



# Annual Report 2016



International  
**COCOA**  
Initiative



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# Putting children first

## **The International Cocoa Initiative**

ICI is a leading organisation that promotes 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 advance the elimination of child labour.

Operating in Côte d'Ivoire and Ghana since 2007, ICI has promoted holistic child protection measures in 617 cocoa-growing communities benefitting over 700,000 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-centred community development and of responsible supply chain management throughout the cocoa sector.

## **Strategy 2015 - 2020**

ICI aims to improve child protection for one million children by 2020.



# Highlights of the year

2016 was an intense year for ICI, marked by promising partnerships, collaborative research and the launch of several projects aimed at an important scale-up of sustainability in the cocoa

## The First Lady of Côte d'Ivoire and ICI – committed to working together

**In April 2016, ICI signed a partnership agreement with the National Oversight Committee for Actions against Trafficking, Exploitation and Child Labour (CNS), presided by the First Lady of Côte d'Ivoire, to promote child protection and reduce child labour in the Ivorian cocoa sector.**

The agreement further expands the existing collaboration in priority areas defined under the Ivorian government's 2015–2017 National Action Plan for the Elimination of Child Labour (NAP). Under the partnership agreement, ICI and the CNS will jointly support the coordination of public and private actors' efforts on child labour monitoring and remediation, as well as the training of national authorities on

child labour and child protection.

Furthermore, ICI will support the CNS in the development of a mapping system to track and coordinate school construction efforts in cocoa-growing areas foreseen under the NAP. ICI will also build five new primary schools and will improve social infrastructures in 80 cocoa-growing communities.

Madame Dominique Ouattara, the First Lady of Côte d'Ivoire, expressed her conviction that "education is the alternative and the most effective long-term response in the fight against child labour" and welcomed the partnership with ICI as a significant support for the country's efforts towards increased child protection.



ICI's Executive Director Nick Weatherill and the Ivorian First Lady signing the partnership agreement.



## Sustainability through strengthening education

**In October 2016, ICI joined forces with the Jacobs Foundation and its programme to improve the access to, and the quality of, education in cocoa-growing communities in Côte d'Ivoire.**

The Transforming Education in Cocoa Communities (TRECC) project builds upon CocoaAction commitments, and reinforces Nestlé's Child Labour Monitoring and Remediation System (CLMRS) by reducing the risk of child labour through increased literacy and numeracy levels. Bridging classes for out-of-school children aged 9 to 13 have been set up to help previously-identified former child labourers re-enter the educational system. Vocational training is provided for those above 16 to enable them to learn a profession and earn a living. Also, supplementary literacy training for adult women is provided; as a mother's level of education has proven to positively impact not only the family's well-being, but also a child's learning prospects. ICI's partnership with Nestlé and the Jacobs Foundation has already reached 1,139 children and women in its first year of implementation, and is expected to benefit 3,600 by 2018.

# Closing knowledge gaps: labour market research study

ICI released a labour market research study examining potential child labour risks linked to increased cocoa yields.

Key findings of the study show that increasing yields do not lead to statistically significant increases in the rates of child labour, although in Ghana, children do work slightly longer days as yields increase (without impeding schooling). In Côte d'Ivoire, an increase in yields was not found to increase the length of children's workdays.

One of the main challenges that cocoa farm managers face is access to adequate and affordable sources of hired adult labour to carry out cocoa-farming tasks, and so, in both countries, household labour remains a vital input for cocoa production. The study also reveals specific constraints for women farmers in both countries. In Côte d'Ivoire, women farmers receive limited help from household members and rely more on hired labour; while in Ghana, women cocoa farmers have more difficulty hiring labourers than male farmers, which in turn increases the risk of children's participation on the farms.

## OTHER RESEARCH FINDINGS

**Hazardous child labour is more likely to occur in Ghana among :**

- Female farmers
- Farmers who have little or no exposure to child labour awareness-raising campaigns
- Older farmers
- Farmers with multiple landholdings
- During peak harvest
- Boys more than girls
- Older children
- Low yield farmers (relative to high yield ones)

**Hazardous child labour is more likely to occur in Côte d'Ivoire among :**

- Children who have not been born in the village
- Children living with lower yield range farmers
- Older children (14-17)

## What we stand for : core values defined

**Core values are at the heart of any organisation's identity; they support its vision, shape its culture and promote its beliefs and principles.**

After consulting with all of ICI's staff in Ghana, Côte d'Ivoire and Switzerland, we identified five core values which reflect our strategy and which will reinforce our efforts to improve the lives of children in cocoa-growing communities. Humanity, Neutrality, Integrity, Partnership and Innovation are our core values defined in a bottom-up approach at a time of growing operational maturity for ICI. They are values that each ICI team member can easily embrace, uphold, and champion as a constant reminder of why ICI exists. We also developed a global HR strategy to commit ICI to good practices in human resource management, including by mainstreaming, supporting and promoting ICI's Core Values.



# ICI trains media in Côte d'Ivoire on child labour

**The media's role as a dependable source of accurate and up-to-date information is crucial in the quest to ensure a sustainable solution to child labour and cocoa production.**

In 2016 we gathered 30 representatives of local, specialised, regional, national and international media in Côte d'Ivoire at our first-of-a-kind media training session. The training was conducted over four days, combining theory with technical knowledge on child labour definitions and its causes and consequences, a workshop on the role of media in reducing dangerous child labour, and two field trips to cocoa-growing

communities. Based on our assessments after the training, the journalists' knowledge in the area of child protection and child labour increased by 67 percent. The journalists present at the training have since been reporting regularly and accurately on the issue, and show undiminishing interest in ICI's activities in cocoa-growing communities throughout the country.



## Champions for child protection in the international arena

**2016 was an eventful year for ICI as we channelled our leadership into advocacy for child protection in the global business and development agenda.**

At ICCO's World Cocoa Conference (WCC) in May 2016, we participated alongside UNDP, Ghana Cocoa Board, the Office of the First Lady of Côte d'Ivoire, researchers and academics in the panel "Child Labour: Upscaling on Successful Experiences". We also organised, jointly with UTZ Certified, a side event on Child Labour Monitoring and Remediation Systems (CLMRS), which was moderated by journalist Oliver Nieburg from Confectionery News and which prompted a lively debate on the promise and prospects of the approach. ICI actively participated in a variety of other strategic events such as the ILO's Child Labour Platform, the Chocovision Conference hosted by Barry Callebaut, Interpol's Global Conference, the International Cocoa Farmers Organisation (ICCF) External Stakeholder Meeting, and the Child Labour in Cocoa Coordinating Group (CLCCG) Stakeholder Dialogue. At the World Cocoa Foundation's Partnership Meeting later in the year, ICI moderated a panel on child labour which gathered representatives from indus-

try, government, the international development community, and women cocoa farmers to explore lessons and challenges in tackling child labour within the cocoa sector.



**World Cocoa Conference: ICI's joint panel with UTZ Certified.**

# The CLMRS journey: increasing effectiveness and expanding implementation

In 2016, ICI conducted a review of emerging good practices across various child labour monitoring systems, including its own Child Labour Monitoring and Remediation System (CLMRS), to guide the establishment and scale-up of effective monitoring systems in the smallholder agricultural sector.

The review identified – among other findings – the need for common indicators for similar systems in order to increase comparability, as well as standardised procedures in order to declare whether a child has been successfully removed from child labour. This effectiveness re-

view was the first step in a longer process to gain insight into different CLMS approaches that will continue for the next two years.

This year also marked a significant increase in the number of companies that have integrated the CLMRS approach into their sustainability strategies, with five of ICI's members implementing the system in their supply chains with ICI's support by the end of 2016. ICI's CLMRS was initially developed and implemented in Côte d'Ivoire with Nestlé. (see p. 15 for more data on ICI's CLMRS results).



Carol Miloky, ECLIC project manager, greeted by the women of Pagnelby.

## The ECLIC project: off the starting blocks

The “Eliminating Child Labour in Cocoa” (ECLIC) project, funded by the U.S. Department of Labor, finished its extensive preparation phase and launched its activities in 50 communities in Côte d'Ivoire in December 2016.

Within the project and in collaboration with the Biblionef Foundation, over 5,000 books for children and youth were donated to community schools. In addition, 400 packs of child-friendly material for training and sensitisation on child rights and child protection were provided by the World Children's Prize programme.

## Taking CocoaAction to the next level

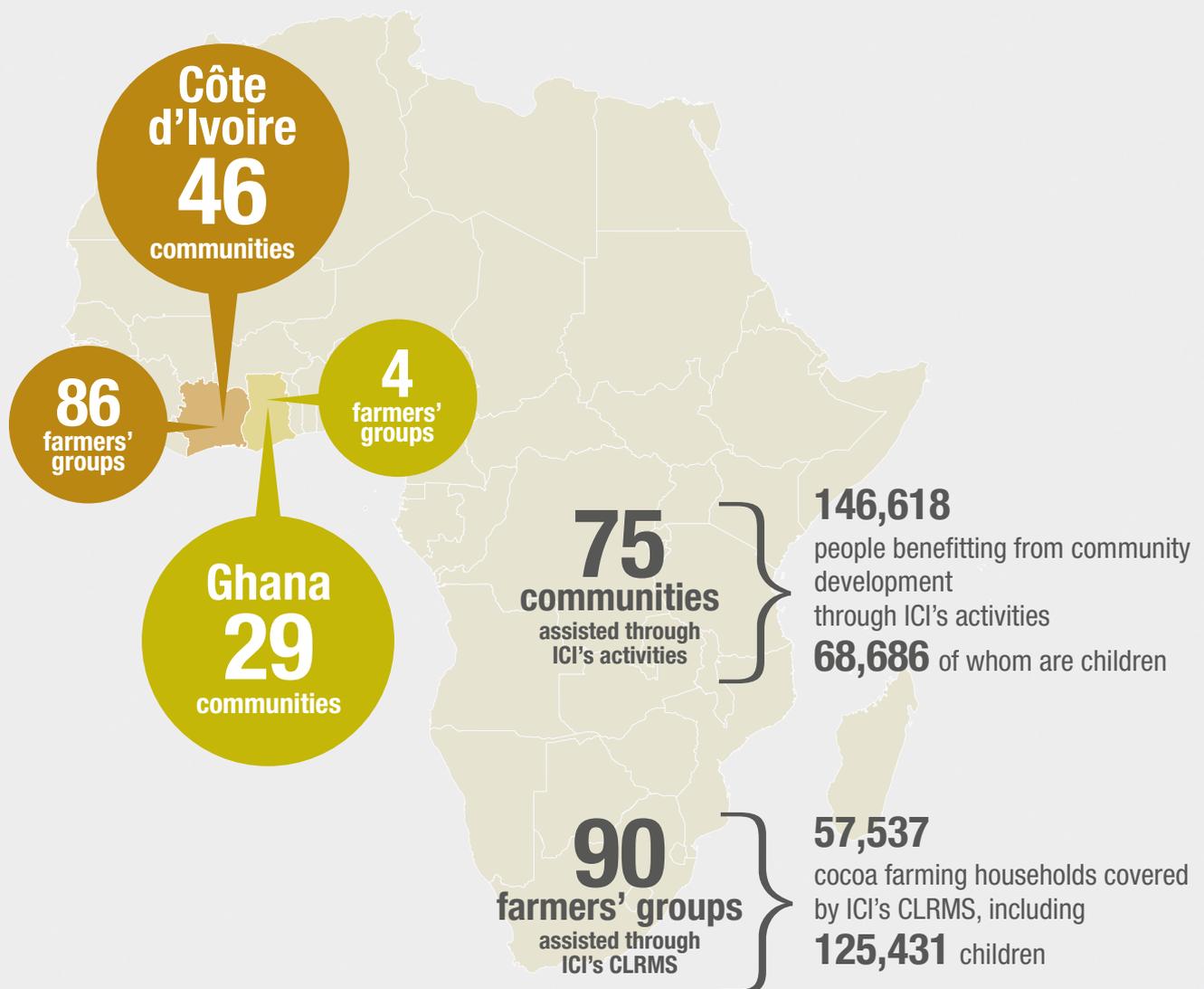
The joint action to improve farmers' lives, collectively made by the biggest cocoa and chocolate companies and known as CocoaAction, entered its operational phase in 2016.

CocoaAction companies began to align activities across their productivity and community development interventions, the latter focusing on child labour, women's empowerment and education. ICI supports CocoaAction by acting as both a technical advisor for the issue of child labour and an implementing partner of community development actions for some of our members committed to the initiative. For instance, we assisted two of our member companies to build their own Child Labour Monitoring and Remediation System capacities within their supply structures. CocoaAction members are also currently advancing their alignment in measuring and tracking progress toward sustainability in the cocoa value chain, with the first set of quantitative data to be made available in 2017.

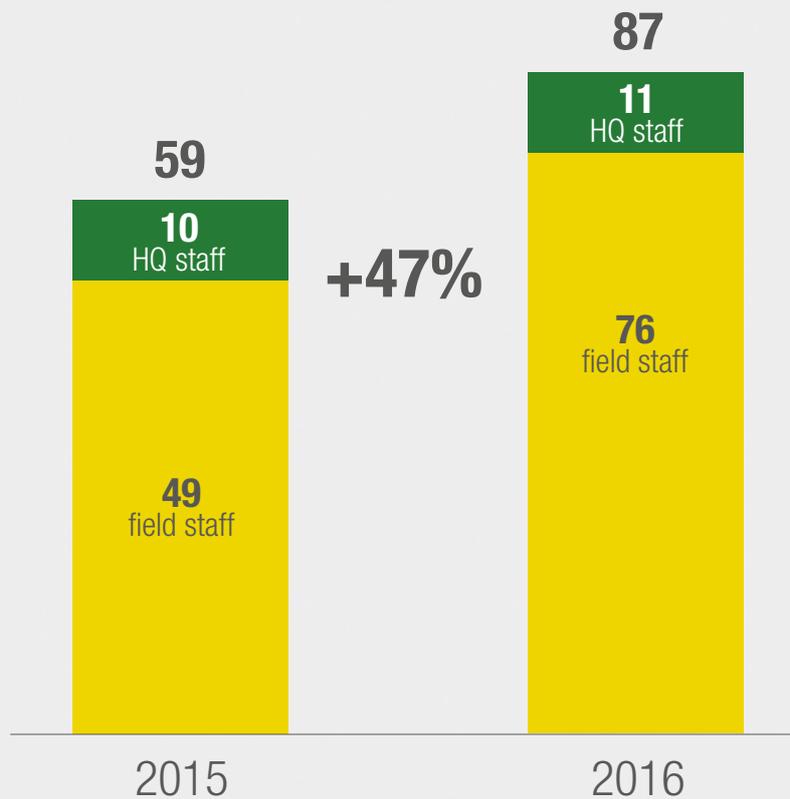


# The year in numbers

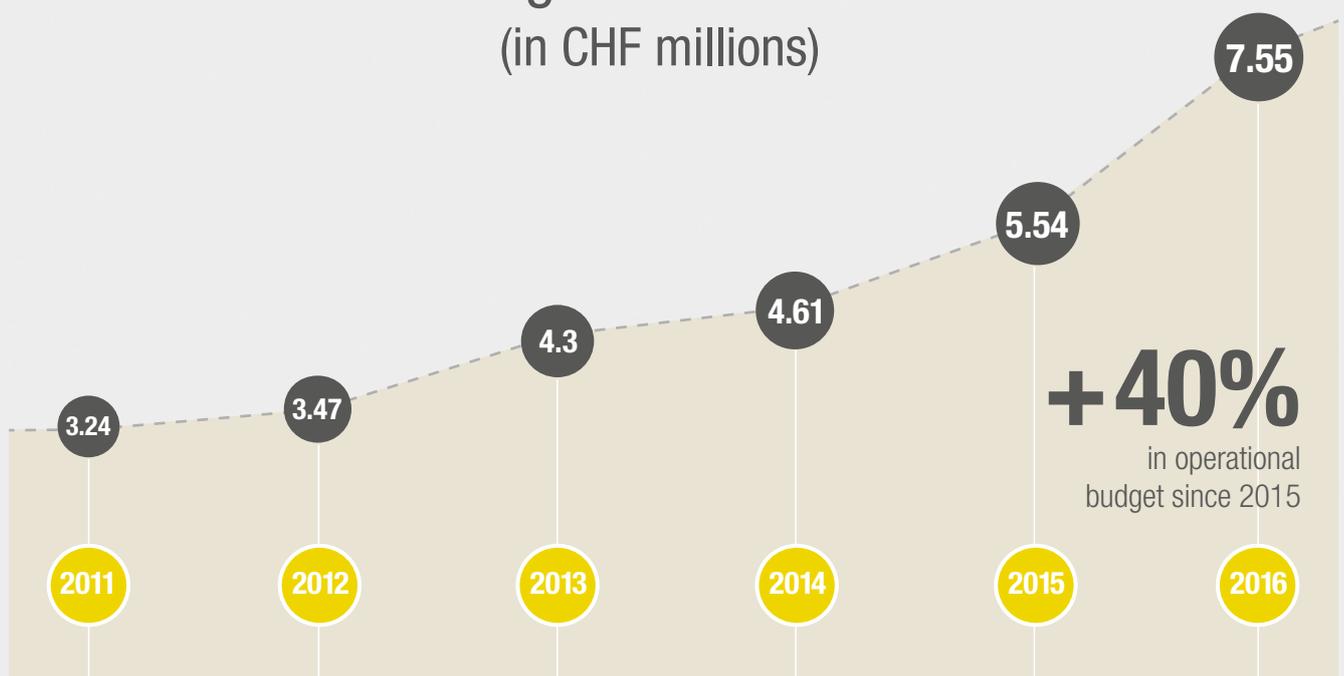
In 2016, ICI continued its organisational growth with increased budget and staff, enhancing the implementation of community development within our core programme and expanding the reach of our CLMRS.



## Staff 2015-2016



## Budget 2011-2016 (in CHF millions)



# Child-centred community development actions in 75 ICI-assisted communities

## Education actions



94

construction or renovation of classrooms



9

construction/rehabilitation of school kitchens



9

recruitment/deployment of new teachers



1,380

school desks



6

teachers' accommodations



7

other educational infrastructures (eg. offices for teachers, temporary learning centres)



76

children benefitting from bridging classes



30

children benefitting from vocational training



252

youth & adults benefitting from literacy and numeracy classes



**5,796** children newly enrolled in primary school

## Other community development actions



59,183

community members and cocoa farmers reached with ICI's awareness-raising tools



40

Community Child Protection Committees



485

members of community child protection committees and district actors trained



38

Community Labour Groups



41

women's income-generating groups



355

birth certificates



31

latrines



8

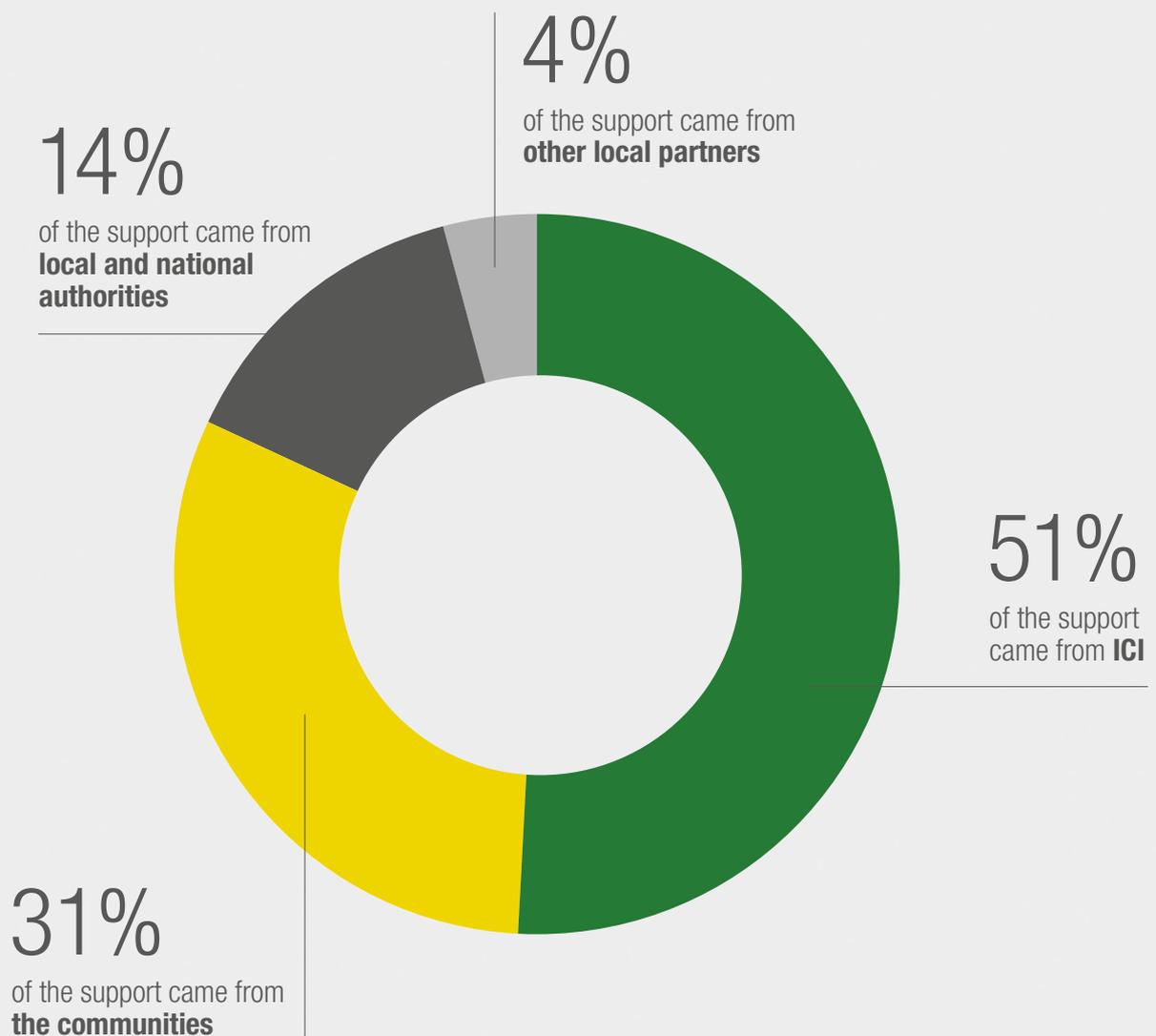
boreholes



8

road access for communities

## Support to community development actions (monetary or in-kind, by source)



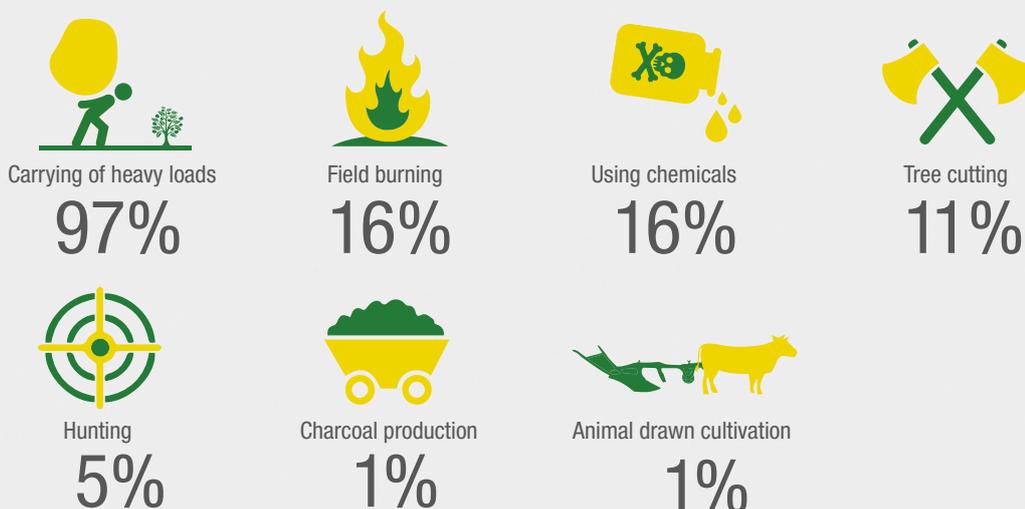
# Responsible supply chain management across 90 farmers' groups & cooperatives

## Child Labour Monitoring and Remediation System (CLMRS) results

	2016	2012-2016
<b>Farmers' groups</b> covered by the system	50	90
<b>Cocoa farming households</b> covered	31,537	57,537
<b>Communities reached</b> with ICI's awareness-raising tools	523	1,375
Community <b>awareness-raising sessions</b>	3,025	10,069
Community <b>members &amp; farmers reached</b> by awareness-raising	73,357	193,424
Supply chain <b>actors trained</b>	1,641	3,660
<b>Number of children</b> identified in child labour	930	6,065
Identified <b>children assisted</b>	1,089	4,680

## Prevalence of hazardous tasks amongst identified child labourers

(Incl. multiple hazards) Based on cumulative data as of March 2017





# Message from the Executive Director

By Nick Weatherill

Two years on from launching our 2015-2020 Strategy and 14 years into our existence, we have every reason to be proud of our achievements. We are having a bigger impact than ever before in the communities where we work, and we are on track to surpass some of our ambitious strategic 2020 targets three years earlier than expected. With continuing and growing support from our partners, ICI has never been stronger in its promotion of child protection in cocoa-farming communities and supply chains.

**Given the enormity, complexity and urgency of our challenge, we will need that strength, particularly at a time of noticeable intensification. The cocoa sector increasingly needs to demonstrate results and returns for its sustainability investments, and companies are increasingly obligated by a rapidly evolving regulatory environment to exercise meaningful due diligence.**

Yet many cocoa farmers' incomes are more squeezed than at any other time in recent history as a result of the latest crash in world market prices. This threatens to undermine the very real progress that the sector has made in recent years, and increase the vulnerability of communities, households and children alike.

ICI carries an important part of the solution: an approach that has emerged with great promise from the collective learning we were set up to lead and inspire. In 2012, we designed our first Child Labour Monitoring and Remediation System (CLMRS), and started a pilot with one company covering 1,000 cocoa farmers in Côte d'Ivoire's cocoa supply chain. Our collaborative model allowed for the innovation and experience of that one pioneering company to be observed by others; for its impact to be appreciated, for any risks to be evaluated, and for a collective definition of sound practice to emerge. This was all the more powerful and credible since ICI's multi-stakeholder model ensured that those engaged in this collective learning process also included non-corporate experts from civil society and the development community. By the end of 2016, we were implementing CLMRS with five of our member companies covering almost 60,000 farmers. Other ICI members are implementing different variations of

CLMRS, and most are also bolting on essential community development actions to better tackle child labour's root causes. All are feeding their results into an ongoing, collective learning process, allowing the innovation to evolve as it upscales in a process of continuous improvement.

This journey from 1,000 to 60,000 farmers has collaboration at its core. With the results that we're able to show from another intense and gratifying year, it confirms that whilst corraling the interests and experiences of diverse actors into an aligned, effective and efficient strategy may not necessarily be easy, ICI is proof that it works.



Nick Weatherill (middle) with Jeff Morgan (Mars) and Massandjé Touré-Litsé (Conseil Café-Cacao).

# Messages from our national teams

**Mike Arthur**

National Coordinator, Ghana

As National Coordinator, I have to ensure that ICI's efforts to improve the lives of children in cocoa-growing areas in Ghana meet the ambitious commitments outlined in our 2015 - 2020 Strategy. I work closely with the national authorities, our partners from civil society, industry, and other sectors in Ghana, and members of the communities to promote child protection and enhance ICI's role in bringing all relevant actors together.

**“The risk of being involved in hazardous child labour is effectively reduced where there is available trained assistance for parents to rely on.”**

Within our implementation strategy, there is one initiative which I would like to highlight. This is the creation of the Community Labour Groups (CLGs), which we set up in the communities where we operate. The members of these groups have been trained in agronomic

practices to fill the gaps caused by the lack of adult labour to help farmers work on their farms. Their services also come at a lower rate and can be provided on credit basis, which helps farmers to work on their farms even when they do not have immediate funds to pay for the CLG's service. For the children in these communities, this means they can stay in school rather than join their parents on the farm, and the risk of being involved in hazardous child labour is effectively reduced as there is available trained assistance for their parents to rely on. CLGs also create jobs for the youth, as well as additional income for community members because it is a part-time service. All of these are practical ways that help families and increase child protection.

In 2017, we are looking forward to seeing stronger cocoa-growing communities who have made the welfare of children a priority in their development.



## 2016 HIGHLIGHTS

- The ICI training tools, endorsed by the Ghana National Steering Committee on Child Labour, were used to train 49 district-level authorities and 115 industry actors.
- Development of the NSCCL work plan and the Second National Plan of Action, as well as the approval by the NSCCL of ICI's Child Labour and Remediation System, supported by ICI.
- Provision of technical support to the Ministry of Gender, Children and Social Protection (MOGCSP) on the commemoration of the UN Day Against Human Trafficking for the dissemination of the regulation concerning human trafficking in Ghana.
- ICI provided technical and financial support to the International NGO Forum working in support of the Government of Ghana's (GOG) child protection strategy.



## Euphrasie Aka National Coordinator, Côte d'Ivoire

**2016 got off to a flying start with welcoming the national and international media operating in Côte d'Ivoire to learn about child labour and look into our work.**

We organised training, followed by field trips to two cocoa-growing communities, so that the journalists could immerse themselves in ICI's activities and understand the full complexity of the child labour phenomenon. This was a very rewarding shared experience, with thirty representatives of national and foreign media taking part.

2016 also saw the formalisation of our collaboration with some of our partners, in particular the National Committee for Monitoring Actions against Trafficking, Exploitation and Child Labour (CNS), the authority in Côte d'Ivoire in matters concerning the fight against child labour. I was very satisfied to see the outcome of this process, which allows ICI to strengthen its positioning in Côte d'Ivoire.

Also, our prevention and remediation actions on child labour have continued with the opening of two schools, in Didoko (Divo) and Kouaho Koutouankro (Aboisso). I was particularly moved by the official presentation of the keys

of the school in Kouaho Koutouankro to the community. The roads were in fact impassable in rainy weather, the building of the school was therefore a real relief for the population, and especially for the children.

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**“2016 also saw the formalisation of our collaboration with some of our partners, in particular the National Committee for Monitoring Actions against Trafficking, Exploitation and Child Labour (CNS).”**

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For 2017 we are planning to reinforce further our collaboration with the national authorities and to strengthen our interventions for the benefit of an increasing number of vulnerable communities.

## 2016 HIGHLIGHTS

- **Media training & field visit to Bonikro (Yamoussoukro) & Didoko (Divo) for 30 national and international journalists**
- **Signing of Partnership Agreement with the CNS, represented by the Ivorian First Lady Dominique Ouattara**
- **Launch of the project Eliminating Child Labour in Cocoa (ECLIC) funded by the U.S. Department of Labour**
- **Opening of five regional offices**

# Meet our field officers

Our staff on the ground are at the frontline of our efforts. They make sure community members are aware of the risks of child labour and help them implement their community action plans.

## Affian Wa Affian Serge Alain

### Community Facilitator in the Konanyaokro Community of the CANN Cooperative



**As community facilitator, my work consists in raising the awareness in the community and gathering data from the farmers. I analyse this data and identify cases of child labourers and children at risk.**

After identification, I provide this information to the cooperative, to the Monitoring and Remediation Agent, and together we try to find a way to find the most appropriate way to help these children. I remain in permanent contact with the farmers and I monitor the communities' children, and after that I monitor the implementation of the

community's remediation action. I would like to share with you two stories related to my activities as community facilitator.

Thanks to my work, the youngest children in my community, varying in age between five and six, no longer have to walk four kilometres to go to school. Before, during the rainy season, by the time they got home from school they were soaked through. Today, thanks to the actions of ICI and to the data gathered, our community has been able to benefit from a single class and also a bridging class for children who have dropped out of school. This bridging class

is situated in our own community. Since the introduction of this bridging class, the children go to school on site. This experience has left its mark on me.

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**“As community facilitator, my work consists in raising the awareness of the community and gathering data from the farmers.”**

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The other story is more personal. One day, during an awareness-raising session held in my community in which my father was taking part, he revealed to me that if he had been made aware earlier of the impact that hazardous tasks have on the health and well-being of children, he would never have allowed me, his son, now the community facilitator, to be a child labourer in my childhood. As a matter of fact I suffered a serious injury to my hand, so serious that I almost lost it. What he said affected me greatly.



## Samuel Kwakye

### Community Development Associate in the districts Assin North & Assin South, Ghana

**My role in ICI is that of a development facilitator – I represent ICI in the districts of Assin South and Assin North by assisting cocoa-growing communities in developing their Community Action Plans (CAPs).**

I also help them establish their Community Child Protection Committees (CCPCs) and school-based Child Protection Clubs. I train the CCPC Members on how to monitor child development and mobilise resources internally and externally for the implementation of their CAPs; I link communities with district stakeholders so as to ensure sustainability once ICI leaves. I also facilitate the presentation of CAPs to district authorities for their incorporation into District Medium Term Development Plans and Annual Action Plans for support. I help identify vulnerable women to form cooperatives and identify additional viable Income Generating Activities (IGAs) for implementation with support from both ICI and the district authorities. In the event that ICI is supporting a community to put up a physical structure out

of their action plan – classrooms, teachers' accommodations for example – it is my responsibility to coordinate the execution of the project.

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**“The ICI approach encourages community involvement in coming up with solutions.”**

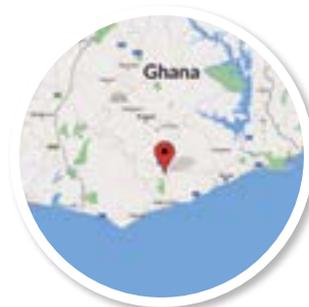
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At a meeting to assess the implementation of their Income Generating Activities in 2016, Sophia Abrefi, a member of the rice production women's group at Ninkyiso, remarked how a better understanding of the various forms of child labour has helped them to better protect their children.

“We thought we were helping to build their future but now we know the dangers of them working at the farm outweigh the benefits; now we are more concerned about their education, we have improved knowledge on cocoa farming and have

a reliable adult labour group to support us. Previously, we thought being a cocoa farmer was a curse but now we feel proud as cocoa farmers. We now have reliable additional livelihoods and are well-connected with district officials whose services we can access at any point in time”, said Sophia.

The ICI approach encourages community involvement in coming up with solutions. The people are very happy implementing them and seeing the resulting change. This makes me happy, especially when I see the smile on faces such as Sophia's when they meet you and they are recounting the successes that they have seen from the implementation of the projects.





# Messages from ICI's Co-Presidents

## Cléophas Mally WAO Afrique

**Thanks to all stakeholders, ICI's progress last year allowed more children, and their families, to become real actors of change.**

By integrating the Sustainable Development Goals (SDGs) in its programmes, ICI has become a major actor in the long fight against child labour, whether in matters of logistic support, information or awareness-raising.

Challenges remain to be taken up, and this is possible only when we, in common with all the parties concerned, continue our efforts to help to achieve the Sustainable Development Goals (SDGs) for a fairer, more sustainable world in which each child can live in dignity.

In 2017, we must see to it that our actions on the ground bring about a real transformation to make the elimination of child labour in the cocoa-growing areas and other sectors an everyday reality.

## Jeff Morgan Mars Global Chocolate

**2016 can be thought of as a "coming of age" year for ICI. Recognition of ICI, and the collective effort it represents, reached a high point during the year and continues to grow as we enter into 2017.**

A highlight for me is the Effectiveness Review of Child Labour Monitoring Systems in Smallholder Agriculture, which analyses the state of play and defines emerging best practices in this field.

Besides its technical importance, the review is an example of collaboration among a number of interested parties. It serves as a basis for scaling up businesses' efforts in response to a regulatory environment that calls for more and better human rights due diligence in global supply chains.

It shows what authority ICI now holds in this challenging field and how it is forging approaches that are relevant to any organization working towards the elimination of child labour within and beyond the cocoa sector.





# Voices for ICI



“Mondelēz International, as a leader in the chocolate industry and a founding member of the International Cocoa Initiative, commends ICI for its critical role as an expert, advisor and advocate in the fight against child labour in the cocoa value chain. As a multi-stakeholder initiative including civil society, ICI is an essential platform for the exchange of diverse approaches, research and on-the-ground experience. ICI is enabling the emergence of best practice in tackling the root causes of child labour and is successfully contributing its expertise to industry’s collective efforts under CocoaAction. Together with governments, civil society and other stakeholders of the value chain, industry’s joint action can drive transformative impact at scale on community development and child protection in cocoa-growing communities.”

**Christine M. McGrath**, Chief Well-being, Sustainability and Public Affairs Officer at Mondelēz International



“For us, the International Cocoa Initiative remains an indispensable and very active partner. ICI’s activities touch on a wide range of aspects of the life of the communities in which the organisation operates. We observe the effectiveness of ICI’s presence on the ground, for example through community facilitators that live in the communities. We have an agreement with ICI, which allows us not only to pool our efforts but also to monitor and coordinate our activities more closely in order to achieve a set of objectives defined in the National Action Plan 2015 -2017 for the Elimination of Child Labour (NAP). This agreement is an example of good practice that should be welcomed and reinforced.”

**Patricia Sylvie Yao**, Executive Secretary of the National Oversight Committee for Actions against Trafficking, Exploitation and Child Labour (CNS), Côte d'Ivoire



“ICI helped us with training and farming tools to make rice harvesting easier. We can now sell the surplus and use the money to buy books and school uniforms so that children can go to school.”

**Agnes Dede**, Income Generating Activities, Women’s Group Secretary, Abease community, Ghana



“It is possible to have cocoa communities free of child labour and we have to work towards this objective. In order to accomplish this, we have to bring women on board. Because, as ICI has shown, when women are part of the process, it is almost always successful.”

**Andrews Tagoe**, Deputy General Secretary, General Agricultural Workers Union (GAWU), Ghana



“My aims in registering for literacy classes are to be able to read and write and to learn about life. This will be a great help to me in life.”

**Kouadio N'Guessan**, beneficiary, community of N'dénou, Côte d'Ivoire

# Members & Contributing Partners

Guided by the principle of “shared responsibility”, ICI counts some of the largest chocolate companies, traders and processors among its members and partners, as well as UN bodies (ILO and UNICEF), civil society organisations and trade unions. In 2016, we embarked on two new projects supported by external donors benefitting cocoa-growing communities in Côte d’Ivoire: Eliminating Child Labor in Cocoa (ECLIC), funded by

the U.S. Department of Labor, and Transforming Education in Cocoa Communities (TRECC), funded by the Jacobs Foundation. We’ve also expanded our project work supporting six of our corporate partners. These initiatives contribute to our unique coalition and expand the collective effort needed to tackle the issue of child labour in cocoa.

## Board Members



## Contributing Partners



## Board Advisors



## External Donors



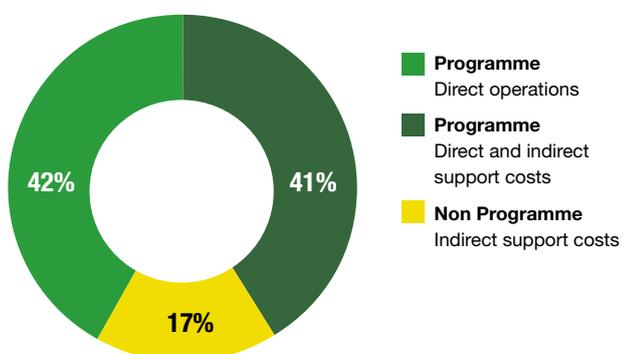
# Our finances

2016 Financial Statement

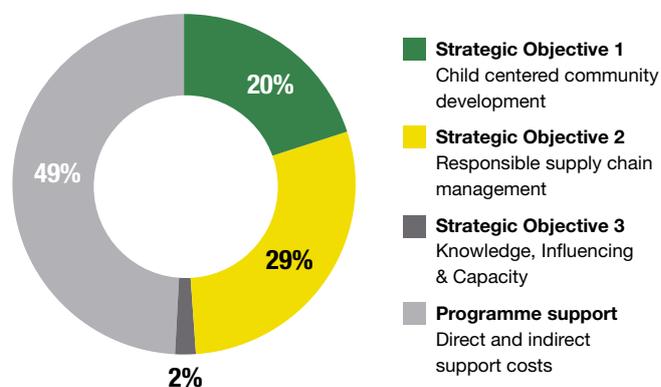
in CHF

Revenue	7,673,598
Expenditure	
<b>Programme (direct operations)</b>	<b>3,196,481</b>
Strategic Objective 1: Child-Centered community development	1,267,226
Strategic Objective 2: Responsible supply chain management	1,796,294
Strategic Objective 3: Knowledge, Influencing & Capacity	132,961
<b>Programme (direct and indirect support costs)</b>	<b>3,076,330</b>
Direct support costs	
Staff, office, administration and logistics	2,122,481
Indirect support costs	
Staff	925,587
International travel	28,263
<b>Non Programme Indirect support costs</b>	<b>1,277,301</b>
Staff	678,516
Office, administration and logistics	475,283
International travel	68,947
Communications	54,555
<b>Total Expenditure</b>	<b>7,550,112</b>
<b>Earnings before Non Operating and Financial Results</b>	<b>123,486</b>
Balance of miscellaneous non-operating income and expenditure	37,191
Net use of reserves	79,096
<b>Excess of Revenue over Expenditure</b>	<b>239,773</b>

## Total expenditure



## Programme expenditure





**THE INTERNATIONAL COCOA INITIATIVE (ICI)**  
[www.cocoainitiative.org](http://www.cocoainitiative.org)

**ICI SECRETARIAT IN SWITZERLAND**

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