

**Mondelēz**  
International



# CATALYZING IMPACT THROUGH PUBLIC-PRIVATE PARTNERSHIPS: OUR LEARNINGS FROM MUSRENBANG IN COCOA LIFE COMMUNITIES IN INDONESIA

March 2021

By Andi Sitti Asmayanti,  
Associate Director Sustainability  
South East Asia, Mondelēz International



# CONTENTS

INTRODUCTION	3
COCOA LIFE IN INDONESIA	4
WHAT IS MUSRENBANG?	6
HOW DOES COCOA LIFE FIT IN?	8
CASE STUDY: SINAR'S STORY	11
CASE STUDY: TINTIN'S STORY	13
CASE STUDY: IMASSE'S STORY	14
LESSONS FROM THE GROUND	15
GLOSSARY	17



# INTRODUCTION

**Cocoa Life, Mondelez International's global cocoa sustainability program, works on the ground in six key cocoa-producing countries: Ghana, Côte d'Ivoire, Indonesia, India, the Dominican Republic and Brazil. We want to inspire a movement for lasting change, driving transformation of the cocoa sector. And we believe partnerships are the key to creating this change.**

Through the program, our suppliers and deep collaboration with our partners – from Non-Governmental Organizations (NGOs) to local and national governments – we work hand-in-hand with the men and women who make their living from cocoa, focusing on where we can make a difference: turning cocoa into a sustainable business, creating empowered communities and educating on forest conservation and restoration.

Cocoa Life Indonesia was founded in 2013, and over the years I've seen the program grow and develop, truly shaping the future of cocoa for generations to come. But our success is down to more than just hard work and the commitment of farmers, communities and partners we work with. It is also down to Musrenbang: a community development approach unique to Indonesia, that we have collaborated with the government of Indonesia on, to adopt and incorporate into our program.

This paper outlines how we have worked with local partners to integrate the Musrenbang process into Cocoa Life, enabling us to make a faster, bigger impact – and shares what we've learned along the way. I hope that by reading it, partners, peers and other sustainability and development actors across the world will find valuable insights on how to accelerate progress from the ground up, and see how critical public-private collaboration is to success.



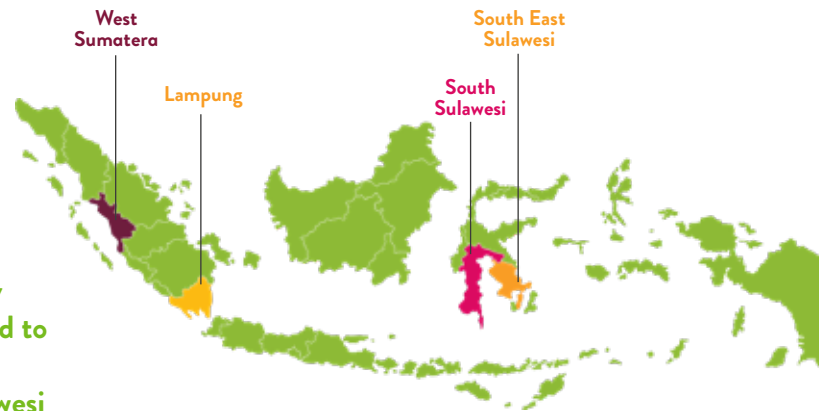
# COCOA LIFE IN INDONESIA

Cocoa Life Indonesia was launched in 2013 in the regions of Sulawesi and Sumatera. By the end of 2020, our program had expanded to 336 communities across four provinces: Lampung, South East Sulawesi, South Sulawesi and West Sumatera.

Cocoa is the essence of our chocolate, and vital to our business, so we ensure it is 'made right.' Making it right means tackling the complex challenges that cocoa farmers face, including climate change, gender inequality, poverty and child labor. And we believe that this journey begins with empowered cocoa farmers.

Empowering men, women and youth within cocoa communities to advocate for themselves and their futures is central to Cocoa Life's holistic program design, across all our cocoa-growing countries. This is because cocoa farmers within developed communities are better equipped to build sustainable livelihoods.

Positive change comes from farmers and community members getting together to build plans that are based on their needs and are focused on the long term. This creates ownership and empowerment in shaping the future of cocoa.



Working with our local partners and the Indonesian government, we're helping cocoa farming families create the kind of communities they want to live in and inspiring the next generation.

In Indonesia, we have worked in close collaboration with both public and private partners to incorporate an established community development approach unique to Indonesia into our program: Musrenbang. The combination of this approach, and the ambitious partnerships that have helped us integrate it within cocoa-growing communities, is what has made Cocoa Life Indonesia the impactful program it is today.

Together with Cocoa Life's NGO partners Save the Children Indonesia and Wahana Visi Indonesia, we work with cocoa communities, empowering them through Musrenbang to drive their own development.



**EMPOWERING MEN, WOMEN AND YOUTH WITHIN COCOA COMMUNITIES TO DRIVE THEIR OWN DEVELOPMENT IS CENTRAL TO COCOA LIFE'S HOLISTIC PROGRAM DESIGN**



## COCOA LIFE IN INDONESIA: KEY STATS FROM THE END OF 2019

**42,669**

farmers registered with the Cocoa Life program in Indonesia

**785**

VSLAs operational

**58,497**

economic shade trees distributed

**7,567**

community members trained on gender awareness

**36,713**

community members trained on financial literacy

**110**

nurseries; distributed 2,082,795 seedlings to farmers

**11,970**

community members and farmers educated on the issues of **child labor** and **forced child labor**

**25,221**

community members participating in Village Savings and Loan Associations (VSLAs)

**274**

communities with a **Community Action Plan (CAP)** activated

### WHAT ARE COMMUNITY ACTION PLANS (CAP)?

Community Action Plans are developed and implemented by Cocoa Life registered communities as a means to drive their social, economic and environmental development. Communities determine their own community development actions – including forest protection and restoration – to encourage ownership.

### WHAT ARE VILLAGE SAVINGS AND LOAN ASSOCIATIONS (VSLA)?

A flagship activity of Cocoa Life, the purpose of VSLAs is to encourage savings and access loans for cocoa farmers. Members of a VSLA make small, regular monetary contributions to a shared pool, from which they may each take out low-interest loans. At the end of a one-year cycle, the sum of the pool is shared out among members based on contributions made, and a new contribution cycle begins. VSLA contributions can be used in a variety of ways, to support CAP priorities or other social needs not identified in CAPs that are relevant to the community.

Cocoa Life now reaches 336 communities, accurate as of the end of 2020



# WHAT IS MUSRENBANG?

Musrenbang is a bottom-up community management approach first introduced by the Indonesian government to strengthen its development initiatives, and ensure they meet the needs of communities.

The approach empowers community members of all demographics to take an active role in influencing government and village budgets and Community Action Plans (CAP), including how investments are made in their communities. It gives local authorities and community members greater responsibility, and the power to shape the future of their community's development.

Through Musrenbang community forums, participants learn to identify and prioritize problems and opportunities, and define clear actions for their community. It involves negotiating, reconciling differences between government and non-government stakeholders, and reaching a collective consensus on development priorities and spending.

**MUSRENBANG IS A LEADING EXAMPLE OF HOW, WHEN GOVERNMENT, CIVIL SOCIETY AND INDUSTRY WORK TOGETHER AS PARTNERS, WE CAN CATALYZE DEEP, LONG-LASTING CHANGE.**



The Musrenbang process takes place across several levels of society, with differing requirements and levels of involvement. The typical process takes the following structure:

## **MUSDUS (HAMLET DISCUSSIONS):**

Through discussions at Musdus level, priority needs and suggestions for development are gathered from community members. Some of these ideas get the stamp of approval from the Musdus Committee for inclusion in the next level of discussions.

## **MUSRENBANG DESA (COMMUNITY/VILLAGE):**

Participants reach agreement on which program priorities can be funded through village-level budgets, and which need to be taken up to the next level. At this point, representatives are selected to attend the Sub-District Musrenbang. Typically, this will be seven to eleven people, including at least one woman.

## **MUSRENBANG KECAMATAN (SUB-DISTRICT):**

The chosen representatives from each Musrenbang Desa attend the Sub-District Musrenbang, bringing with them all the priorities requiring funding that have been approved to move through the process up to this stage. These priority actions are discussed, and a selection is agreed upon to take forward.

## **MUSRENBANG KABUPATEN (BAPPEDA/LOCAL GOVERNMENT PLANNING DEPARTMENT):**

Here, the final list of priorities is discussed, and a decision is taken on which projects will receive funding and support. The Bappededa then assigns resources to each village according to needs and available funds.

## THE ROLE OF GOVERNMENT IN MUSRENBANG

In his first term (2014-2019), the President of Indonesia, Joko Widodo, put in place a [National Development Plan](#)<sup>1</sup> to accelerate the country's development and economic transformation. Now in his second term (2020-2024) the plan is going strong, and forms the basis of all strategies and policies crafted by local governments.

To measure success, the plan comprises nine goals – or Nawacita, which is the Sanskrit term for nine priorities:

1. To protect and provide security for all citizens
2. To develop transparent, effective, democratic and trustworthy governance
3. To build Indonesia from the ground up by strengthening regions and villages (developing Indonesia's rural areas)
4. To create a state and law enforcement system free of corruption, one with dignity that people can trust
5. To improve the quality of life of Indonesian people
6. To increase people's productivity and competitiveness in the international market
7. To establish economic independence by driving strategic sectors of the domestic economy
8. To conduct a reinvigoration of the national character
9. To reinforce *Kebhinekaan* (unity in diversity) and facilitate the social restoration of Indonesia

Importantly, collaboration and participation between government, civil society and private industry is baked into this plan and forms an integral part of all the Indonesian government's infrastructure policies.

Although the impacts of the Cocoa Life program are holistic and wide-ranging, through the use of Musrenbang to empower cocoa farmers and communities, we are enabling progress against goal number 3 in particular.

When the National Plan was made, the government set a target to reduce the number of villages still at the beginning of their development journey (5,000) and increase the number of villages who were aiming to become independent or "advanced" (2,000) by the end of 2019.

To achieve this, Widodo issued a law for village development. The law, known as the *Desa* law, has an explicit focus on the Musrenbang system as it is key to village-level development, and also allocates significant government funding to support CAPs: APBN (Anggaran Pendapatan Belanja Negara) national funding – and APBD (Anggaran Pendapatan Belanja Desa) provincial funding.

## ANGGARAN PENDAPATAN BELANJA NEGARA (APBN)



With APBN, the government allocates funding at a national level to each province. Provinces then distribute funding to sub-districts and individual villages.

## ANGGARAN PENDAPATAN BELANJA DESA (APBD)

APBD funding comes directly from the provincial offices, and is typically allocated towards village development and community empowerment projects. These include building or maintaining public infrastructure, and providing education, health or technology services.

<sup>1</sup> <https://www.kemenkeu.go.id/media/6750/buku-saku-dana-desa.pdf>

# HOW DOES COCOA LIFE FIT IN?

**At Cocoa Life Indonesia, we saw the value of the Musrenbang approach and its potential to amplify Cocoa Life's on the ground impact and create a whole new level of community engagement.**

We embedded the Musrenbang approach into our Cocoa Life program to build capacity and empower Indonesian cocoa communities to better drive their own development. This has strengthened Cocoa Life's partnership with the local government and in turn driven a number of formal Memoranda of Understandings with district or provincial government – ultimately securing more funding for Cocoa Life communities' development needs.

Now, in cocoa-growing communities that are registered with the Cocoa Life program, Musrenbang is used to facilitate effective conversations and partnerships between community members and local authorities, helping to open up access to funding and CAP processes to interested members who may not have been involved before.

This open policy, which creates space for community members to voice their opinions and participate actively in development discussions, leads to true representation of community needs – something we see as critical to our community development work, given we work hand-in-hand, on the ground with the men and women who grow our cocoa.

Better community representation means initiatives receive funding to build capacity where it's needed, creating new income-generating opportunities within communities, and supporting sustainable farming businesses.

While Cocoa Life team members and partners don't take part in the Musrenbang process themselves, we equip and support farmers and community members that are registered with Cocoa Life to do so. We build awareness of Musrenbang as a concept through training by our NGO partners, and help community members become involved in and actively contribute to the process.

**WITHIN INDONESIA,  
THE COCOA LIFE PROGRAM  
CURRENTLY SUPPORTS  
288 COMMUNITIES  
IN DEVELOPING THEIR  
CAPS USING THE  
MUSRENBANG APPROACH.**





## WHAT COMMUNITY IMPACT HAVE WE SEEN AS A RESULT OF MUSRENBANG?

Involvement in Musrenbang has many positive knock-on effects. As community members gain confidence and skills, they're able to proactively contribute to strategies and projects that benefit their villages that lead to long-term positive impact in their communities.

Our research has found that 81% of farmers and 86% of community leaders agree or strongly agree that support to improve integration with the Musrenbang concept has **improved community planning and development**.



Over the years, the positive impact we've seen in Cocoa Life communities include:

- Community members feel **empowered to voice their needs**, and learn where and how to raise concerns, so that can proactively shape their community's development.
- Increased **transparency in the allocation and audit of government and village funds**, due to the diversity of people involved in the decision-making process.
- An overall **increase in access to funds to support the communal needs of villages** as a result of increased community engagement and demand.
- Cocoa Life training programs on gender and child protection **help women identify and raise their and their family's needs**, including requests for breastfeeding nutrition programs, health facilities, and early education facilities for young children.
- Cocoa Life communities, within districts or villages, that do not form part of the government's National Cocoa Program are still able to provide input to their CAPs through Musrenbang, and request village funding for things such as nurseries, seedlings, additional training for key farmers, composting machines and irrigation.

Rolling out and integrating communities into the Musrenbang process can often be challenging as village heads and village government staff tend to be the main actors at the meetings, with many local residents unaware that they could also be active participants.

Cocoa Life and its partners assist the government with Musrenbang participation by raising awareness of the process and building capacity and interest from a diverse group of Cocoa Life community members, especially women.

**OUR TRAININGS BUILD THE CONFIDENCE OF THE COMMUNITY MEMBERS, LEADING TO GREATER PARTICIPATION AND SUCCESSFUL REQUESTS FOR FUNDING TO ADDRESS THEIR MOST PRESSING COMMUNITY NEEDS.**

Working in partnership with NGOs and governments enables us to engage the full community with Musrenbang. We drive and facilitate community involvement and participation at Musdus (hamlet discussions) through awareness-raising and training, and empower community members (women, youth, farmers) to voice their opinions at Desa Musrenbang (village level) through training programs.

We also support community members to structure their thoughts and aspirations through training programs in public speaking, proposal writing, child protection and female leadership, as well as the concepts of CAP and Musrenbang.

**20% OF THOSE TRAINED IN PUBLIC SPEAKING AND PROPOSAL WRITING NOW REGULARLY ATTEND MUSRENBANG MEETINGS, AND 484 COMMUNITY MEMBERS HAVE BECOME KEY MUSRENBANG COMMITTEE MEMBERS.**

<sup>1</sup>: <https://www.kemenkeu.go.id/media/6750/buku-saku-dana-desa.pdf>

When it comes to funding:

**COCOA LIFE COMMUNITIES IN INDONESIA BENEFIT FROM ALIGNING WITH THE MUSRENBANG PROCESS AND EXPERIENCE A SIGNIFICANTLY HIGHER RATE OF SUCCESSFUL FUNDING OF COMMUNITY PROJECTS THAN COMMUNITIES IN OTHER COUNTRIES.**

The rate of successful funding and completion of projects from the CAP process, as reported by community leaders during the 2019 program evaluation by Ipsos, stands at 82% in Indonesia versus each 37% in Ghana and Cote d'Ivoire.

As part of our evaluation, we've seen that **the Indonesian government funds have been the main source of funding for sizable infrastructure projects related to education, health, and access to drinking water**, whereas community self-funding and support by NGO partners was mostly responsible for infrastructure maintenance and education projects.

To date, these have aligned well with Indonesian government's top priorities, which has led to a smooth process. The government's five-year plan<sup>1</sup> states that of the Musrenbang-allocated funds: 70% must go towards infrastructure projects, while the other 30% can go towards community empowerment.



**Ongoing support for Musrenbang and ground-up community development from the highest level in government has catalyzed impact for cocoa-growing communities. It's meant that our program can go further and faster, working with and for the men and women who grow our cocoa.** By leveraging Musrenbang, we've been able to respond to real community needs creating efficiencies by adopting and incorporating an existing system, instead of devising and establishing a new process from scratch. This has provided us the flexibility to adapt our interventions to different local circumstances, and to make positive impact at scale.

This underscores how critical real commitment from both public and private parties is to accelerating impact in development interventions. **Thanks to Musrenbang and our work with our local partners, Cocoa Life registered farmers are able to create real, positive change in their communities.**

## CASE STUDY

# SINAR'S STORY

Sinar is a cocoa farmer, wife, mother, and village group leader from Goarie village in Indonesia's Soppeng District<sup>2</sup>. Most of the income required to meet her basic family and children's needs is earned through her cocoa farm.

Sinar first became involved in the Cocoa Life program in 2015, then continued her participation through training and development activities run by Cocoa Life and Save the Children.

After completing a series of these training sessions on topics including Good Agricultural Practices, Village Saving and Loan Associations, gender issues, public speaking, and Musrenbang, she was elected as a key member of the Musrenbang Village Committee in 2019.

Her group has covered many topics – from how to ensure transparency, to the wider issues of financial literacy, gender equality and child rights. Through the committee, Sinar has raised women and children-focused issues with the Indonesian Department of Education. She was able to successfully secure funding for various initiatives in her village, including building an integrated health service facility and a kindergarten – one of her proudest achievements.

<sup>2</sup> Source: Save the Children and Cocoa Life



As well as securing funding for these projects, Sinar provides regular training to farmers and acts as the key point person for local government departments on issues such as family welfare, women's empowerment and child protection. She is also a part time teacher in one of the village's kindergartens.

It's Sinar's responsibility to take learnings from the training she's received and cascade it to her group as well as externally, helping ensure that the outcomes of her training benefit the wider community.

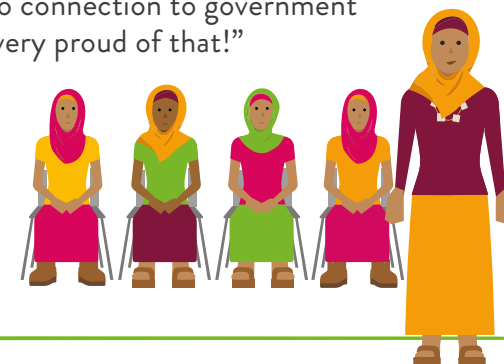
Throughout the Musrenbang sessions, she listens to everyone's concerns and leads the group in arriving at a strategic decision. Sinar has contributed enormously to the development of her village, and is a true champion of Cocoa Life.

## CAN YOU DESCRIBE THE JOURNEY YOU'VE BEEN ON?

"I remember back in 2015, before I joined any programs or activities, I just thought of myself as a housewife, focused on domestic and farm chores. I'd never been involved in a forum of any kind and had no confidence in speaking up with thoughts or concerns.

Even when I was made group leader, at first I really struggled to challenge myself and speak up in village meetings. Most of the time the forum leaders are male or have a close relationship with the village leaders. It's not common for women to participate.

But as I've gone on this journey, thanks to the training and mentoring I've received, I've seen a big change in myself. **I feel more empowered, more confident in my opinions.** In group meetings I started to speak up and contribute my ideas. I received a really positive response from the village leaders – they invited me to be involved in the village planning committee! Our role is to develop the annual village plan, incorporating villagers' proposals and concerns. I am the first woman in my village to be selected to join the committee who has no connection to government staff. I'm very proud of that!"



## WHAT HAVE YOU LEARNED AND GAINED FROM THE PROGRAM?

“I have realized that my role in representing women’s perspectives and concerns in my village area is important. **I have more power now to influence village and committee leaders to include women’s and children’s needs in our plans.**

For example, a key thing I’ve learnt from the Cocoa Life program is to ensure at least 30% of women participate in our community in decision-making. I’m so proud of the changes I’ve been able to make for my village. Previously, women didn’t have a strong voice in the Musrenbang process and weren’t actively involved in decision-making. Now all that has changed. We’ve gone from 1% participation in Musrenbang to between 35-45%. **At our meetings of around 20 people, we regularly see 7 – 9 women attendees.** I work hard to ensure women from all the hamlets in my village feel able to contribute their ideas and inputs to our CAPs.”

**“I’M SO PROUD OF THE CHANGES I’VE BEEN ABLE TO MAKE FOR MY VILLAGE.”**

## WHAT IS YOUR AMBITION FOR WOMEN IN THE FUTURE?

“As a woman, I want to see more women become empowered. I want them to gain the freedom and confidence to raise their concerns and become more active in public discussions. **And the most important thing I want to see is women becoming agents of change for better lives in their communities – particularly in my village.**”



## CASE STUDY

# TINTIN'S STORY

Tintin Agustina is a mother of two and wife of a cocoa farmer from Tritunggal Mulya village, Pringsewu district. She was first introduced to Cocoa Life in 2017, and has since participated in training sessions on issues including gender, financial literacy and business, VSLAs, public speaking, home vegetable gardening, community action planning and the Musrenbang process.

Following this training, Tintin started participating actively in village discussions and Musrenbang, and began to propose different activities for women's development. This led to her forming a women's group and establishing a Community Based Child Protection program (CBCP), or Perlindungan Anak Terpadu Berbasis Masyarakat, in her village.

Since then, she has become the Head of Kelompok Wanita Tani (Women Farmers' Group) in Mawar. Her training in VSLAs has also enabled her to save and start a small business buying vegetables from women in the Cocoa Life program who run kitchen gardens from their homes, and selling the produce in neighboring villages. Her business has now expanded from vegetables to include chickens and goats, catfish, fruit, herbs, and cocoa seedlings helping her to raise and diversify her household's income streams.

Tintin is a proud member of her village's Musrenbang committee. **In 2019, she submitted several CAP proposals through the Musrenbang process, all of which were approved and implemented.**

These included securing funding for creating a cocoa seedling nursery, improving the village's child protection program through establishing community-based child protection systems, building out social infrastructure, and making capital available for women to start businesses. This year, her CAP proposals are focusing on securing more funding for home businesses, particularly those started by women from her village.

The success of Tintin's community development proposals, as well as her growing voice and influence within the community, has meant that this year she applied to become Head of the Village. The final election process is ongoing at the time of writing.



## WHAT WOULD YOU SAY YOU HAVE LEARNED MOST THROUGH COCOA LIFE?

“Before Cocoa Life, I was just a housewife. I didn't know my full potential, that I could become such an active participant in my community. This was a common thought amongst other women in my village too.

I wasn't aware of CAPs or the Musrenbang System, and I didn't know that there is a 20% representation quota for women in the Musrenbang process.

After receiving training and coaching from the Cocoa Life program by their partner Save The Children, I finally started to learn. In 2019 I was excited to attend a Musrenbang discussion, where I reminded the committee of the need to meet the women's representation quota.

**I was so glad that, thanks to this training, I knew what to do and say to encourage other women from my village to participate and make their voices heard. The Musrenbang committee made meeting the representation quota a top priority. Now, women in my village are in a much stronger position to take part in discussions and make some changes.”**

## CASE STUDY

# IMASSE'S STORY

In South Sulawesi, after completing training and receiving mentoring through Cocoa Life, Imasse qualified as a sub-district level village mentor, and started participating actively in women's Musrenbang meetings along with representatives from several other villages in the sub-district of Marioriwawo.

After gaining this experience, and, together with the Department of Village Community Empowerment, Imasse organized and conducted Musrenbang sessions for women on the topic of developing Village Government Plans for all the villages in the sub-district of Marioriwawo.

Imasse is now the leader of her village's community empowerment and development program (P3MD) in the sub-district of Marioriwawo. There are five villages under her responsibility: Goarie, Mariorilau, Marioritenga, Soga and Barae.

## CAN YOU DESCRIBE YOUR ROLE AS LEADER OF YOUR VILLAGE COMMUNITY EMPOWERMENT AND DEVELOPMENT PROGRAM (P3MD), AND HOW YOU WORK WITH COCOA LIFE?

"In 2017, after completing training sessions, I attended several meetings with Cocoa Life and its partner Save The Children, to discuss how we could best work together on the community development program.

We explored how Cocoa Life activities could complement those of P3MD, and how we could work in partnership. I also co-ordinated many meetings between Cocoa Life, the P3MD team, and local government representatives, to help the process. After this great experience, I started participating more actively in my village's Musrenbang discussions, and in 2018, together with the Department of Village Community Empowerment, I organized and ran a Musrenbang session for women to discuss village development plans.

**Amongst the plans that the women have proposed in our discussions over these last few years are the need for capacity building training and capital funding for women-led businesses, and requests for training on skills needed to create additional sources of income, such as home vegetable gardening and sewing."**



## WHAT HAVE YOU LEARNT THROUGH COLLABORATING WITH COCOA LIFE?

"I am really motivated and inspired to be working so closely with the Cocoa Life program.

**Through my training and the experience I have gained, I've learned how to facilitate busy meetings, debate persuasively, discuss and find solutions to complex issues, and share best practice so that others can learn too.** I feel supported to perform my role as leader of P3MD.

Now I can say proudly that participation of women in Musrenbang has increased in recent years. Women are more active and more closely involved in the decision-making process. **Previously, women may have attended meetings but not participated, they are now taking an active role in the discussions and communicating their needs.**

I think the collaboration between Cocoa Life, local governments and Department of Village Community Empowerment works well and benefits our community members. I would love to see Cocoa Life expand their program to include all villages in Soppeng, especially as the P3MD program continues to expand."

# LESSONS FROM THE GROUND

Over the years, by collaborating with government, our local partners and cocoa farming communities to roll out this unique ground-up approach, we've learned some valuable lessons.

One of the most important insights is that **effective partnerships are critical for accelerating impact and community development.** Musrenbang is evidence that bottom-up development working with local government can lead to long lasting change, but it takes determination from all parties.

Thanks to our wide range of partners – from NGOs to local and national governments – we've been able to work with more than 330 communities around Indonesia, responding to the unique needs and challenges of each community to help empower community members to advocate for themselves and drive their development.

Our collaborative approach, which is also at the heart of Musrenbang, means that we hear from community members at every level, and can adapt our program to meet their needs. It means that cocoa-growing communities not only feel empowered but also have the knowledge and resources to achieve concrete goals, such as implementing policy change or building critical infrastructure.

**“THE TRAINING PROGRAMS ON MUSRENBANG CARRIED OUT BY COCOA LIFE HAVE HAD A VERY POSITIVE IMPACT. I HAVE OBSERVED SEVERAL PROPOSAL SUBMISSIONS THAT COCOA LIFE COMMUNITIES HAVE PUT FORWARD AS PART OF THEIR VILLAGE PLANNING PROCESSES: PROPOSALS THAT HAVE BEEN PUT TOGETHER BY A COMBINATION OF ACTIVE, VOCAL COMMUNITY MEMBERS – FROM INDIVIDUALS, TO FARMER GROUPS, TO WOMEN'S GROUPS.”**

– Kasmini, SE, Head of empowerment and community development; Pesawaran District

Another important lesson we've learned is how **good governance is essential for getting the best out of a development intervention.** This includes ensuring well-structured, inclusive Musrenbang sessions, and designing tailored and accessible training programs.



As we've seen in the case studies, **the training and mentoring we've designed and delivered to community members in Indonesia has built their confidence, so much so that they often rise to levels of senior responsibility within their villages, make strategic decisions, run trainings for their peers and start their own businesses outside of cocoa-growing.**

This has been one of our proudest achievements as a program, as it shows how this approach has enabled progress against one of our most important goals: to empower men and women in cocoa-producing communities to improve their livelihoods through entrepreneurship, and to take charge of their own development.

As Andi Agus Nongki, Head of community and village empowerment, Soppeng District, says: “In the past Musrenbang was dominated by men. Women’s involvement in the process was often lower than 10%, and they lacked confidence to participate and express their opinions.

Cocoa Life encourages and equips women to participate in Musrenbang to village level through capacity-building training programs. This not only helps women build skills so that they are able to participate in Musrenbang sessions, but also builds in them a drive and inspiration to make a change in their communities. Women have a very important role to play in community development, because they are a tangible human resource in the village with a lot of potential. If a village wants to progress, we must help realize this potential so that both they and the village can benefit.”

“**INVOLVING WOMEN IN VILLAGE DEVELOPMENT PLANNING PROCESSES IS OUR RESPONSIBILITY!**”

– Imasse, Village mentor and participant in the Cocoa Life program

**Working with Musrenbang at the heart of the Cocoa Life program and closely in tandem with our partners, we’ve seen that 1 + 1 can equal 3. Cocoa Life, combined with Musrenbang, has led to transformations on the ground that are much more than the sum of their parts.**

The success is down to our team and our partners. The Indonesian government, who was open and willing to collaborate with us, creating a fertile environment for Cocoa Life to empower communities to participate in Musrenbang. Our teams on the ground, who listened and responded to community needs, identifying a gap in development interventions where there was unmet demand for action. And our implementing partners, who successfully adapted the Cocoa Life strategy to incorporate Musrenbang and embed it into our activities.

Our team at Cocoa Life is committed to continuing to work with communities and cocoa farmers on the ground to help cocoa farming become a sustainable business, create empowered communities in cocoa-growing areas, and ultimately assist the country’s economic development.

We’re excited to see what more can happen as we continue to drive transformation and empower communities through local partnerships and public-private collaboration.





# GLOSSARY

## **MUSRENBANG:**

A bottom-up community management approach where all community members are invited and empowered to participate, voice their opinions, and influence decision-making

## **KECAMATAN:**

Sub-district

## **MUSDUS:**

Hamlet discussions

## **DESA:**

Community/village

## **KABUPATEN /BAPPEDA:**

Local government planning department

## **ANGGARAN PENDAPATAN BELANJA NEGARA (APBN):**

National funding

## **ANGGARAN PENDAPATAN BELANJA DAERAH (APBD):**

Provincial funding

## **NAWACITA:**

Sanskrit term for nine priorities

## **KEBHINEKAAN:**

Unity in diversity

## **DESA LAW:**

The law for village development issues by the Indonesia government as part of the National Development Plan

## **P3MD (PROGRAM PEMBANGUNAN DAN PEMBERDAYAAN MASYARAKAT DESA):**

An empowerment program run by the Department of Village & Community Development

## **PERLINDUNGAN ANAK TERPADU BERBASIS MASYARAKAT:**

Community Based Child Protection program (CBCP)

## **KELOMPOK WANITA TANI:**

Women Farmers' Group



**Mondelēz**  
International

