



International
COCOA
Initiative

Annual Report 2018



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ICI is a leading non-profit foundation that promotes child protection in cocoa-growing communities. Uniting the forces of the cocoa and chocolate industry, civil society, farming communities and national governments in cocoa-producing countries, ICI ensures a better future for children and advances the elimination of child labour. We work with our partners to ensure that cocoa-growing communities are more protective of children and their rights, that the cocoa supply chain manages the risk of child labour responsibly and that knowledge and information are promoted openly and transparently.

Operating in Côte d'Ivoire and Ghana since 2007, we have implemented holistic child protection strategies in 742 cocoa-growing communities and 149 farming cooperatives benefiting nearly 800,000 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

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

Our work

We support communities, reinforce supply chains, engage with national authorities and advocate internationally for cocoa that is sustainable and free of child labour.



In communities we tackle root causes

- Awareness-raising activities
- Community development:
 - Education
 - Health
 - Water / sanitation
 - Livelihoods
- Community Child Protection Committees



In the supply chain we promote due diligence

- Training of farmers and supply chain actors
- Embedding of Child Labour Monitoring & Remediation Systems
- Engagement with certification schemes and sustainability standards



At national level we support governments in their child protection efforts

- Training for authorities
- Technical advice to governments
- Public awareness-raising
- Support to relevant policies and national action plans



At international level we build knowledge and advocate for children's rights

- Data collection & research
- Dissemination of knowledge & good practices
- Stakeholder meetings
- International policy engagement

Our values

Humanity

We believe that ICI's responsibility is to help, protect and serve those who are in need, particularly by putting the best interests of vulnerable children and their families at the heart of our interventions, as well as by promoting and upholding fairness, justice and dignity, both inside and outside of ICI.

Integrity

We uphold the highest standards of honesty, accountability and transparency in all aspects of our work. We are committed to exercising and demonstrating an appropriate, efficient and rational use of resources for the maximum impact possible.

Neutrality

We are independent, unbiased, impartial, equitable and inclusive in how we engage with beneficiaries, stakeholders and staff, and in the decisions we make.

Partnership

We believe that durable, scalable and impactful solutions depend on dialogue, collaboration, joint learning and coordinated, collective action. We promote a vision of shared responsibility, where everyone deriving revenue, profit or pleasure from cocoa or chocolate works together and contributes to a more dignified and sustainable supply chain.

Innovation

We encourage creative thinking, challenging the status quo and adapting to new realities. We are results-focused but are also ready to take calculated risks and to learn from failure as well as success. We aim to influence, inspire and lead the way.

What we achieved in 2018

TRECC: spotlight on innovations in education



► A schoolboy in Côte d'Ivoire receives individual learning support by his teacher.

The reasons behind child labour are multi-layered and complex. Likewise, solutions must be tailored to a variety of risk factors.

There is, however, a general consensus that school education is one of the most important components in the fight against child labour, since it offers children an alternative to work. Yet education only has the desired positive effect if it is of a high standard and provides children with genuine prospects for the future. We have been working with the Jacobs Foundation and members Nestlé and Cargill on the TRECC project, which aims to raise educational standards in Côte d'Ivoire. In 2016, we began setting up bridging classes to help at-risk children return to formal education. We also established literacy and numeracy classes for youth and adults and provided schooling support for children with learning difficulties. So far, 3,728 children and adults have benefited from these programmes.

In 2018, we started piloting new, innovative teaching and learning methods with the same partners and the Government of

Côte d'Ivoire, with a view to incorporating successful approaches into the national education plan. PALEC is a project that aims to improve the quality of primary education by introducing play and technology into classrooms and providing a teaching model that is better tailored to individual learning needs. Initially developed in India by TIDE Learning, PALEC was adapted to the context of Côte d'Ivoire and is currently being trialled in five communities in the Daloa and Soubré departments.

Teaching at the Right Level (TaRL) is an evidence-backed educational approach that helps children develop basic reading and arithmetic skills. Data on learning shows that being enrolled in school is no guarantee of learning, especially if children miss key concepts during early childhood. With TaRL, they have a chance to catch up by working in groups differentiated by learning needs, rather than by age, and by dedicating time to basic skills rather than focusing solely on the curriculum. We are piloting the TaRL approach in our bridging classes.

Transitioning towards greater efficiency and sustainability

In 2018, ICI marked the third year of implementation of its 2015–2020 Strategy. It was also the last year of ICI's child-centred community development "core programme" before transitioning to its revised Strategy 2019–2020.

By end-2018, our direct action had benefited 287,762 children, and we are on course to realise our revised direct-action target of improving child protection for 375,000 children by 2020. Yet with an estimated 2.1 million child labourers in Ghana and Côte d'Ivoire, we will also focus specifically on the challenge of upscaling over the next two years. We will test and apply innovations and adaptations in selected communities and across our project work.

Innovation projects in three core areas of ICI's work will explore the feasibility, efficiency and sustainability of our current models. In order to support the required expansion of due diligence systems, we will test adaptations to Child Labour Monitoring & Remediation Systems (CLMRS) to make them more efficient and cost-effective and to embed them more easily in supply chains and communities. A second pilot on child rights will further explore the vital role that quality education – water and sanitation in schools, teacher training, innovative pedagogy, and more – plays in child-labour prevention. The third pilot, which examines ways to better identify and manage forced labour risks for both children and adults, will be tested in selected at-risk areas of the cocoa supply chain.

The Jacobs Foundation and Fairtrade International join ICI

The Jacobs Foundation, a charitable organisation investing in the future of young people, joined ICI as a non-profit Contributing Partner in mid-2018 and became a Board Member later in the year. It is supporting our efforts to promote innovation and knowledge in education and child protection and reinforcing our institutional capacity to drive collective learning processes.

ICI and the Jacobs Foundation have been working together since 2014 on child-labour research and the roll-out of innovative practices in quality formal and non-formal education. ICI is an implementing partner for Transforming Education in Cocoa Communities (TRECC), a Jacobs Foundation initiative with a budget of 60 million Swiss francs.

Fairtrade International, representing the world's most recognised ethical label, joined ICI towards the end of 2018 as a non-profit Contributing Partner. The partnership will allow the two organisations to achieve our shared goal of strengthening child protection and eliminating child labour. By learning from each other and improving our existing operating models, we will scale up good practices in order to reach more children and their families in cocoa-growing communities in Côte d'Ivoire and Ghana.



► Our animation series shows the realities of life in cocoa-growing communities.

“Kweku and the Bird” – ICI launches awareness-raising animation series

Kweku is a 12-year-old boy living with his father in a cocoa-growing community in West Africa. His father is poor, he relies on his son's help on the farm, and he cannot afford to send him to school.

Never having had the opportunity to attend school himself, Kweku's father does not immediately see the merits of prioritising his son's education. Like Kweku, many children living in cocoa-growing regions face a lack of options. Except Kweku is not a real boy; he is a fictional character and the hero of ICI's new awareness-raising animation series “Kweku and the Bird”. Representing the typical plight of many children involved in child labour in cocoa, his story is told in four short episodes

that explain the problem, its causes and its challenges – and how households and communities can drive change.

The episodes explore the difference between dangerous and light tasks for children, the importance of education, women's economic empowerment, and the role of communities in protecting children. With this fun and accessible story, ICI aims to raise awareness on all levels: among children and parents, across communities, in the supply chain, with national authorities and in the private sector. The series is shown in cocoa-growing areas to accompany our community work and is also widely distributed on our social media channels in order to show the realities of life in cocoa-growing communities.

Children deserve the chance to create their own future

“Make me proud of you!” These were the words spoken by world-famous Ivorian soccer player Didier Drogba to an audience of children as he opened a new school in the cocoa-growing community of Pokou-Kouamekro.

Inspired to help children find better options for the future, ICI joined forces with Nestlé and the Didier Drogba Foundation to build a school with six classrooms, a kindergarten, a canteen, latrines, teachers' accommodations and, of course, a football pitch. The new school giving 350 children access to quality education will help to address a problem faced by many rural communities across Côte d'Ivoire – an acute shortage of educational facilities, meaning children often have to walk several miles to the nearest school. Pokou-Kouamekro, which is home to more than 4,000 people, only had a makeshift wooden structure with three classrooms before the new compound was built.



► Didier Drogba greets the community chief.

Shedding light on forced labour

The majority of child labour in cocoa occurs within immediate family settings. Yet there are documented cases of forced labour in localised sections of the cocoa supply chain, which also need to be addressed.

Three reports released in 2018 shed more light on forced labour risk in cocoa, providing key facts and statistics as well as recommendations for action. The Global Slavery Index, issued by the Walk Free Foundation, provides national prevalence estimates of modern slavery and country-level risk factors, plus key global trends. A sub-report focusing on cocoa, drawn up by Tulane University and ICI member Tony's Chocolonely, detailed the findings of representative surveys in cocoa-growing areas of Côte d'Ivoire and Ghana. ICI then teamed up with specialist NGO Verité to collate our own risk assessment with these other reports and to produce a series of recommendations on how companies, NGOs and governments can better understand and mitigate the risk of forced labour in the cocoa sector.

According to these studies, an estimated 2,000 children in Côte d'Ivoire and 14,000 children in Ghana were victims of forced labour between 2013 and 2017. Identified drivers of forced labour are poverty, price volatility in cocoa, low levels of education, migratory and seasonal workforce flows in the region, and constraints on effective law enforcement in remote, rural areas. We and our members recognise forced labour as a real, localised risk in the cocoa supply chain, and as a serious issue that merits close attention and decisive action. Within our revised strategy, we are reviewing and adapting our existing supply chain monitoring tools to better capture forced labour risks in high-risk areas, dedicating one of our three innovation streams to the issue. We will also help supply chain actors design grievance mechanisms for hidden labour exploitation and will revise our training materials to raise awareness about the risks. Finally, ICI will work with government services and specialised NGOs to strengthen their support for workers and children identified as being engaged in, or at risk of, forced labour.

Government of Ghana sets priorities for tackling child labour

In June 2018, ICI signed a Memorandum of Understanding (MoU) with Ghana's Ministry of Employment and Labour Relations (MELR).

Under this MOU, we supported the launch and implementation of Phase Two of the National Plan of Action (NPA2) on the Worst Forms of Child Labour, which sets the policy framework to guide national child-labour elimination activities in Ghana. The overall objective of NPA2 is to reduce child labour to the barest minimum by 2021 while laying strong social, policy and institutional foundations for the elimination and prevention of all forms of child labour in the longer term. It also covers the review process for the Ghana Child Labour Monitoring System (GCLMS). We are also supporting the National Steering Committee on Child Labour (NSCCL) and its sub-committees in their efforts to coordinate child-labour interventions in Ghana.

ICI at the European Parliament hearing on child labour in cocoa

In July 2018, the European Parliament's Committee on Development and its Subcommittee on Human Rights held a joint hearing on cocoa and coffee, exploring the role of the European Union – one of the biggest importers of cocoa – in relation to the consumption and production of these agricultural products.

The majority of speakers called for firmer action on tackling child labour and forest degradation, including through European regulation. ICI Executive Director Nick Weatherill spoke at the hearing. As well as giving an overview and trajectory of the problem, he presented the multi-stakeholder nature of ICI, explained the impact of its prevention and response actions, outlined the supply chain due diligence systems in place (Child Labour Monitoring & Remediation Systems, or CLMRS), and explored the challenges and opportunities that the scale-up of due diligence systems presents for ICI and the cocoa sector.

Voices from several NGOs, UN agencies, private-sector companies and EU politicians reaffirmed the complexity of the problem facing the cocoa sector and other agricultural supply chains. Participants considered that mandatory due diligence – if designed carefully and appropriately – could be a supportive tool in the fight against child labour, including by ensuring a level playing field for all companies to manage their supply chains responsibly.



► Exploring the challenges and opportunities of tackling child labour in cocoa at the hearing.

ICI's journey to find out what works, and what doesn't

Complex problems often have elusive solutions, and finding them takes time, effort and persistence. Despite careful research and preparation, it is not always the obvious approach that works. Learning from failure is, therefore, an important aspect of our work – a culture that enables us to take calculated risks and, ultimately, drive real and lasting change in cocoa-growing communities.

For example, when ICI first set up bridging classes for out-of-school children through the TRECC programme, we found that pupils were dropping out. The reason soon became clear: the children were hungry and were struggling to concentrate, or needed to spend more time supporting their families. Attendance rates spiked after ICI set up school canteens providing one nutritious meal per day for bridging-class attendees, allowing pupils to complete the course and rejoin the formal education system.

Another example comes from ICI's Income Generating Activities (IGAs) for mothers. Initially, these were mostly of an agricultural nature, growing food or cash crops according to the stated preferences of the women's groups. In Côte d'Ivoire, for instance, cassava farming was chosen for the IGA groups because inputs were inexpensive and the product was marketable. However, unforeseen communal land-access problems meant that the plots available for group IGAs were small, and the resulting income was inadequate when shared between 20 to 30 women. The groups nevertheless expressed their appreciation for these IGAs, since they contributed to the women's empowerment and self-confidence and allowed them to acquire farming knowledge that they could replicate at home. We took the decision to shift to supporting women on their family plots by implementing Village Savings & Loan Groups (VSLAs). This enabled them to kick-start their individual

activities through improved access to credit, which they could use to purchase farming inputs.



► A girl attending a bridging class in Côte d'Ivoire.

Events: sharing knowledge and pushing for increased child protection in cocoa

We participated in 14 international events in 2018, channelling our experience, knowledge and expertise into global policy thinking and strategy-setting.

We enjoyed a strong presence at the World Cocoa Conference in Berlin, an event gathering the most important stakeholders in cocoa and chocolate production.

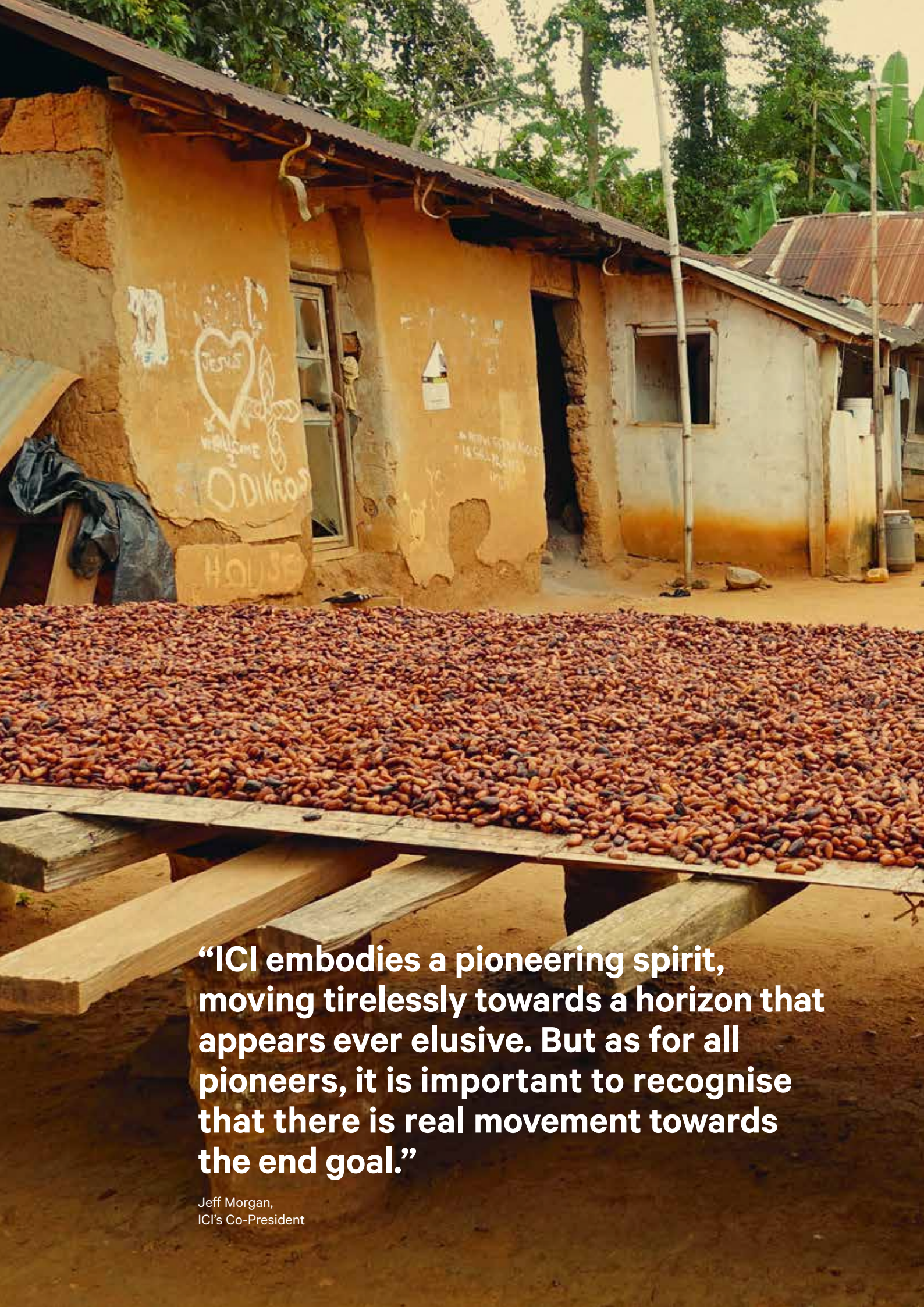
An ICI booth helped promote our organisation, raising awareness of our programmes and the broader issue of child labour. We also organised a side event on child labour monitoring and remediation, bringing together four of our member companies to discuss their experiences in tackling child labour in their supply chains. In addition, we gave presentations on the elimination of the worst forms of child labour and on strategies to keep cocoa farming an attractive option for future generations of farmers. We also presented at other global cocoa conferences throughout 2018, including Chocoa in Amsterdam and CHOCOVISION in Davos. We advocated for more collaboration, action and

transparency in the fight against child labour, and promoted a strategic model combining root-cause prevention and human rights due diligence. We spoke at the UN Business and Human Rights Forum and the World Cocoa Foundation's Partnership Meeting, as well as to the Child Labour Cocoa Coordinating Group (CLCCG), the Swiss Sustainable

Cocoa Platform (which ICI joined in 2018) and the Consultative Board of the International Cocoa Organization (ICCO), among others. ICI was also a guest speaker at a UC Berkley lecture series, and, at the London Craft Chocolate Fair, we discussed how small-scale chocolate makers and multinational companies can learn from each other.



► Children discovering our animation series at the World Cocoa Conference.



“ICI embodies a pioneering spirit, moving tirelessly towards a horizon that appears ever elusive. But as for all pioneers, it is important to recognise that there is real movement towards the end goal.”

Jeff Morgan,
ICI's Co-President



Working with communities and supply chains

2018 showed compelling results from our development actions in 75 cocoa communities under the ICI Core Programme, from the increasing coverage of our CLMRS and within our ECLIC project.

149
farmers' groups assisted through ICI's CLMRS

112,840
cocoa-farming households targeted by ICI's CLMRS, including 142,860 children

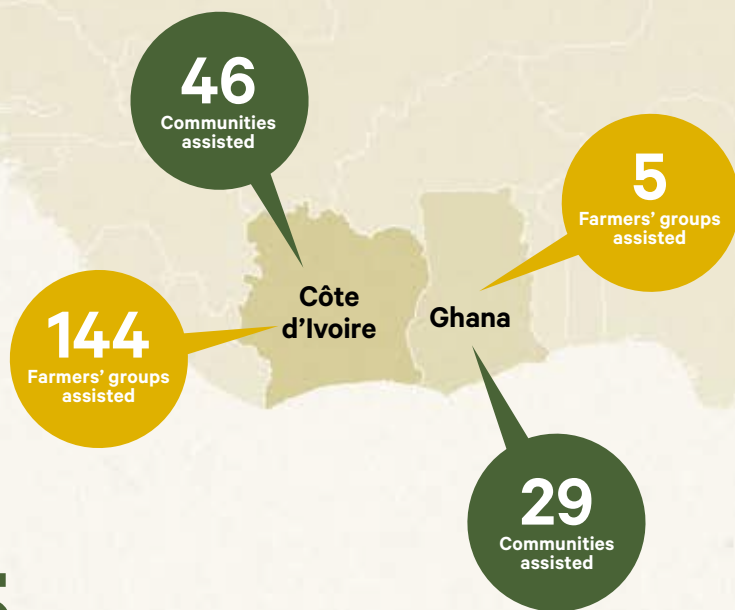
24,973
children identified in child labor (representing 19% of all children currently monitored through CLMRS)

75
communities assisted through ICI's activities

123,793
people benefiting from community development

61,933
of whom are children

374
community development actions implemented



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

Education actions



89

Classrooms built or renovated



7

School kitchens constructed / rehabilitated



4

School feeding programmes implemented



1,061

School desks provided



16

Teachers' accommodations built



7

Other educational infrastructures built (appatams, head teacher offices, etc.)



121

Children benefited from bridging classes and other educational support



60

Children benefited from vocational training and apprenticeships



111

Youth and adults benefited from literacy and numeracy classes in Côte d'Ivoire

1,548

Children newly enrolled in school (at all levels)

Other community development actions



1,575

Community members benefited from Income Generating Activities



618

Farmers benefited from Community Service Groups



1,267

Birth certificates delivered to children in Côte d'Ivoire



3

Women's Groups created



4

Child Protection Clubs established



14

Community Loans & Savings groups established in Côte d'Ivoire



14

Water points built / rehabilitated



78

Latrines built / rehabilitated



4

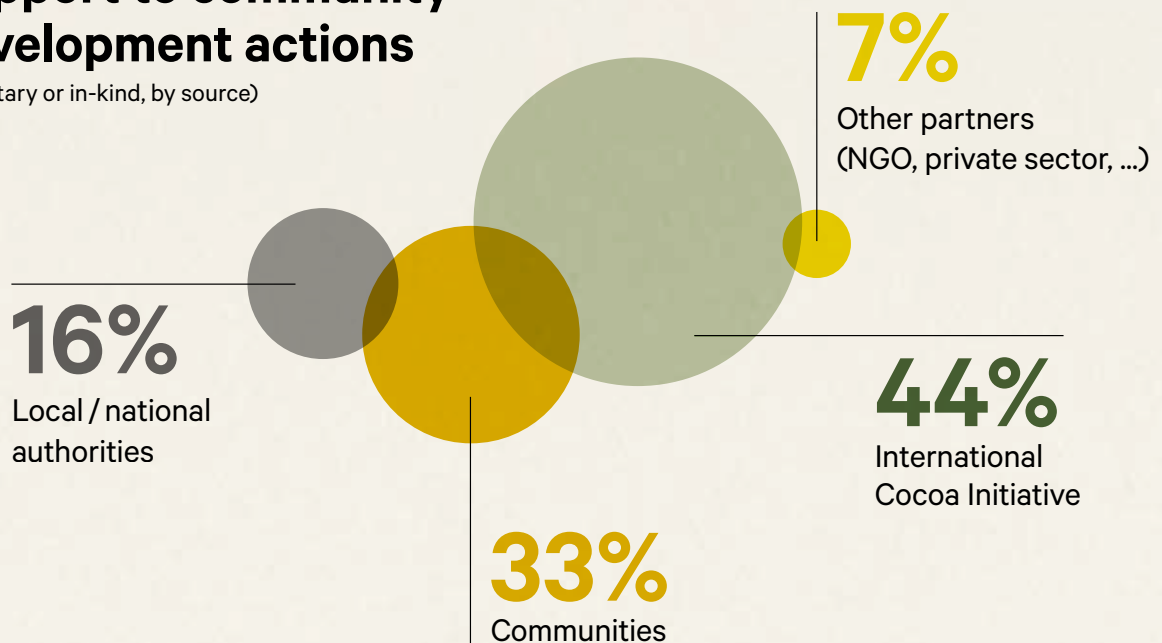
Health centres built / rehabilitated

40,385

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

► **Support to community development actions**

(monetary or in-kind, by source)




► **Eliminating Child Labour in Cocoa (ECLIC) Project**

The four-year ECLIC project, funded by the U.S. Department of Labor, assists another 50 cocoa-producing communities in Côte d’Ivoire to develop and implement community action plans that combat child labour at community level. Since 2015, the following results, among others, have been achieved:



11,868
Community members reached through awareness-raising activities, trainings on child labour and child rights



8,498
School kits distributed in schools and bridging classes



19
Bridging classes created, benefiting **579** out-of-school children and youth

5
School blocks constructed / rehabilitated

1,389
Members of at-risk households benefited from Income Generating Activities and Loans & Savings Groups

626
Adults benefited from literacy classes

253
Youth benefited from vocational training

956
Birth certificates distributed to at-risk children and youth

6,539
Schoolchildren trained on child rights and child protection



► Child Labour Monitoring and Remediation System (CLMRS)

ICI implements CLMRS projects with 8 companies. In total, by end-2018, 149 farmer groups / cooperatives were targeted, with the following results:



112,840
Farmers targeted

124,964
Farm visits

84,917
Households visited



15,546
Supply chain actors trained

674,310
Community members reached by ICI's awareness-raising sessions (person / day)

2,146
Household members participated in Income Generating Activities



24,973
Children identified as involved in one or more hazardous tasks – total of **33,604** cases of child labour identified in total since 2012

23,666
Individual remediation or prevention actions, benefiting at least **16,297** children

Prevalence of hazardous tasks amongst identified child labourers

Based on cumulative CLMRS data as of end-2018 (n.b. a child can be involved in more than one activity)



78%
were carrying heavy loads



14%
were involved in working with agrochemicals



12%
were involved in bush burning



10%
were involved in breaking cocoa pods with a machete



10%
were involved in clearing of forest and/or felling of trees

► ICI staff 2017–2018



Field Staff

2017	144
2018	150

+4.2%

Total staff

2017	157
2018	164

+4.5%

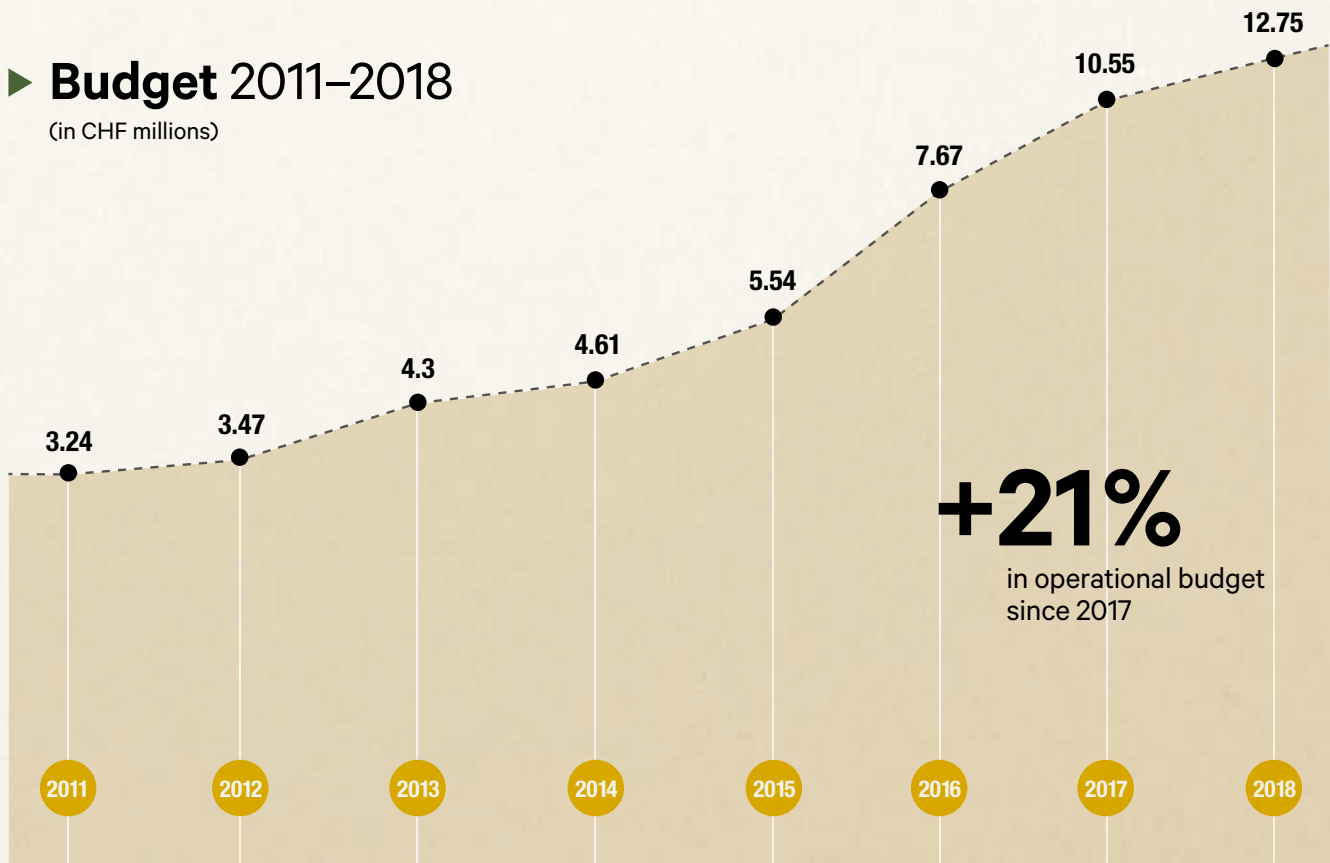
HQ Staff

2017	13
2018	14

+7.7%

► Budget 2011–2018

(in CHF millions)







Placing innovation and learning at the heart of our strategy

by Nick Weatherill

“Our unique multi-stakeholder platform will continue to serve as the vehicle for concerted action by all parties – state actors, the private sector, civil society organisations and farming communities.”

In 2018, we raised the bar, committing to make a real difference in the lives of even more children than we had anticipated in our 2015–2020 Strategy. We’ll now ensure improved child protection for 375,000 children by 2020 through direct, operational action: an 88% increase on our original target. We’ll achieve that by harnessing the knowledge, resources and expertise that we’ve developed – and by placing innovation and learning at the heart of what we do, so that we can adapt our tools, expand our collective reach and deepen our impact.

At ICI, we’ve long championed what we call a “dual approach” that combines prevention with response, addressing the root causes of child labour within farming communities while at the same time promoting responsible supply chain management. We’ve seen compelling results on both fronts. In 2018, we helped more than 2,000 children, including many former child labourers, get back into school. With our support, over 3,500 people raised their household incomes. Some 223 cocoa-growing communities are now better equipped to keep children protected. And through our supply chain monitoring work, we’ve confirmed once again that Child Labour Monitoring and Remediation Systems (CLMRS) can reduce the incidence of child labour amongst identified cases by more than 50%. What’s even more inspiring is the fact that the uptake and scale-up of these approaches continues across the sector. We now estimate that CLMRS-type due diligence mechanisms cover more than 200,000 farmers – or 10% of the cocoa supply chain – in Côte d’Ivoire and Ghana.

We recognise that, while we’ve made considerable progress, we still have a long way to go. That’s why we’re piloting new approaches in 46 innovation hubs, sharing knowledge and experience across our membership as we seek more scalable solutions in quality education, forced labour risk management, and CLMRS. These three areas cover both aspects of our dual approach. On the response side, we’re focusing on better identifying and addressing child labour and forced labour – two of the most salient human rights issues in the cocoa supply chain. And on the prevention side, we’re building on research data we collected in 2018 that shows that, in those communities with a better schooling environment, child labour rates are 66% lower than where schooling standards are the poorest. By mixing new and innovative teaching methods with improvements to facilities and child protection, we’re hoping to demonstrate how local partners can combine and scale up these practices to enrol and retain more children in school.

With our dual approach, we operate at the nexus of the UN Sustainable Development Goals and the UN Guiding Principles for Business and Human Rights, and we believe that with our revised strategic focus on innovation and learning, we will help catalyse the required scale-up of effective prevention and due diligence practices. Our unique multi-stakeholder platform will continue to serve as the vehicle for concerted action by all parties – state actors, the private sector, civil society organisations and farming communities. Their unwavering effort, commitment and collaboration remain vital to the task ahead.

ICI's pioneering spirit clears the way for progress in child protection



Mil Niepold Independent expert

As the Harkin-Engel Protocol era draws to a close, I find myself inevitably reflecting on ICI's many accomplishments – but also on how much more remains to be done to address child and forced labour in the cocoa sector.

Together, ICI's robust multi-stakeholder model, innovation mindset, expertise and dedication have been successful in creating a more protective environment in numerous cocoa communities – but we need to do more. And just as we are beginning to make real progress on some important issues like child protection systems, girls' education and bridging classes for older out-of-school youth, we have to recognise that bold new approaches will be needed that also factor in new threats, like the devastating impacts of climate change. At a time of increasing droughts, climate migration, income insecurity and political upheaval, an overly narrow focus on child labour will be insufficient to the task. Adapting our approaches will be key.

It is tempting to think of environmental issues as being outside ICI's remit, but that is absolutely not the case. ICI's work on increasing girls' access to education particularly stands out as the achievement that offers the most significant and durable hope for the future. Not only does this result in immediate and long-term child protection impacts, but, according to Project Drawdown, educating girls ranks sixth out of almost 80 solutions to addressing climate change; it could lower CO₂ emissions by an estimated 52 billion tonnes by 2050.

As we take stock of our achievements, learn from our mistakes and redouble our efforts to ensure a better future for children and their families, we will need to widen our perspective and build new alliances. ICI is a pioneering organisation, and one thing a pioneer does is clear the way for others. Through innovation, learning and adaptation, we can do just that. The children who are at the heart of ICI's work are counting on us.

“At a time of increasing droughts, climate migration, income insecurity and political upheaval, an overly narrow focus on child labor will be insufficient to the task.”



Jeff Morgan Mars Global Chocolate

As I prepare to step down as Co-President of ICI and Board representative for Mars Wrigley Confectionery, now is a good time to reflect on how ICI has evolved since it was set up in 2002.

Having attended Board meetings of the newly formed ICI as a technical observer beginning in 2003, I had the opportunity to play my part in the creation of a small foundation that was tasked with tackling a very large and complex problem: addressing child labour and forced labour in the cocoa sectors of Ghana and Côte d'Ivoire. All of us on the ICI Board agree that the challenge remains just as immense today. Add to that the view among some stakeholders that certain commitments remain unmet – the Harkin-Engel Protocol and the 2010 Framework Agreement, to name but two – it is reasonable to ask whether ICI has made progress on addressing the issue.

As my 15-year-plus working relationship with ICI draws to a close, I can state with absolute confidence that the answer to that question is a resounding “yes”. There is not enough space here to list everything ICI has done to bring about progress, but I can give a sense of what it has accomplished with a more general before-and-after picture.

In 2003, the ICI Board and Secretariat worked with sparse actionable information about child labour and forced labour in the cocoa sectors of Ghana and Côte d'Ivoire. And while civil society Board members and advisors contributed a wealth of knowledge from other areas, there was no tried-and-tested approach for an agricultural sector of this size. One aspect of the challenge was the fact that cocoa farms were small, family-owned and, for the most part, had no direct linkages to consumer markets.

As work progressed, it became apparent that a set of root causes – poverty, lack of education and inadequate access to other basic services – made tackling labour issues more complicated than many people had anticipated. Undeterred by this complexity, ICI and its supporting members have developed monitoring approaches that directly address child labour at the individual and household level, and have set up

remediation activities that also help to prevent child labour within communities in the future and, addressing root-cause issues for many families through education, awareness and economic empowerment.

This progress – from a lack of knowledge to a deeper understanding of increasingly effective interventions – does not mean that the problem is solved. On the contrary, despite much progress, the work of ICI and its partners still reaches only a percentage of vulnerable farms and families.

Having grown up in the United States, my early history lessons were infused with stories of brave pioneers who moved westward carrying their few belongings in horse-drawn wagons. Every day was a struggle, moving towards a horizon that never seemed to change. In my view, ICI embodies that same pioneering spirit, likewise moving tirelessly towards a goal that appears ever elusive. But as for all pioneers, it is important to recognise that there is real movement towards the end goal. That recognition will be vital to ICI's work going forward: recognition that progress is being made, that the foundation and its partners now understand how to address labour issues in the cocoa sector, and that the next step is to address the challenge of scale.

“We must recognise that progress is being made, that the foundation and its partners now understand how to address labour issues in the cocoa sector, and that the next step is to address the challenge of scale.”

Côte d'Ivoire: linking public and private actors to support children

Official opening of the Bowaly Public Primary school

Bowaly used to have only a run-down classroom that served as a school for all the children in the community. In October 2018, a new public primary school complex opened to pupils. The school has seven classrooms, including a kindergarten with a playground, accommodation for seven teachers, a canteen, a toilet block, a water tower with pumps, and two solar panels. ICI built the school with support from Hershey's, Cargill and Côte d'Ivoire's Coffee and Cocoa Council.



“Together with our partners in government, industry and civil society, we work every day to drive sustainable change, because we believe that every child deserves the opportunity to create his or her own future.”

Euphrasie Aka,
National Coordinator Côte d'Ivoire

Other 2018 highlights in Côte d'Ivoire

The Government of Côte d'Ivoire and ICI agreed on an operational mechanism for coordinating and sustainably financing the integrated public-private child-labour monitoring system. The agreement was reached at a workshop organised by the National Committee for Monitoring Actions to Combat the Trafficking and Exploitation of Children and Child Labour (CNS) in partnership with ICI, bringing together some 50 national and international experts involved in the fight against child labour.

The review of Côte d'Ivoire's National Action Plan (NAP) 2015–2017 to combat the trafficking and exploitation of children and child labour found an implementation rate of more than 70%, thanks to substantial efforts by partners, the cocoa and chocolate industry, and UN agencies and bodies such as ILO and UNICEF. The next Ivorian NAP is being drawn up.

Within the ECLIC project, ICI equipped remote cocoa-growing communities with solar panels providing access to electricity and safe drinking water. Kamiadji was one of the communities benefiting from these new installations, which were placed within the newly built school compound. Light bulbs connected to the solar panels enable evening literacy classes for adults or teachers' class preparations.

In 2018, ICI began a series of trainings on the worst forms of child labour for journalists working for rural radio stations. Radio is a commonly used medium in cocoa-growing areas, and with the acquired knowledge on child labour, journalists can help us disseminate relevant information and raise awareness on the issue.

Ghana: collaboration and awareness-raising with national authorities

Robert Zehnder Learning Centre opens

Prior to 2015, there was no school at Afrisene Camp in Ghana, and children living there had to walk four miles every day to attend schools in neighbouring areas. The arduous journey meant enrolment rates were low. A new makeshift wooden structure failed to solve the problem, so community members included a request for a new school in the action plan they drew up with ICI's help. The new building, consisting of three classrooms, an office, a storeroom and a sanitary facility, opened in September 2018 with over 50 pupils on roll. The school was named after Robert Zehnder, the late treasurer of ICI, in recognition of his commitment to child protection in cocoa-growing communities.



“2018 was a rewarding year. No fewer than 29 communities graduated from our community development programme, with members testifying about how our work has changed their lives for the better.”

Mike Arthur,
National Coordinator Ghana

Other 2018 highlights in Ghana

ICI sponsored the review of the Ghana Child Labour Monitoring System (GCLMS). A framework for public-private partnership was included in the draft GCLMS plan.

ICI collaborated with the authorities to link private-sector child monitoring systems with the government's social protection scheme Livelihood Empowerment against Poverty (LEAP). We worked with the Ministry of Gender, Children and Social Protection to develop the Targeted Income Support to Vulnerable Households Project, which will target 2,500 beneficiaries.

ICI sponsored a multi-stakeholder sustainability dialogue session, part of a broader package of activities to mark World Day Against Child Labour (WDAKL). Attendees discussed the sustainability of child-labour interventions in Ghana, learned about flagship ICI projects, and heard how ICI builds sustainability into its work.

ICI held a child-labour training session in Koforidua for 25 MPs and clerks from the Parliamentary Select Committee on Employment, Social Welfare and State Enterprises. The MPs came away with a clearer picture of the difference between child work and child labour, pledged to raise awareness of the issue among their constituents, and resolved to speak in child-labour debates in Parliament.

On the frontline of ICI's efforts

Our staff on the ground work closely with farmers and their families in cocoa-growing communities. They make them aware of the risks of child labour and accompany them on their journey towards increased child protection.



Bohoussou Roland Kouamé Fabrice
CLMRS Monitoring and Remediation Agent, Côte d'Ivoire

My role is to enable the cooperative to achieve its objectives in eradicating child labour in cocoa production.

I am most impressed by the awareness-raising sessions we do with parents and producers to help them understand the value of respecting children's rights. Why do they have to go to school? Why should children have a special place in today's society? I think that the majority of parents in the communities are not informed. When I can talk to them, I am really satisfied, because I bring an opportunity for the community to be informed.

My greatest satisfaction is the coaching of women. There is often a cultural perception that women are at a lower social level in communities. But with the Child Labour Monitoring and Remediation System (CLMRS), we have begun to empower women through Income Generating Activities (IGAs). In "Bobossou Chantier", for example, where I supervise 24 women, there are two IGA groups, one collective and one individual. Individual IGAs were carried out on plots ranging from 0.5 to 1 hectare. The result was incredible. Some women ended up with significant profits. With the motivation, advice and training they received in the field, they are now empowered and have a better standing in the communities. They are autonomous and happy. I am proud of what they have accomplished.



Isaac Kwaku Vifa
CLMRS Field Assistant, Ghana

My role as a Field Assistant is to work with the cooperative to achieve its goal of becoming child-labour-free. Together with the community facilitators, I carry out targeted household awareness-raising for the members of the cooperative.

We also run community-wide awareness-raising sessions at churches and community events such as funerals and durbars. What motivates me in my job with the International Cocoa Initiative is all the remediation that we are doing for the children. I had a difficult childhood and wanted to drop out of school, but I had someone to encourage me to carry on. When children who have been identified by the system as child labourers or at risk of child labour receive support in various ways, it motivates me to do my best. Some of these children just needed footwear, books, bags or uniforms to attend school regularly. Others needed bicycles to help them make the four-mile daily commute to school.

I am happy to say that we have been able to support all the 159 children who were identified by the system, and they are now in school and doing great. Aside from this, two Community Service Groups (CSGs) have also been set up to assist cocoa farmers with their work. This means the children can now fully concentrate on their education because the vacuum they left on the farm is being filled by these groups who provide affordable and trained adult labour.

I know I am part of a great movement to improve the lives of children in cocoa-farming communities. I am keen to do more to make that happen.



“I know I am part of a great movement to improve the lives of children in cocoa-farming communities.”

Isaac Kwaku Vifa

Zatta's journey with ICI

Our approach relies on building vigilant communities that are protective of their children – now and in the future. Zatta, one of 75 communities we have been working with over the past three years, is a prime example of a common journey towards long-term sustainability.

Zatta has a population of about 7,000 adults and 3,200 children. With a total population of 10,200, it is the largest community ICI has worked with over the past three years. Zatta has a primary health care centre, and a drinking water source is available in the community.

We began by helping the community draw up an action plan, stating its vision for improved child protection and how that vision could be achieved. We held six local awareness-raising sessions on agrochemicals and heavy lifting, which were attended by 142 members of the community.

We then built two classrooms for bridging classes in Zatta, enabling children who have dropped out of the public education system – or never attended school – to catch up with their peers. We also built a separate classroom for adult literacy and numeracy classes so that

illiterate community members can learn basic reading and writing skills.

Alongside these community education initiatives, we also set up a women's group. Members received training on basic agricultural techniques so they could engage in Income Generating Activities (IGAs) and become more resilient to fluctuations in cocoa prices and harvests. To date, the women have planted 1.5 hectares of cassava and 1.5 hectares of maize. The group also received a cassava grater and press so they can make cassava paste.

We also created a Community Service Group (CSG) in Zatta, giving farmers a source of affordable labour as an alternative to making their own children work the land. The CSG has so far undertaken 12 contracts on nine hectares of farmland.



Emma (16) lives with her grandmother and her little sister. She ended up working on their farm because her grandmother could not afford to send her to school. By attending ICI's new bridging classes in Zatta, she was able to catch up with her peers and rejoin the public education system.

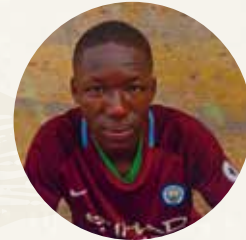
“Thanks to the bridging class, I can read, I can write my name. I can count and read messages on the phone. I'd like to be a teacher someday.”



► Cocoa beans drying on a table in Zatta



► The Community Service Group (CSG) created by ICI



Guillaume (16) was eight when he fled civil violence in Bouaké. He now lives with his uncle and his family in Zatta. He never went to school, and he used to help his uncle on the cocoa farm. With ICI's assistance, he started attending bridging classes before quickly moving on to mainstream school.

“Working on the cocoa farm made me feel ill. The chemicals they spray are bad for you. I’m now at the high school in Yamoussoukro. I got amazing grades in my first term there. I was so happy, I danced and bought a chicken to eat.”



► Zatta's women's group making cassava paste



► A typical family home in Zatta



Driving change

As a multi-stakeholder platform, ICI collaborates with partners on many different levels, and – whether they belong to industry, civil society or cocoa-growing communities – their voices matter to us.



Elizabeth Akanbombire

Assistant Chief Labour Officer, Head of Child Labour Unit, Labour Department, Ministry of Employment and Labour Relations of Ghana

“Child labour in Ghana is a multifaceted problem that needs to be addressed using a multi-sectorial approach. This is what the National Steering Committee on Child Labour seeks to address, and with the support of ICI and other partners, this vision is becoming a reality. We signed a Memorandum of Understanding (MoU) with the Foundation early last year. As part of this MoU, ICI agreed to support us to launch the second National Plan of Action (NPA2) on the worst forms of child labour and review the GCLMS to link to the common targeting mechanism being used by the Livelihood Empowerment Against Poverty (LEAP) Programme. Aside from the impact that ICI is making in the communities they are currently working in, the Foundation has also contributed immensely to the efforts of the government. This dual approach has helped in the move towards the elimination of child labour in cocoa in Ghana. In 2019, we will be collaborating with the Foundation and other stakeholders to carry out a comprehensive mapping of organisations engaged in child labour elimination in Ghana and their interventions that contribute to the welfare of children.”



Makoura Bamba

11 years old, fifth-grade student at EPP Adjékonankro (EPP Bacanda PK10)

“Ever since I was born, I’ve seen my school building in a state of advanced decay. It was unfinished, and the roof had holes, the flooring was not made. It was difficult to sweep. After school, our feet were covered in dust. It was difficult to learn in such an environment. Our wish was to study in a renovated building. We deserve to learn in good conditions like any other child. Our dream has become a reality with the new school rehabilitated by ICI; it has a different face. We, children of this school, are now proud to be students of the EPP Bacanda PK10.”



Joha Braimah

Ghana Country Director, Free The Slaves

“Free the Slaves has been one of the Founding Board Members of ICI, and we are proud of our collaboration so far. We believe that ICI’s role is crucial, as it unites a variety of actors around the common goal of child protection in the cocoa sector. Importantly, in 2018, ICI started innovating, and forced labour was identified as an issue which needs a deeper look, an enhanced understanding and action. Many children and their families lead a better life thanks to ICI’s efforts, and we hope that by addressing forced labour, ICI will also help others tackle forced labour risks in the cocoa supply chain.”



Richard Acheampong

Member of Parliament for the Bia East constituency

“I am one of the senior members of the Parliamentary Select Committee on Employment, State Enterprises and Social Welfare. We are grateful to ICI for taking us through the training on child-labour concepts. It is good to understand child-labour issues as parliamentarians. I am now aware of the fact that we need to do more in the creation of awareness on this issue as a country. The training has helped me to see the disconnect between the Constitution of Ghana and the Children’s Act. I have now understood concepts like child work and how to really define who can be classified as a child. This knowledge will not only help us become better lawmakers, but it will also help us in our role as opinion leaders in our constituencies.”



Jeff King

Senior Director, Global Sustainability and Social Impact, The Hershey Company

“ICI continues to provide leadership, knowledge and expertise, helping us to build a better future for children and families in cocoa-growing communities. Hershey’s, working with our suppliers, has been partnering with ICI to implement programmes that help ensure children have the chance to learn, grow and develop.”

2018 Financial Statement

in CHF

Revenue	12,750,145
Expenditure	
Programme (direct operations)	5,498,248
Strategic Objective 1: Child-centred community development	1,688,532
Strategic Objective 2: Responsible supply chain management	3,205,544
Strategic Objective 3: Knowledge, influencing & capacity	604,172
Programme (direct and indirect support costs)	5,410,091
Direct support costs	
Staff, office, administration and logistics	4,160,701
Indirect support costs	
Staff	1,173,361
International travel	76,030
Non-Programme indirect support costs	1,708,293
Staff	973,500
Office, administration and logistics	617,577
International travel	63,079
Communications	54,136
Total Expenditure	12,616,632
Earnings before Non-Operating and Financial Results	
Miscellaneous non-operating income and expenditure	11,887
Net use of reserves	23,123
Excess of Revenue over Expenditure	168,523

Total expenditure



Current ICI Board Members, Contributing Partners & other donors

The ICI Board is comprised of Board Members from both industry and civil society, who preside over the foundation’s governance, accountability and strategic direction. Corporate and non-profit Contributing Partners generously fund our work.

Board Members and Contributing Partners



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THE INTERNATIONAL COCOA INITIATIVE (ICI)

www.cocoainitiative.org

ICI SECRETARIAT IN SWITZERLAND

Chemin de Balexert 9 | 1219 Châtelaine

Geneva | Switzerland

Tel.: +41 22 341 47 25

ICI NATIONAL OFFICE IN CÔTE D'IVOIRE

Cocody II Plateaux, 7^e Tranche, Ilot 264, Lot 3244

Abidjan | Côte d'Ivoire

Tel.: +225 22 52 70 97

ICI NATIONAL OFFICE IN GHANA

Home # 5 Mensah Wood Street | East Legon

Accra | Ghana

Tel.: +233 302 99 88 70

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