



International  
**COCOA**  
Initiative

**ANNUAL REPORT**  
**2014**



The International Cocoa Initiative is the leading organisation promoting child protection in cocoa-growing communities. ICI works with the cocoa industry, civil society, farmers' organisations, international organisations and national governments in cocoa-producing countries to ensure a better future for children and to contribute to the elimination of child labour.

ICI is a multi-stakeholder Foundation built on, and promoting, partnership between companies and civil society organizations. It is governed by a balanced Board comprising experts from industry and civil society, which provides oversight of ICI's management, its strategy and its finances.

Operating in Côte d'Ivoire and Ghana since 2007, ICI has promoted holistic child protection measures in more than 500 cocoa-growing communities benefiting over 1 million people, half of whom are children.

### **Vision**

ICI's vision is of thriving cocoa-growing communities where children's rights are respected and protected, and where child labour has been eliminated.

### **Mission**

ICI works to improve the lives of children in cocoa-growing communities, safeguarding their rights and contributing to the elimination of child labour by supporting the acceleration and scale-up of child-centered community development and of responsible supply-chain management throughout the cocoa-sector.



# Table of Contents

|    |                                     |
|----|-------------------------------------|
| 03 | Highlights of the Year              |
| 07 | The Year in Numbers                 |
| 08 | Changes in ICI Communities          |
| 11 | Message from the Executive Director |
| 13 | Messages from our National Teams    |
| 15 | Messages from ICI's Co-Presidents   |
| 16 | Voices for ICI                      |
| 17 | Members and Contributing Partners   |
| 18 | Our Finances                        |

# Highlights of the Year



## Children and their future at the heart of ICI's new Strategy

Launched at the World Cocoa Conference\* in Amsterdam on the World Day against Child Labour on 12 June 2014, ICI's 2015-2020 Strategy aims to improve the lives of at least one million children in cocoa-growing communities in Côte d'Ivoire and Ghana. The strategy will guide us and our partners in our joint efforts to scale up a strengthened ICI model for child protection in cocoa-growing communities.



## CocoaAction: improving the lives of farmers

A global plan to rejuvenate the cocoa sector and accelerate its sustainability was launched by 11 of the world's leading chocolate and cocoa companies in June 2014. Under the auspices of the World Cocoa Foundation, CocoaAction is an unprecedented commitment by companies to align their strategies and ensure better livelihoods for 300,000 cocoa farmers and their families in Côte d'Ivoire and Ghana over the next six years. ICI serves as an advisor to CocoaAction, supporting its focus on community development, education and child protection, alongside productivity investments, and building synergy with ICI's programming.



## Influencing the global agenda

From ICCO's World Cocoa Conference to the UN's Forum on Business and Human Rights, ICI championed the rights of children within a sustainable cocoa economy. We actively participated at a number of strategic events and discussions such as the International Labour Organisation's Child Labour Platform, the University of California Conference on Agricultural Supply Chains, and the Chocovision Conference hosted by Barry Callebaut.

Also, in 2014, ICI became a member of the UN Global Compact, the largest corporate responsibility initiative with nearly 12,000 business and non-business participants in 140 countries. In addition, we joined the Consultative Board of ICCO, the intergovernmental organization which brings together cocoa producing and cocoa consuming governments, along with industry and civil society organizations, to discuss current issues affecting the global cocoa economy.

\* The World Cocoa Conference is a biannual meeting organized by the International Cocoa Organization (ICCO).



### Sharing responsibilities, successes and challenges

Scaling up ICI's model for protecting children in West African cocoa communities was the theme that brought participants together at our 2014 Stakeholder Meeting in November. More than 50 representatives of the cocoa industry, cocoa producing governments, children's rights advocates, workers' unions, civil society organisations, and UN agencies shared their views about good practices in child protection as well as opportunities and obstacles for implementing them with wider impact.



### CNN: working together change can happen

*Cocoa-nomics*, a CNN Freedom Project documentary which premiered in spring 2014, took a close-up look at child labour in cocoa, reporting on the challenges faced and the progress to date. The CNN production profiled ICI in its role of supporting cocoa farmers, the government of Côte d'Ivoire, and the chocolate industry to improve their prevention and remediation of child labour. We also took part in the subsequent CNN Panel Debate alongside the ILO and civil society campaigners.



### Expanding innovations, accelerating solutions

ICI has designed and, since 2012, implemented an innovative Child Labour Monitoring and Remediation System (CLMRS) within Nestle's Cocoa Plan. The system identifies cases of child labour in the cocoa supply chain, helps to understand the causes and develops appropriate, tailored remediation responses for at-risk children and their families. By the end of 2014, the system covered 22 cocoa cooperatives in Côte d'Ivoire.

# Highlights of the Year



## Measuring child protection

A significant increase in the number of schools and kindergartens in both Ghana and Côte d'Ivoire, as well as increased school enrolment, especially for girls, are some of the key results captured by our 2013-2014 community assessment and monitoring exercise. The ICI Protective Cocoa Community Framework (PCCF) is a questionnaire used to assess the level of child protection in the communities assisted. Over the past three years, we have conducted this annual assessment in each of the 502 communities we have operated in. More on page 10.



## Research: more cocoa, less child labour?

As cocoa companies are seeking to increase crop productivity to respond to the rising demand for cocoa, ICI commissioned a research study in 2014 that looks at the impact of increasing cocoa production on the demand for labour and any associated risks for child labour in Ghana and Côte d'Ivoire. The research started at the beginning of August 2014 and data collection has already been undertaken in Côte d'Ivoire and Ghana, with the analysis and report due for completion in 2015.



## Women in charge

In 2014, ICI strengthened its support to women by helping them ensure a safe environment for their children, manage their family budget and generate additional independent income. In Côte d'Ivoire and Ghana, we assisted women in 134 different income generating groups through our various implementing partners (ANADER, FEMAD, CARITAS, and SLF). Community leaders were encouraged to provide farming land, and the women received agricultural kits and were trained to grow their own crops. The money they generated with the sale of their harvest helped cover their children's school fees and support their communities.



### Building knowledge and capacity through training

Over the course of 2014, ICI Ghana, through its specialized training on child labour and child protection, helped build the capacity of 125 district level staff of the Ghana Education Service to better identify and respond to the needs of vulnerable children. 98 other key district stakeholders were trained including District Police, Immigration Officers, Planning, Welfare and Labour Officers, Domestic Violence and Victim Support Unit, Information Service Officers, Education and Health Directors, Community Development Officers as well as an additional 17 journalists.

Our training and awareness-raising methodology and materials, designed specifically for the Ivorian context, were validated in 2014 by the authorities in Côte d'Ivoire, following a technical review process involving relevant national and international institutions.

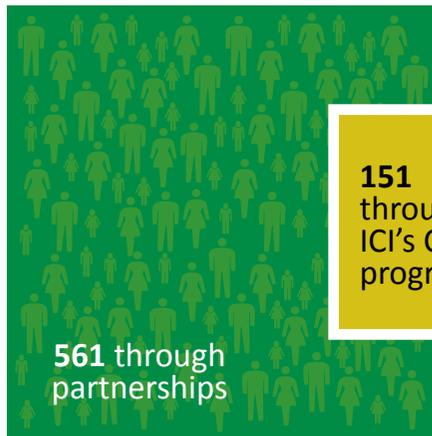


# The Year in Numbers

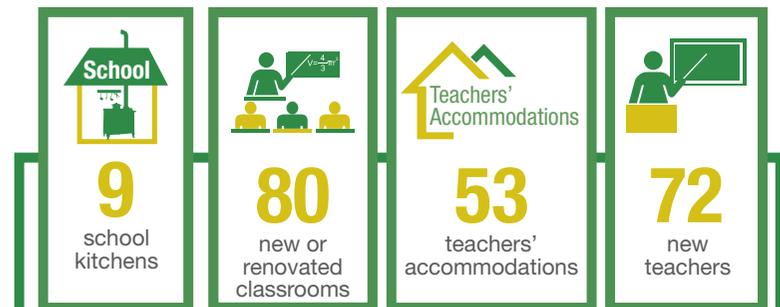
## 793

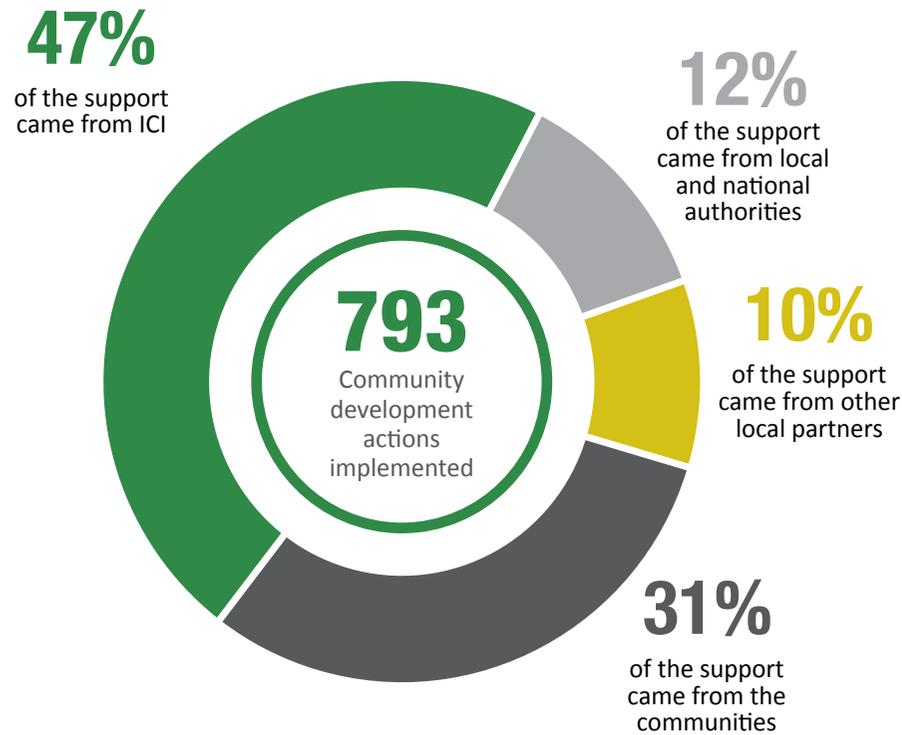
Community development actions implemented

**712**  
Cocoa-growing  
communities  
assisted

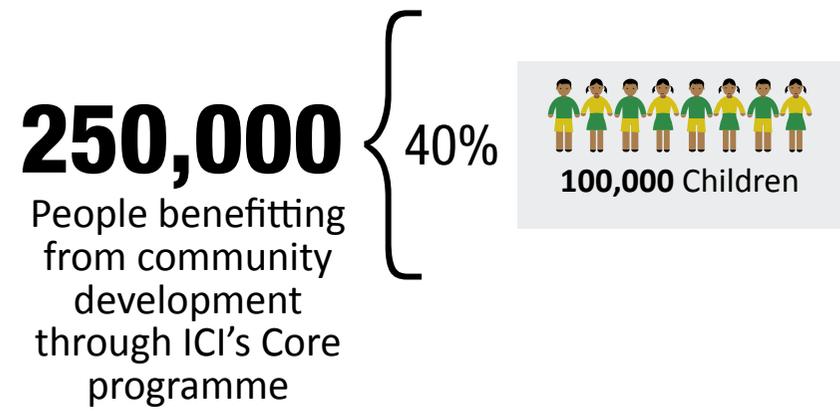


**151**  
through  
ICI's Core  
programme





**50,000**  
Cocoa farmers and community members reached with ICI's awareness raising tools



**2336** People trained on child labour prevention and response



# The Year in Numbers

2014 MEMBERSHIP\*

**15**  
Chocolate & cocoa industry members

**8**  
Non-industry, civil society members

**3**  
New contributing partners

- ECOM
- Natra
- Marks&Spencer

## ONGOING OPERATIONAL PARTNERSHIPS



**58%**

Increase in field capacity



**7%**



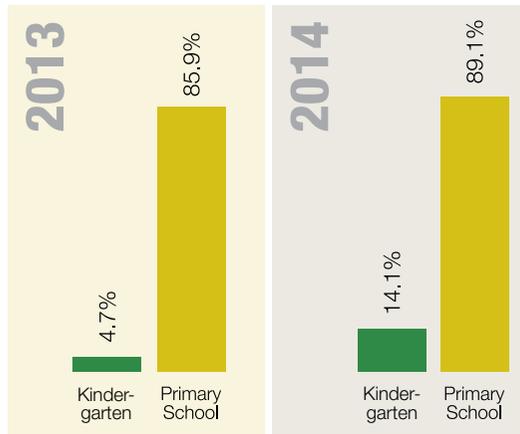
\*see full list on page 17

# Changes in ICI Communities

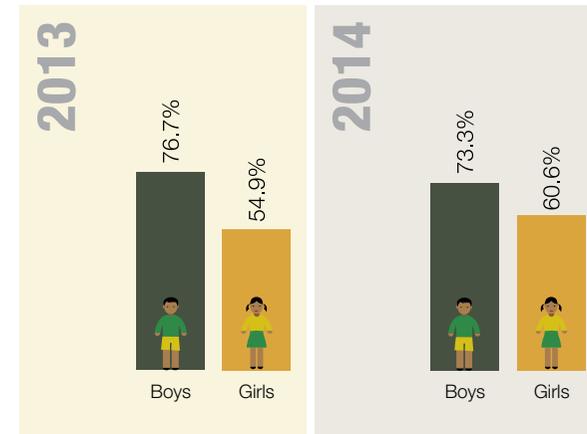


**Côte d'Ivoire**

**Presence of Schools in the Community %**

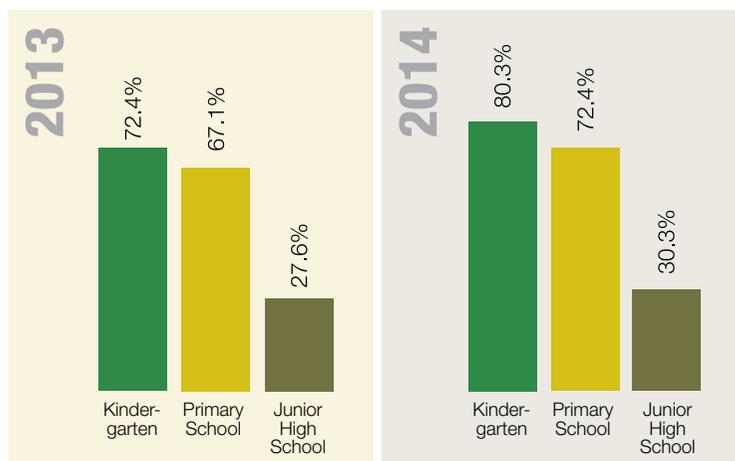


**School Enrolment by Gender %**

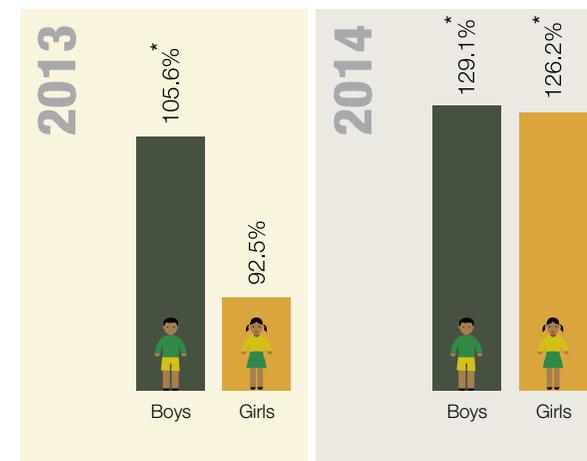


**Ghana**

**Presence of Schools in the Community %**



**School Enrolment by Gender %**



\* School enrolment above 100% occurs when children older than the official school age are also enrolled in school.

# Message from the Executive Director

**By Nick Weatherill**

In 2014 we proudly launched ICI's new 2015-2020 Strategy which aims to improve the lives of 1 million children over the next 6 years.

To take stock of some of the new approaches embedded in this Strategy I recently visited the small and remote cocoa-growing community of Amanikro in Côte d'Ivoire. Here, ICI has established a Child Labour Monitoring and Remediation System in the local farmers' cooperative. We've conducted extensive community awareness-raising, we've mobilised an adult labour group to take on many of the hazardous farming tasks previously performed by children, and we've set up a women's income-generating project. The cooperative has also invested in agricultural support and farmer training to boost cocoa productivity.

What I witnessed was both inspiring and humbling. I spoke with farmers who beamed with pride as they described the benefits of being a member of the cooperative, with record yields of cocoa in the recent harvest allowing them to buy motorbikes and renovate their houses with the income. The women described how the revenue they expected from growing cassava would help them buy books and uniforms for their children to attend school. And the labour group explained how they were also turning a tidy profit offering their services to increasingly profitable farmers.

However, showing me around the village, the chief was quick to point out a muddy hole in the ground that served as a desperately inadequate water-source, and to which high rates of childhood diarrhoea were attributed. And the village school, whilst functional, was dilapidated, poorly equipped, and lacking a sturdy roof. This was far from the "thriving community" that we have now enshrined in the new ICI Vision. But

as I continued talking with the men and women there, I learned that both the women's group and the labour group were setting aside one third of their profits to construct a new well, and to renovate the school. I departed feeling upbeat. Not because I had seen a perfect world, but because I had seen how real change was happening as a result of our work and, most inspiring of all, how that change was increasingly driven by the community itself.

The results in this report bear testimony to this dynamic. In our core programme, we have an ever increasing number of child protection initiatives taking root, with an average of 5.3 initiatives per community in 2014, compared to 4.1 in 2013 and 1.7 in 2012. We're also seeing greater success in those communities' mobilisation of support and resources from local government and local partners, equating to 22% of support in 2014 compared to 13% in 2013.

Our 2015-2020 Strategy's goal of improving child protection for 1 million children in cocoa-growing communities by 2020 is undeniably ambitious. But as we review our achievements from past years – as well as specific failures that have prompted us to adapt our model – and as we chart the way forward, I am confident that with the strong engagement and growing support from our many members and partners we will get there. One million is a big, obscure number at the macro level, but when it translates into safe water for children in Amanikro who are learning in a decent school rather than working dangerously on cocoa farms, it makes sense. This, I know, will continue to motivate ICI's extraordinarily committed team through the years to come.

“... I saw how real change was happening as a result of our work and, most inspiring of all, how that change was increasingly driven by the community itself”



# Messages from our National Teams

## **Euphrasie Aka, National Coordinator, Côte d'Ivoire**

In Côte d'Ivoire, the year of 2014 has seen a wide range of activities being implemented, both at institutional and operational levels.

At the institutional level, ICI provided significant support to the stock-taking workshop of the National Action Plan against Child Labour 2012-2014 and we are heavily involved in the development of the new 2015-2017 Action Plan.

We are playing an active role in the evaluation of the pilot phase of the national child labour monitoring system (SOSTECI), as well as within several thematic groups of Public Private Partnerships (PPP) initiated by the Coffee and Cocoa Council.

In the field, ICI started our new phase of direct implementation, within our core programme of work with all our member companies. We also continued to expand our Child Labour Monitoring and Remediation System (CLMRS) in partnership with Nestlé, ADM, Cargill, Noble, Olam, and certifiers.

With children's education as a priority dimension of our activities and listening to children's voices a key principle in our approach, I recently visited the village of Dioligbi and talked to two children, Aboubacar Sanogo and Zé Zanga Souleymane, who shared their recent experiences with me. They had unfortunately dropped out of grade 6 during the school year because of their family's poverty, in one case linked to their father's ill health, circumstances which led to them having to work instead on their family cocoa farm. Identified as child labourers undertaking dangerous tasks, they were followed up and assisted with scholarships, uniforms and school kits.



Both children recounted, with deserved satisfaction, how they have since reintegrated back into education and recently graduated to the first grade of secondary school in the nearby town of Guitry, with excellent academic results. ICI will continue this important remediation work supporting child labourers to move from cocoa farms back into education or vocational training. Furthermore, income generating activities for vulnerable households, especially women, will be continued and strengthened.

The positive outcome of this story fuelled my hope for the next generation in cocoa communities.

I would like to take this opportunity to express our gratitude to all our national and international partners for their confidence in ICI. We hope that this collaboration will continue to grow, from strength to strength, to further improve the wellbeing of children in cocoa farming communities.

## Avril Kudzi, National Coordinator, Ghana

ICI's Direct Implementation model in Ghana has proven to be very successful because it has enabled our partners to promote child protection as an integral part of their activities in the communities. As many as 223 key district stakeholders including staff of the Ghana Education Service, district welfare, and Labour Officers, and Education & Health Directors, as well as 17 district level journalists were trained on child labour and child protection in the course of 2014. Many of the government staff we trained subsequently visited cocoa growing communities where they conducted awareness raising activities, did health checks and monitored children involved in hazardous child labour.

As Mr Vitales Kenenala, District Labour Officer for Amenfi West Districts explains: "I participated in ICI's child labour training and I now have a much deeper understanding of child labour and child protection issues. It has had a great impact on my engagement with communities towards child labour elimination. The content of the training was way beyond what I previously knew and could have expected."

As I joined ICI as the Ghana National Coordinator in 2014, I was new to many of the technical issues behind child labour, so I also participated in the district stakeholder trainings. With the knowledge gained from this training I feel both empowered and inspired to represent ICI at high level meetings and to play an active part in influencing all our partners to scale-up their child protection efforts.

With funding from ICI in 2014, the Ghana National Plan of Action for the Elimination of Child Labour – the road map for interventions aimed at eliminating child labour in Ghana – is being reviewed in partnership with the Ministry of Employment and Labour Relations' (MELR) Child La-



bour Unit. This is expected to lead to the development of a new National Plan of Action and road map for 2016-2020 which will help accelerate progress.

Indeed, looking ahead, 2015 looks very exciting. We hope that the child labour training and awareness raising tools that we developed in 2014 will be validated by the National Steering Committee on Child Labour (NSCL) and then rolled out in multiple activities that target supply chain, state and civil society actors.

We are indebted to the Government of Ghana, the Child Labour Unit, the district assemblies, and all our stakeholders in the cocoa sector for their partnership in 2014. We will work hard towards strengthening this partnership in the years ahead.

# Messages from ICI's Co-Presidents

**By Jeff Morgan,**

Director of Global Programmes, Mars Incorporated

A significant milestone was achieved last year when ICI's Strategy 2015-2020 was adopted. The Strategy highlights ICI's approach to a continued core set of activities while formalizing efforts to influence stakeholders to expand ICI's defined good practices, and their impact. We saw direct application of this approach as ICI initiated its role as an instrumental partner in the collaborative industry effort called CocoaAction.

ICI was strengthened by adding key staff in Ghana, Côte d'Ivoire and Geneva – improving ICI's capacity to carry out its mission. There were also positive changes at the Board level – new participants that strengthen the Board's unique multi-stakeholder oversight and expert guidance function. Thank you to everyone involved in ICI for the hard work and support you provide.

When I consider the progress made by ICI and its impact going forward, I simply consider the children I meet when visiting Côte d'Ivoire. Recently I was in a community where a new school had just been completed. Seeing children whose ability to learn has been improved by an immeasurable factor is gratifying – but more importantly, it underscores why we all need to continue to support ICI's efforts to protect children from harmful work. Children who, instead of working, are able to devote their energy to learning – to read, write and think constructively – gain the desire and ability to change their world in ways that benefit all of us.



**Kwadjo Cléophas Mally**

WAO-Afrique Director

In 2014, during the development of its new 2015-2020 Strategy, ICI reviewed its work on the ground in Ghana and Côte d'Ivoire together with its partners.

This dialogue was greatly aided by ICI's advances in measuring the impact of its various actions in terms of child protection in cocoa producing communities, so that optimal approaches can now be identified and carried forward into the future. However a conclusion of this exercise was that, despite tireless efforts and clear progress made, much remains to be done.

It is therefore correct that ICI upholds the principle of a shared responsibility across all stakeholders, no matter in which position and at which level they operate, to dedicate themselves to improving the quality of life for children, parents and communities in the cocoa-growing areas of Ghana and Côte d'Ivoire. Only thus will we be able to advance the structural, systemic, economic, social and cultural changes required to bring an end to child labour in cocoa farming.

# Voices for ICI



"As a global leader in cocoa sustainability, Barry Callebaut is committed to improving the livelihoods of farmers and their families and ensuring a better life for their children. In cooperation with ICI, we have trained cocoa farmers, farmer trainers, and our staff on child labour awareness and the need for child protection. In the years to come we plan to expand our collaboration with ICI beyond training to achieve our shared goal of improving the lives of children in cocoa."

**Juergen B. Steinemann**  
CEO of Barry Callebaut



"We have created our women's association to better protect our children. Many things have changed since: through the activities of our group, we raised 50,000 CFA which we donated for the school's reconstruction. We plan to continue to grow cassava and to sell our handmade soap."

**Kouadio Ahou Agnes**  
President of the Women's Association of Dohounkonankro, Côte d'Ivoire



"ICI is one of the most unique partnerships around any issue in the world. It became a melting pot (of different actors) and helped in broadening and deepening (their) understanding of child labour in cocoa."

**Kailash Satyarthi**  
Nobel Peace Prize Laureate and Founding Member of ICI



"ICI has recently asserted itself as a credible clearinghouse for best practices in the elimination of child labour in cocoa."

**Antonie Fountain**  
Coordinator Voice Network of NGOs



"I am better off in school than helping to weed the farm, scaring birds from the rice field and harvesting cocoa from my father's farm. Thanks to the Child Protection Club for ensuring that I returned to school. Hopefully, I can realize my dream of becoming a mechanical engineer in future."

**Isaac Akuffo Adam**  
A 14 year old, primary 5 pupil of Dotom DA School, Samankrom, Ghana

# Members and Contributing Partners

ICI owes its authority and technical credibility to the combined strength and influence of its members and partners – civil society, industry, governments and international organisations – as well as the cocoa-growing communities it serves. In 2014 we welcomed three new contributing part-

ners – ECOM, Natra and Marks & Spencer – making our unique coalition even stronger and raising the bar on what can be achieved through our collective efforts.

## Board Members



## Contributing Partners



## Board advisor



# Our Finances

| 2014 Financial Statement                                      | in CHF    |
|---|-----------|
| <b>Revenue</b>  | 4,606,586 |
| <b>Expenditure</b>  |           |
| Programme (direct operations)                                 | 1,793,247 |
| Strengthening the evidence base                               | 99,574    |
| Supporting Cocoa Community Protectiveness                     | 986,613   |
| Reinforce producing governments' capacities                   | 61,345    |
| Promoting child labour mitigation in supply-chain management  | 611,705   |
| Advocacy  | 34,010    |
| Programme (direct support costs)                              | 1,685,648 |
| Staff, office, administration and logistics                   | 1,655,729 |
| International travel  | 29,919    |
| Indirect support costs  | 1,045,953 |
| Staff   | 561,102   |
| Office, administration and logistics                          | 395,277   |
| International travel  | 55,564    |
| Communications and advocacy                                   | 34,010    |
| <b>TOTAL EXPENDITURE</b>                                      | 4,524,848 |
| <b>Earnings before non operating and financial results</b>    | 81,738    |
| Balance of miscellaneous non-operating income and expenditure | 19,483    |
| <b>Excess of revenue over expenditure</b>                     | 101,221   |





**THE INTERNATIONAL COCOA INITIATIVE (ICI)**

[www.cocoainitiative.org](http://www.cocoainitiative.org)

**ICI SECRETARIAT IN SWITZERLAND**

Chemin de Balexert 9 | 1219 Châtelaine | Switzerland

Tel.: +41 22 341 47 25

Fax: +41 22 341 47 26

**ICI NATIONAL OFFICE IN CÔTE D'IVOIRE**

06 BP 709 | Abidjan 06 | Côte d'Ivoire

Tel.: +225 22 41 09 14

**ICI NATIONAL OFFICE IN GHANA**

PO Box GP 21624 | Accra | Ghana

Tel.: +233 302 99 88 70

**Product Management and Writing**

Borjana Pervan

**Design and layout**

Chadi Abi - [www.chadiabi.com](http://www.chadiabi.com)

**Printed by**

Gonnet Imprimeur

© 2015 The International Cocoa Initiative

