented a training and extension curriculum aimed at increasing cocoa and coffee productivity.
- 15 We boosted the capacity for innovation on demonstration clonal farms, making it possible to develop and multiply cocoa and coffee plants.
- 16 We prepared a one-hectare clonal garden (showcase farm) with 120 accessions of Panamanian wild cocoa phenotypes, with 10 repetitions of each accession. This garden makes it possible to evaluate the characterization, validation and multiplication of genetic material, and deliver highly accurate information to farmers. IDIAP selected three varieties that offer high productivity on its El Paraiso experimental farm in Almirante.
- 17 We strengthened the productive and commercial capabilities of the Bocas del Toro Multi-Services Cocoa Cooperative (COCABO), Panama's most important cocoa producer organization. MIDA, the Ministry of Commerce and Industry (MICI) and IDIAP supported and participated in these efforts.
- 18 We improved COOCABO's capacity for market insertion by participating in fairs and business matchmaking meetings, enabling it to interact with restaurant entrepreneurs and reach agreements for supplying products.
- 19 We participated in the preparation of the Country Positioning document on fine and aromatic cocoa.

