



International
COCOA
Initiative

ICI STRATEGY

2021 - 2026

Executive Summary

ACKNOWLEDGEMENTS:

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INTRODUCTION

This Strategy was developed iteratively and through a highly consultative, multi-stakeholder process that began in March 2019. The end-product, ICI's 2021-2026 Strategy, offers a collective vision for transformational progress and a roadmap for advancing sustainability, for safeguarding human rights, for protecting children and for tackling child labour in the cocoa sector at an unprecedented scale. The fulfilment of that vision will rest on an implementation approach that is as collaborative as the Strategy development process was, one that carries the commitment and collective action of all stakeholders and that puts the interest of cocoa farmers and their children first.

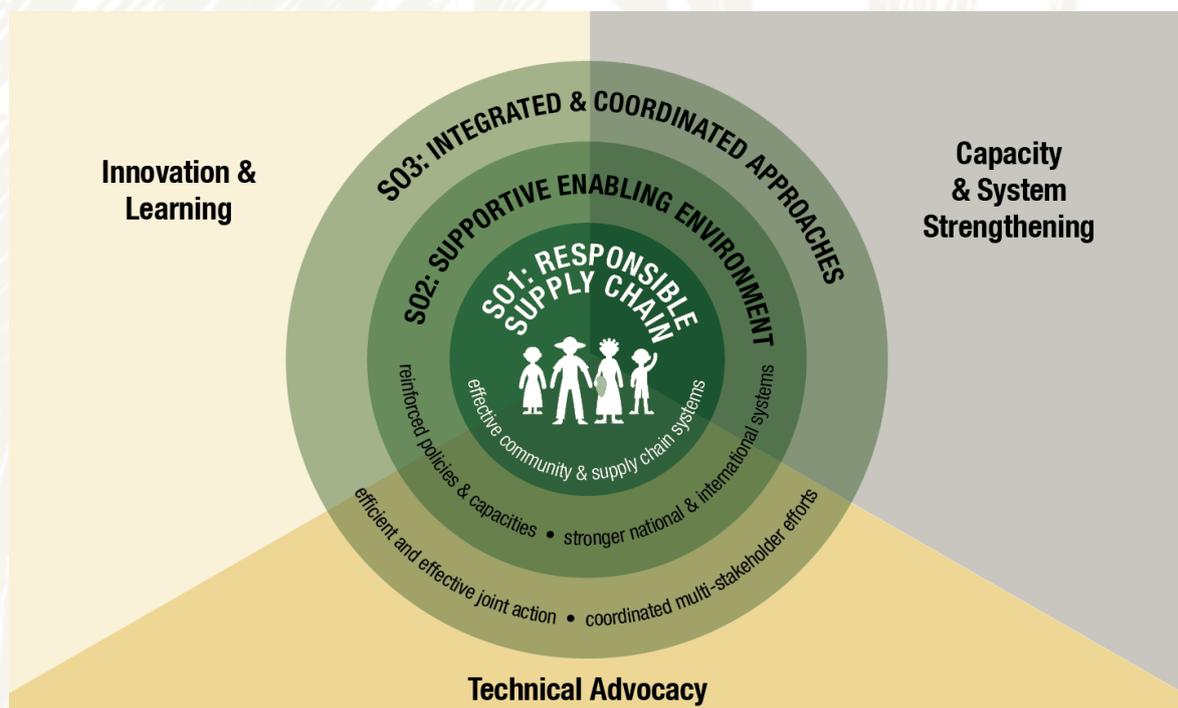


EXECUTIVE SUMMARY

- One in three children living in cocoa-growing areas of Côte d'Ivoire and Ghana in West Africa (which account for more than 65% of global cocoa production) is estimated to be involved in child labour. The majority of these children are working on family farms. All actors in the cocoa sector, including industry, governments, civil society and farming communities themselves, have a shared responsibility to protect vulnerable children and help them to access their basic rights.
- Forced labour is also a risk faced by the cocoa sector (albeit at a different, more localized and limited scale) and there are increasing calls on the sector to take more focused action to address it.
- ICI is a multi-stakeholder partnership advancing the elimination of child labour and forced labour by uniting the forces of the cocoa and chocolate industry, civil society, farming communities, governments, international organizations, and donors. ICI's sphere of influence, pool of expertise, and network of partners is uniquely positioned to drive change in the cocoa sector.
- ICI has been working in cocoa-growing communities in Côte d'Ivoire and Ghana for 13 years and within that time has helped advance quantified progress in the fight against child labour in cocoa. Its direct actions alone have improved child protection for more than 380,000 children between 2015 and 2019, and its approaches have led to a 20-30% reduction in child labour in ICI-assisted communities, as well as a 50% reduction in hazardous child labour amongst at-risk children identified by ICI's monitoring systems.
- However, ICI estimates that effective, industry-backed child protection systems cover just 10-20% of the cocoa supply chain in 2020. The sector's biggest challenge, and therefore the priority focus for ICI's 2021 – 2026 strategy is the scale-up of effective action to cover all children at risk of child labour and all workers at risk of forced labour. Achieving this level of scale demands a shift amongst stakeholders from a piece-meal project orientation towards a more coordinated systems approach, built on aligned public-private collaboration within a nationally-led and nationally-owned framework.
- A number of external factors stand to influence this scale of engagement. On one side, positive trends are likely to increase demands for progressive action, including increased expectations for responsible business conduct, for corporate human rights due diligence and for the attainment of the SDGs. On the other side, exacerbating threats linked for example to climate change and pandemics are likely to increase the need for urgent change, whilst also making that change harder to bring about.
- ICI's Vision is of thriving cocoa-growing communities within a dignified, sustainable and responsibly-managed cocoa supply chain, where child rights and human rights are protected and respected, and

where child labour and forced labour are eliminated. To contribute to this, ICI will work together with its partners to innovate, catalyse and support the development and scale-up of effective policies and practices that promote human rights and that prevent or remediate child labour and forced labour. By 2025, ICI aims to have significantly contributed to the achievement of SDG 8.7 and the advancement of the UN Guiding Principles on Business and Human Rights in the cocoa sector.

- ICI’s Theory of Change calls for a number of “barriers to scale” to be addressed through the promotion of appropriate knowledge, improved alignment, enhanced motivation, greater cost-effectiveness, reinforced capability, stronger accountability and more adequate resourcing.
- ICI’s Strategic Objectives aim for a **responsible cocoa supply-chain** (where systems and services that responsibly and transparently prevent and remediate child labour and forced labour are strengthened, conjoined and scaled-up) working within a **supportive enabling environment** (where national and international policies and systems are conducive to change) as part of an **integrated and coordinated multi-stakeholder effort**.
- To meet these Objectives, ICI will focus on three interlinked, mutually-reinforcing Core Functions:



ICI's Strategic Objectives and Core Functions

- **Innovation and learning:** ICI will manage a collective learning and research agenda to identify and refine effective practices, testing innovative approaches for impact and scalability, developing common tools and shared metrics to advance accountability, and fostering the exchange of knowledge and evidence.

- **Technical Advocacy:** ICI will actively promote knowledge and learning, bringing stakeholders together and supporting coordination, driving the development of appropriate policies and standards, and building partnerships to increase capacity, alignment and resources.
- **Capacity and systems strengthening:** ICI will help to identify critical capacity gaps, targeting training and capacity-reinforcement to those areas, leveraging its own operational capacity to help various stakeholders in the upscaling of effective action, and building enhanced data-management capabilities to drive accountability and to further support learning in the sector.
- To focus collective energy and track progress, ICI will measure impact against the following desired outcomes, showing results for ICI's operational work, the work of its members and, where feasible, across the sector as a whole:
 - By 2025, in Côte d'Ivoire & Ghana, 100% of the cocoa supply-chain will be covered by child protection systems that effectively and sustainably prevent and remediate **child labour**.
 - By 2025, in Côte d'Ivoire and Ghana, 100% of the at-risk parts of the cocoa supply-chain will be covered by relevant human rights due diligence (HRDD) measures that effectively and sustainably prevent and remediate **forced labour**.
 - By 2025, other parts of the West African cocoa supply-chain with significant risks of child labour or forced labour have improved coverage of such systems.
 - Other parts of the global cocoa supply-chain, and other agricultural commodity sectors, learn from those systems and practices being upscaled in West Africa, and vice-versa.
- ICI's impact will be delivered both through operations it directly implements and its influence to encourage others to implement and scale up effective actions. In total, ICI expects to reach 1.7 million children at risk of child labour by 2025, with 425,000 (25%) of them covered by ICI's direct action and 1.275 million (75%) reached through ICI's influence of other actors.
- ICI's 2021-2026 Strategy, with its enhanced metrics, combined with ICI's multi-stakeholder governance model, will continue to support a high standard of accountability for ICI's actions and those of its members. Efforts to expand and diversify ICI's membership and develop broader partnerships will equally aim to extend transparency and accountability across the cocoa sector.

CORE FUNCTIONS IN SUPPORT OF ICI'S STRATEGIC OBJECTIVES

Learning and Innovation

Our activities

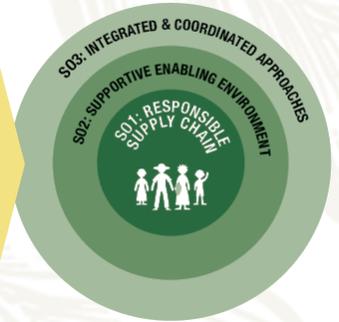
- Management of a collective learning & research agenda
- Research on root causes, policies and practices
- Development, testing and evaluation of innovations
- Development of common resources, tools and metrics
- Exchange of knowledge and learning

will lead to...

- Governments, civil society and industry stakeholders use evidence, knowledge and learning to:
- Design effective policies, strategies and practices
 - Improve intervention efficiency, effectiveness and sustainability
 - Report on progress using common tools and metrics

so that...

- Policies, strategies and practices are more aligned, evidence-based and effective
- Interventions are more effective, more efficient, and better targeted to those at greatest-risk
- Reporting on progress is more aligned & transparent



Technical Advocacy

Our activities

- Promotion of evidence, knowledge and learning
- Engagement in the development of policies and standards
- Multi-stakeholder convening
- Partnership development and donor mobilisation

will lead to...

- A shared understanding among stakeholders of:
- child labour, forced labour and their root causes
 - effective interventions to address these challenges and benchmarks to measure success
 - how policies and standards can create an enabling environment

so that...

- Policies, strategies and practices are more aligned, evidence-based and effective
- Uptake and scale-up of effective solutions by governments, civil society and industry increases
- Resources are available to support the scale-up of effective practice



Capacity and System Strengthening

Our activities

- Assessment of needs, capacities and gaps
- Time-bound operational support
- Capacity development and training
- Data management and analysis

will lead to...

- Improved capacity among stakeholders to:
- Design appropriate intervention strategies
 - Collect, analyse, use and report on comparable data
 - Scale-up effective approaches and systems

so that...

- National, industry, civil society and community systems are strengthened and work in synergy
- Policies, strategies and practices are more effective, aligned and coordinated
- Accountability and transparency are improved

