



International
COCOA
Initiative



Annual Report 2019



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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 cocoa-growing communities and across the cocoa supply chain. Our 2015-2020 strategy has so far directly benefited 381,144 children, 232 communities and 214 farming cooperatives.



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 directly improve protection for 375,000 children by the end of 2020.

Our work



**In communities
we tackle child
labour's root causes
and innovate to find
new solutions**



**In the supply
chain we promote
responsible
business conduct
and support human
rights due diligence**



**At the national
level we support
governments in
their child
protection efforts**



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

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.





Innovating and inspiring for greater impact

by Nick Weatherill

“We are on the right track, but the road ahead remains a long and steep one.”

Since 2015, ICI has grown considerably, establishing ourselves as both an operational partner and a thought-leader in the fight against child labour. We’ve improved the lives of over 380,000 children in cocoa-growing communities over the last 5 years, meaning we have surpassed our direct-action target of 375,000 children by the end of 2020.

Last year, we reinforced our monitoring and evaluation capacity to better measure the success of our work and learn from our results. An analysis of the last 5 years of our community development work confirmed a 20-30% reduction in child labour in communities we worked with, alongside increased school enrolment and improvements in income for cocoa-growing households. We also confirmed the potential of our Child Labour Monitoring and Remediation System (CLMRS) to reduce child labour by almost 50% amongst identified children, at the same time broadening our understanding of the risk of relapse and the importance of measuring the severity of child labour, as well as its incidence.

All these findings serve two crucial purposes at ICI, which we believe will drive impact at scale.

First, we’re using this knowledge to adapt and innovate. We’ve channelled what we’ve learnt from our community work into the development of new tools, such as our Child Labour Risk Calculator and we’re also refining and piloting operational models for child protection and forced labour risk management. With growing calls for mandatory human rights due diligence, we’ve made it our goal to ensure that both companies and governments can better meet the expectations upon them through cost-effective, scalable approaches that deliver impact for vulnerable farming households and their children.

Second, by providing evidence of our impact and building shared knowledge of what works, we’re inspiring and motivating others to act. In the face of a widespread and persistent challenge like child labour, we know that it is easy to become discouraged by the scale of the task. That is why we are showing what is possible and focussing on how success can be scaled across the sector to drive greater progress. We’re building momentum among all responsible parties, enhancing the sector’s collective efforts, and ensuring investment is targeted at those interventions that we know are effective.

In 2019, we saw our membership grow, our project portfolio increase to 24 projects with 17 partners and our operational reach expand to Cameroon. More broadly, we now estimate that 15% of the cocoa supply-chain in Côte d’Ivoire and Ghana is covered by some form of child labour monitoring and remediation system. We are on the right track, but the road ahead remains a long and steep one. It is my hope and conviction that ICI will continue to innovate and inspire so that many others join us on this journey and together we can bring about real change.

At ICI we work with our partners in the cocoa sector and beyond to improve protection for children in cocoa-growing communities, achieving real impact through our Child Labour Monitoring and Remediation Systems and our Community Development Programme.



Rolling out the CLMRS across West African supply chains

A core part of ICI's 2015-20 strategy consists of supporting the cocoa sector embed responsible risk-management within the supply chain through Child Labour Monitoring and Remediation Systems (CLMRS). These systems prevent, identify, monitor and remediate child labour cases.

Child Labour Monitoring and Remediation Systems, developed and adapted for the cocoa sector by ICI in 2012, are now being implemented across the cocoa supply chain in West and Central Africa, protecting children and supporting human rights due diligence. We now estimate that these systems cover 15% of the cocoa supply chain in Côte d'Ivoire and Ghana.

Last year, working with eight partners, ICI's CLMRS were active in 194 cooperatives, covering over 168,757 farmers across Ghana, Côte d'Ivoire and Cameroon. Since 2015, along with our partners, we have positively impacted the lives of 215,746 children in cocoa communities through these systems.

ICI's CLMRS – which blend monitoring, awareness raising, remediation and prevention activities – are estimated to identify at least 60% of child labour cases in farmers' cooperatives and can result in a reduction of hazardous child labour by as much as 49% among those children. This demonstrates our CLMRS are having an important impact. But

through experience we have also learnt that the situation in cocoa communities is a highly fluid one. Among children who stop working, we see that around 23% may return to carrying out hazardous tasks at some point. This underscores the necessity for continual monitoring of households, particularly to guard against relapse and to ensure that harder to reach cases receive ongoing support. Repeated follow-up visits allow vulnerable households where children continue to face the risk of child labour, to receive further targeted remediation.

Last year, we also saw some of ICI's partners make ambitious commitments to expand the CLMRS to cover their entire at-risk supply chain. Such steps are necessary if the sector is to make greater progress in reducing child labour. At ICI we are continuing to innovate and are testing adaptations to further increase the effectiveness of such systems and reduce the costs of implementation, creating conducive conditions for the CLMRS to be scaled up.



215,746

**Children positively
impacted by ICI's
CLMRS**

CLMRS results in 2019



4,110

Household members participated in 213 Income Generating Activities

213

Community Service Groups set up at the cooperative level

7,319

Children identified as involved in one or more hazardous tasks in 2019



196

Active Monitoring and Remediation agents in Cooperatives

2,496

Active Community Facilitators

1,030

Supply chain actors trained in 2019



168,757

Farmers targeted in 2019

93,489

Farming households visited

161,510

children (aged 5-17) in households visited by a CLMRS agent

41,305

Awareness raising sessions at the community and household level with on average 7 attendees at each session in 2019

What is the CLMRS?

ICI's CLMRS is a structure embedded in the supply chain of chocolate and cocoa companies which aims to identify, remediate and prevent child labour.

The system is based on the presence of facilitators (such as lead farmers) within cocoa-growing communities who raise awareness on the issue of child labour, identify cases and deliver supportive, remediation actions that are implemented by ICI (together with the partner company and relevant

government agencies) to address and prevent the child labour identified.

All the information is collected via smartphones and gathered on a database from which systematic analysis can be conducted and remediation strategies refined. The CLMRS is in line with the

UN Guiding Principles on Business and Human Rights, particularly Principles 17 to 21 on human rights due diligence. It allows companies to assess actual human rights impacts, to act upon the findings, track the effectiveness of responses and gather reliable information to communicate about their impacts.

Testimonials



Jeff King

Senior Director Global Sustainability and Social Impact, Hershey

“Child Labor Monitoring and Remediation Systems are critical to identifying any child labor issues that exist within our supply chain. But the more important element is the remediation it enables us to undertake – whether it’s educating farmers or securing school kits and birth certificates to ensure kids are in school. Hershey will be expanding this important system to 100% of our high-risk supply as part of our Hershey Cocoa For Good direct sourcing program by 2025.”



Diara

Impact Cheerleader at Tony’s Chocolonely

“Since the implementation of the CLMRS in 2017 we have found a lot more cases of illegal child labour than before. While this is obviously not great news, it demonstrates that the system is working. Collaborating closely with the cooperatives sparked a lot of helpful feedback, based on which ICI is developing a new data management system that will enable partners to generate a report at the press of a button.”



Fatoumata Ouédraogo,

14-year-old student from Zégokonankro and recipient of a school kit and uniform

“When I received the school bag, I opened it and saw exercise books, pens and rulers inside. When I returned to school, my classmates saw my bag and said it was very pretty. When I come home, I put away my bag so it doesn’t get damaged. I use my exercise book and do my homework with 5 of my classmates here at home. I read my book, do my calculations and learn my lessons. When I grow up, I want to become a teacher.”



Darrell High

Head of Nestlé Cocoa Plan

“The Child Labour Monitoring and Remediation System was successful in tackling child labour in just over half of cases in the 2019 reporting period. The CLMRS is a key component of the Nestlé Cocoa Plan where there is a high risk of child labour, so we will use it in all our sourcing from West Africa by 2025.”



Stephen Ashia

Manager of ABOCFA cooperative in Ghana

“Working with ICI has helped ABOCFA to identify cases of child labour among our farmers. There are some common practices we were indulging in without knowing they can be classified as child labour. This partnership with ICI has increased our understanding of child labour as management and members of ABOCFA.”



Kouassi Brou Désiré

President of the Community Child Protection Committee (CCPC), Zégokonankro in Côte d’Ivoire

“Since the CCPC was set up, we see that the carrying of heavy loads has been reduced. We also see fewer children using sharp tools. Before, it was easy to find children cleaning the fields with machetes. But since the introduction of the CCPC, this has also been reduced.”

A close-up photograph of a tree trunk with several cocoa pods hanging from it. The pods are green and elongated, with some showing signs of ripening. The background is a soft-focus view of green leaves and sunlight filtering through the canopy.

Community development has been integral to ICI's strategic approach for the past five years. Between 2015 and 2018, we assisted 75 cocoa-growing communities in Côte d'Ivoire and Ghana through the ICI core programme to create a more protective and enabling environment for children.

Supporting empowered communities to increase child protection and reduce child labour

In 2019 we commissioned an external evaluation and conducted additional analysis to understand how effective our community development approach has been in reducing child labour and promoting children's rights.

Analysis of the impact of ICI's community development programme shows a significant reduction of child labour over the course of the project. Preliminary results show an average reduction of 20% across 46 communities in Côte d'Ivoire and 30% across 29 communities in Ghana. The proportion of children carrying out hazardous tasks and the number of hours they worked per week also fell substantially. The external evaluation also showed significant impacts in terms of improved access to quality education and community empowerment, when compared to unassisted communities.

Key to ICI's success were the Community Child Protection Committees that were set up or strengthened within the assisted communities. These groups drove the development of Community Action Plans and forged vital connections with local government. Consequently, they were able to make their voices heard, receive visits from local government officials, and lobby for further support. Child Protection Committees remained active in all the communities throughout ICI's three-year programme.

In tandem, communities mobilised more funds than comparison communities to pursue specific development projects and invest in children's education. Throughout the project, community financial contributions to the implementation of their Action Plans more than doubled, from 15% to 33%,



► **Assisted communities were supported to develop Community Action Plans, laying out their strategy to tackle child labour.**

highlighting increased ownership of the development process.

Access to quality education also increased in the 75 communities (see page 20). Schools were constructed or renovated, canteens were built, enabling school meal programmes to be put in place, teacher accommodation was erected, and school latrines were built to make school environments fit for learning. These actions saw enrolment levels rise by 13%, increasing children's time in the classroom and opportunities for formal learning.

Women also became empowered through a combination of literacy and

numeracy classes, income-generating activities and savings groups. This meant that women's autonomy, household incomes and self-esteem all improved in assisted communities. The external evaluation revealed that these activities were valued highly by community members.

Over the three-year period, ICI's community development programme has shown to be effective in reducing child labour. Assisted communities were empowered to put in place locally-managed child protection systems and conduct numerous activities that contribute to their community's overall development.

Community Development in Action: Abease

ICI worked with the Abease community in Ghana to promote child protection as part of the Community Development Programme. As a result, community members became informed, empowered and motivated to strengthen child protection, putting it at the heart of their development. Today, Abease's children face a reduced risk of child labour and have greater access to quality education.



James Coffey

President of the Abease Community Child Protection Committee

"The state of education infrastructure in this community was poor. Armed with our Action Plan, we went as far as the regional minister to lobby for our development."



Mary Tettey

Abease community leader and member of the Income Generating Activity group

"As a result of the education we received, our children are now regularly in school. Previously they would be on the farm, even on school days."



Ketteh Kwesi

Farmer from Abease

"The Community Service Group has been very helpful to this community. My finances have now improved and I can take better care of my children in school."

► Impact of ICI's Community Development Programme on assisted communities in 2015-2018

(Results of preliminary analysis by ICI of data collected in assisted communities and control communities.)

Côte d'Ivoire Ghana



30%

reduction of
hazardous child
labour in Ghanaian
communities

20%

reduction of
hazardous child
labour in Ivorian
communities



42%

reduction in
hours worked per
day in Ghanaian
communities

9%

reduction in
hours worked
per day in Ivorian
communities

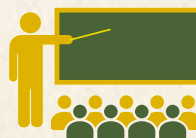
Eliminating Child Labor in Cocoa-Growing Communities: ECLIC

Over four years from 2015 to 2019, ICI supported children and families in 50 cocoa communities in Côte d'Ivoire following our community development approach with the support of the United States Department of Labor through the Eliminating Child Labor in Cocoa-growing Communities in Côte d'Ivoire (ECLIC) programme.

► Key Results Among Supported Children



**Significant decrease
in hazardous child
labour among supported
households**



**Increased awareness
of child labour and
the importance
of education**



**Improved educational
resources and access to
quality education**



**Increased
community
empowerment**

► ECLIC in Numbers



37%

decrease in hazardous child labour
among supported households



9,509

children assisted across
50 cocoa communities



8,000

children helped to access education
through support with school fees, materials
or vocational training programmes



50

Community Child Protection Committees
formed and trained



496

out-of-school children 'graduated' from bridging classes
and re-entered the regular school system



11,868

community members reached
through awareness-raising



6,539

schoolchildren trained
on child rights and child protection



249

teachers trained on child rights and child protection:
71% said they are actively applying that knowledge



7,250

school kits distributed



1,804

birth certificates distributed



626

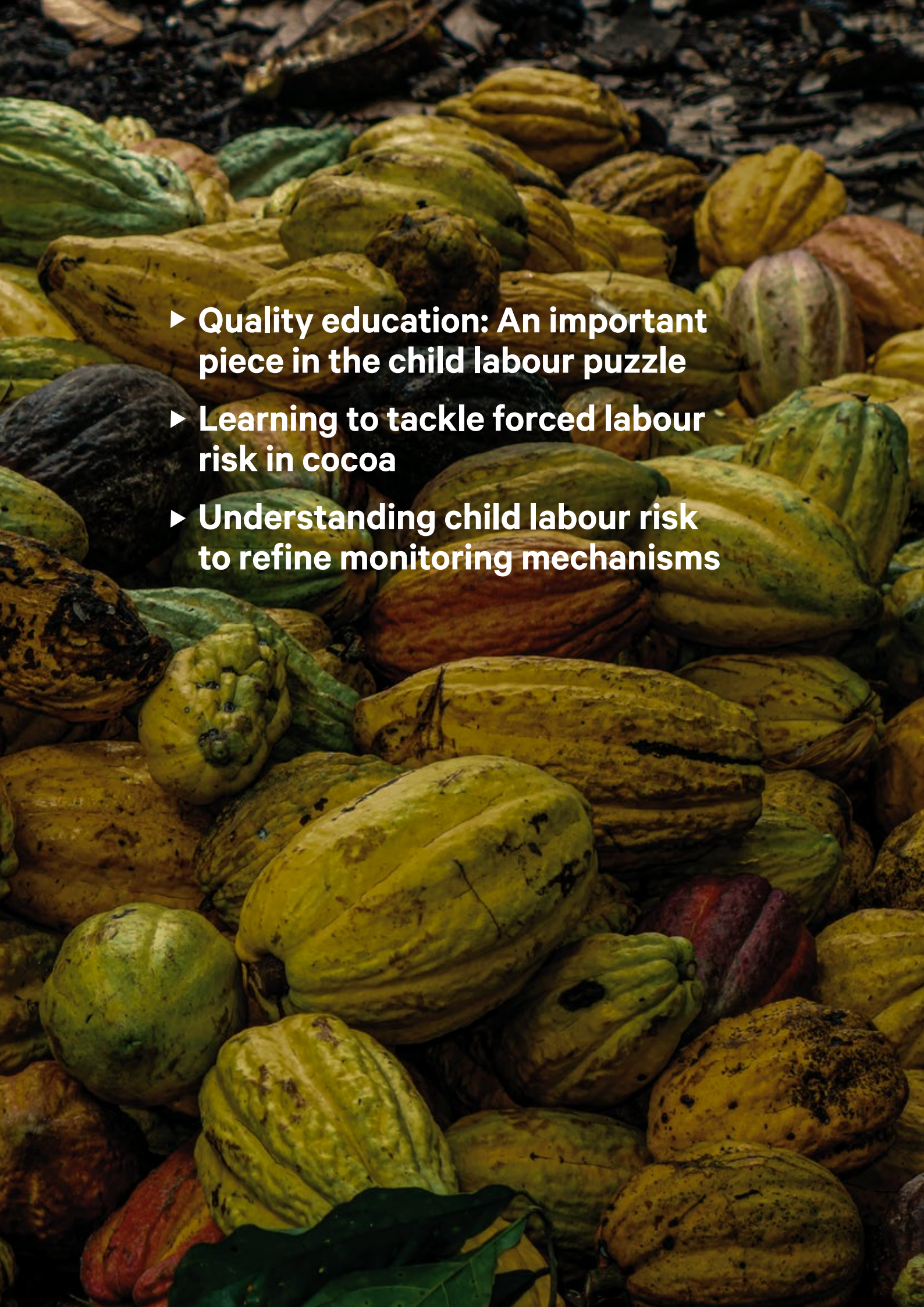
adults
attended literacy classes



1,490

members of at-risk households received support
with alternative Income Generating Activities
and/or joined Loans & Savings Groups

Finding new ways to tackle existing and emerging challenges in cocoa supply chains and learning to scale up impact are at the heart of what we do at ICI. In this section we present three examples that offer insights and solutions into the pressing issues facing the sector.

- 
- ▶ **Quality education: An important piece in the child labour puzzle**
 - ▶ **Learning to tackle forced labour risk in cocoa**
 - ▶ **Understanding child labour risk to refine monitoring mechanisms**

Quality education: an important piece in the child labour puzzle

Last year, ICI delved further into the link between education quality and child labour. This research found a strong correlation between higher quality education and lower prevalence of child labour.

The study, covering 258 cocoa-growing communities, examined school access, infrastructure, services and school management. Several of these factors were associated with lower rates of child labour, including the presence of school meal programmes in Ghana, having trained school management committees in Côte d'Ivoire, and, in both countries, the existence of school toilets.

On their own, most of these factors did not have a statistically significant association with child labour. But combined, the link between child labour and quality education became stronger. Collecting these factors together into a Quality Education Index, we saw that in the communities with the highest quality of education score, child labour prevalence stood at 10%, or 66% lower than in the communities with the lowest quality of education score.

While we know that quality education can positively impact a child's development, livelihood and future prospects, there is much less evidence about the causal link between education interventions and child labour. What we do know, is that many children successfully combine school and work. This suggests that while activities to improve access to quality education may play an important role, they are unlikely to address child labour on their own.

We have shared our findings on education and child labour with the cocoa sector and are using what we've learned in our work in Côte d'Ivoire and Ghana. We're also working to fill the existing knowledge gaps. ICI continues to support ongoing research to identify which strategies are most effective in cocoa-growing communities, including through our ongoing pilot innovation projects. One of these pilots is examining the impact of several different interventions related to quality education: training on child protection, new teaching methodologies, renovation of classrooms, construction of school toilets, and school playgrounds.

Mathematics (10)
Object

12-06-2019

A B C D E F
G H I J K L
M N O P Q R
S T U V W X Y Z





Learning to tackle forced labour risk in cocoa

Forced labour is a serious problem that needs to be better understood and addressed in global supply chains, including cocoa. A 2018 study by the Walk Free Foundation estimated that between 2013 and 2017 approximately 15,000 children and 13,000 adults in the cocoa sectors of Côte d'Ivoire and Ghana had worked in conditions of forced labour.

However, it is also important to distinguish between forced labour and those forms of child labour that are most prevalent in the sector and mainly involve children working on the family farm. Forced child labour represents less than 1% of the total number of children working in the cocoa sector. It is also mainly confined to specific contexts or vulnerable groups such as migrant workers, according to independent researchers.

While less prevalent than child labour, the risk of forced labour must be acknowledged and tackled to safeguard the rights and well-being of affected children and adults. Doing so poses significant challenges as forced labour mostly occurs out of sight. But by taking the right approach, these challenges are not insurmountable.

Recognising the need to address the risk of forced labour in cocoa, ICI has launched a project in ten communities in Côte d'Ivoire and Ghana. The project is developing practical ways to better understand forced labour risks in order to detect, mitigate and respond to them. The project has identified a series of forced labour indicators that are grouped around two main elements: work undertaken involuntarily, or work carried out with some threat of penalty. Based on

these indicators, detection, prevention and needs-based remediation options are being developed and tested. These include the use of a monitoring tool, clarifying work compensation, and providing tailored assistance to at-risk workers or victims of abuse.

During the project, we have so far learned the importance of conducting individual interviews, rather than group discussions, with community members and farmers when investigating forced labour issues. Different responses were gathered when community members were asked questions one-to-one, giving a clearer picture of actual forced labour risks and causes. They indicate that the traditional view of forced labour is much more complex and not always applicable. Often, social, cultural and economic factors combine to bind employees to employers through a subtle web of dependencies.

The project has also shown the importance of more formal contracting arrangements, whether oral or written, and found there is a desire for them among farmers and workers in Côte d'Ivoire. In the absence of such contracts, workers are more exposed to exploitation. Efforts are being made to standardise written and orally witnessed

contracts, while testing is underway to gauge their effectiveness in reducing forced labour risk.

The project is ongoing, and the derived learnings and outputs (including training and awareness-raising materials) will be shared and applied actively within those communities in Ghana and Côte d'Ivoire where the risk of forced labour is pronounced.

Understanding child labour risk to refine monitoring mechanisms

Traditional methods of measuring child labour, such as in-depth assessments, are costly and time-consuming. But what if there was a way to estimate child labour risk in a community, or in a household, without collecting additional household data? Over the past few years, we have worked with our partners to develop risk models to answer this question and help target support to those communities and families most in need.

First, we commissioned a research study to better understand child labour risk at the community level. Supported by the Jacobs Foundation, the Lindt Cocoa Foundation and the Tony's Chocolonely Foundation, the study combined data from ICI's Protective Cocoa Community Framework (a community assessment tool) with child labour prevalence data, to find out which factors indicate that a community is at a higher risk of child labour.

The study identified 12 community characteristics that could be used to assess the risk of child labour, based on data from 258 cocoa-growing communities in Côte d'Ivoire and Ghana. The community characteristics cover four key areas: access to education, community infrastructure, women's empowerment and cocoa cultivation.

We used the findings to create the Child Labour Risk Calculator: a free, practical tool to identify communities facing a higher risk of child labour and target them for support.

We are also developing a model to estimate risk at the household level, as part of a pilot project with our partners Nestlé and ECOM, with funding from the Swiss Government. This model is testing whether farmer data that is already available to cocoa buyers and cooperatives can be used to identify at-risk households within supply chains, thereby allowing the most at-risk to be prioritised for monitoring and/or remediation.

We are continuing to refine our risk models to develop even more accurate estimations and are working to integrate them into existing approaches such as the CLMRS (see pages 9-11). These will support the cocoa sector direct resources to where they are needed most and, through the resulting efficiencies, allow action to be scaled up more widely, aiding even more children at-risk.





Learning at the heart of progress

We are nearing the end of a 6-year strategy cycle at ICI – an excellent time to take stock of lessons learnt.

ICI has continued to evaluate and refine its intervention models and is working to strengthen synergies between cocoa sector stakeholders and improve child and forced labour assessment tools in cocoa-growing communities. Remediation and prevention activities have been rolled-out to an ever-growing number of children and farmers; while innovations, such as estimating child labour risk at the community and household level, continue to be tested on the ground.

“More than ever before relationships between the public and private sector need to be strengthened if we are to deliver on commitments to tackle child labour.”

We are proud of our successes and while progress has been made, stronger commitments and coordinated action from those within the cocoa sector and beyond are now needed to take this impact to the next level.

More than ever before relationships between the public and private sector need to be strengthened if we are to deliver on commitments to tackle child labour. Founded on the principle of “shared responsibility”, ICI is already working closely with producing countries – providing input and support for the National Action Plans which are the guiding architecture for government efforts in the sector.

Consuming countries also have an important role to play. They have the ability to provide technical and financial help to reinforce those systems on the ground that better assess risk and monitor progress, and can put in place regulatory frameworks to ensure that they are used. Some of the very tools the sector

is already co-developing with governments on traceability are essential to combatting child labour and other important sustainability challenges like deforestation and farmer poverty. There is a true win-win for producing and consuming countries to align efforts and collaborate, with the support and commitment from the private sector and civil society as implementers and agents of change.

Given the complexity of these inter-locking challenges, ICI's unique role as a multi-stakeholder convener of most of the sector's largest companies and NGOs – combined with the expertise of key United Nations agencies – will be ever more important in the years ahead. From the outset, ICI has represented a powerful combination of community-centric models that are empowered by the infrastructure and leverage of global supply chains. We are more committed than ever to sharing what we are learning, from our research, from the innovations we are incubating and from our operational efforts on the ground, with all those actors that we need on board to help prevent and address the urgent issues of child and forced labour in West Africa.



Mil Niepold
Independent Expert



Isabelle Adam
Corporate Relations, Touton



► ICI Staff 2018–2019



Field Staff

2018	150
2019	133

Total Staff

2018	164
2019	147

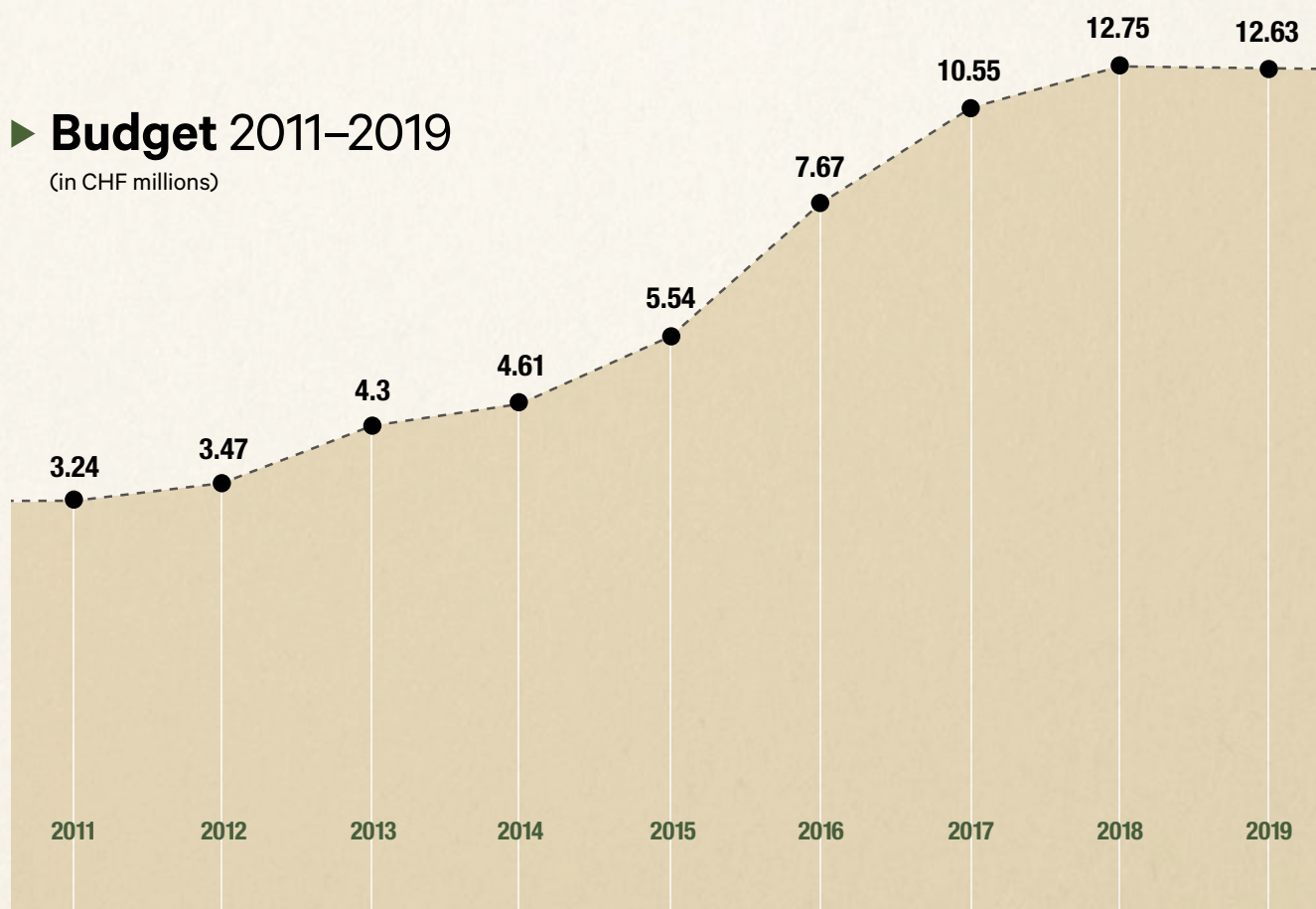


HQ Staff

2018	14
2019	14

► Budget 2011–2019

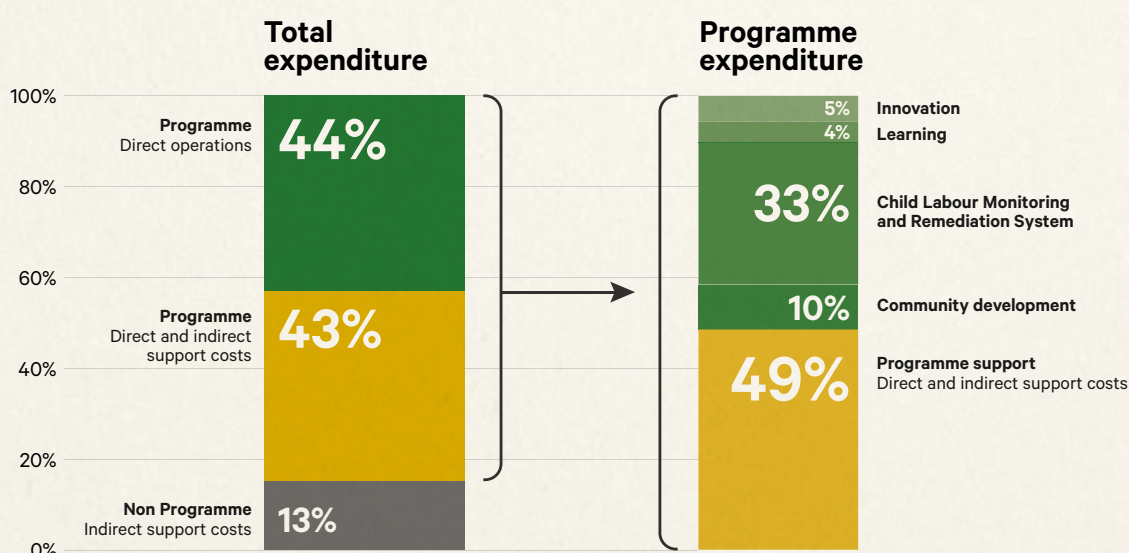
(in CHF millions)



2019 Financial Statement

in CHF

Revenue	12,633,124
Expenditure	
Programme (direct operations)	5,401,390
Community development	1,040,754
Child Labour Monitoring and Remediation System	3,460,452
Learning	384,637
Innovation	515,547
Programme (direct and indirect support costs)	5,215,989
Direct support costs	
Staff, office, administration and logistics	4,129,494
Indirect support costs	
Staff	1,034,972
International travel	51,523
Non-Programme indirect support costs	1,841,492
Staff	1,124,850
Office, administration and logistics	612,282
International travel	55,997
Communications	48,363
Total Expenditure	12,458,871
Earnings before Non-Operating and Financial Results	174,253
Miscellaneous non-operating income and expenditure	6,321
Net use of reserves	–
Excess of Revenue over Expenditure	180,574



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



Other Donors



Board Advisors





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