

FIRST, WE IDENTIFIED THE NEED TO:

- 1 Strengthen the capabilities for good governance of the chain by incorporating a larger number of stakeholders, promoting their participation and facilitating the analysis of, and follow-up to, strategic issues with a view to improving the chain's competitiveness.
- 2 Promote the creation of frameworks to guide the chain's operation, both at the national and regional levels.
- 3 Strengthen productive and post-harvest management capabilities in the main growing areas by prioritizing good practices to ensure cocoa quality.
- 4 Generate strategic, up-to-date information for decision-making.
- 5 Foster the creation of value added, more and better market access, and the vertical integration into the chain of the most vulnerable stakeholders.
- 6 Establish the conditions required to match financing to the needs of the chain.
- 7 Develop capacities in grassroots productive groups.

THEN WE DECIDED TO FOCUS OUR EFFORTS ON:

- 8 Strengthening chain management and governance.
- 9 Building stakeholder capacity in the areas of value added, marketing, business plans and organizational management.
- 10 Disseminating good production and post-harvest practices to ensure cocoa quality.
- 11 Developing strategic information to support decision-making on matters such as marketing and financing.
- 12 Promote the adding of value, giving priority to the two main production areas.

ACHIEVING THE FOLLOWING RESULTS

- 13 We helped create the Interinstitutional Cocoa Committee, a mechanism for supporting management of the chain.
- 14 We facilitated the development of a proposed "National Cocoa Plan 2017-2027," designed to reactivate cocoa growing in the country, and worked on its consolidation and implementation.
- 15 We incorporated a portfolio of cocoa projects into the framework of a national program aimed at promoting entrepreneurship and innovation with the Development Banking System (DBS).
- 16 We complemented the actions with an externally funded project geared toward generating the first study on the supply and the demand for cocoa produced by smallholders in the Caribbean and Northern regions.
- 17 We conducted a cost analysis and created a tool that enables producers to collect this type of information, to facilitate the appraisal process.
- 18 We developed a guide entitled "Methodological guidelines for identifying business ideas for smallholder organizations."
- 19 We produced a commercial cocoa catalogue of fair trade organizations, to facilitate marketing and differentiation of the supply.
- 20 We implemented two externally funded projects (AECID and Government of Australia) that supported the insertion of small-scale cocoa producers into markets.
- 21 We conducted a study of the supply and demand for financing for the chain.
- 22 We launched and promoted the implementation of the recommendations made in the "Technical Handbook on Cocoa Cultivation: Good Practices for Latin America."
- 23 We implemented a capacity building program for producers' organizations that focused on value added, organizational management and marketing.
- 24 We held the National Cocoa Congress to provide an opportunity for discussions and exchanges on aspects of value added and marketing.
- 25 We collaborated in the implementation of processes related to differentiation by origin, such as the denomination of origin project for Talamanca cocoa.

