



International
COCOA
Initiative

ICI STRATEGY

2021 - 2026

CONTENTS

- 1 Introduction 2
- 2 Executive Summary 3
- 3 Background and Context 6
 - 3.1 The Context: Child labour and forced labour in the West African cocoa sector 6
 - 3.2 About the International Cocoa Initiative (ICI) 9
 - 3.3 Lessons Learnt: Progress has been made but impact needs to be scaled 10
 - 3.4 Looking Ahead: Shaping the next six years of action in the cocoa sector 13
- 4 ICI's Strategic Approach 2021-2026 17
 - 4.1 ICI's Vision 17
 - 4.2 ICI's Mission 17
 - 4.3 ICI's Theory of Change 17
 - 4.4 ICI's Strategic Goal 20
 - 4.5 ICI's Strategic Objectives and Core Functions 21
 - 4.6 Strategic Outcomes and Indicators 25
- 5 ICI's Strategic Operating Model 27
 - 5.1 Direct Action and Influencing 27
 - 5.2 Resourcing and Growth 30
- 6 Governance, Accountability and Partnerships 34
 - 6.1 Governance 34
 - 6.2 Accountability 35
 - 6.3 ICI Membership 35
 - 6.4 Partnerships 36
- 7 Conclusion 37
- 8 Annexes 38
 - 8.1 ICI Strategy Theory of Change 38
 - 8.2 ICI 2021-2026 Results Framework 39

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1 INTRODUCTION

This Strategy was developed iteratively and through a highly consultative, multi-stakeholder process that began in March 2019. It included multiple meetings of the ICI Board's Strategy Development Sub Group and further consultation with the broader ICI Board (consisting of its 10 industry members and 8 non-industry members, with direct farmer representation from Côte d'Ivoire and Ghana) and ICI staff. Further consultation was done with ICI's external stakeholders, including individuals and entities from the cocoa industry, civil-society, the governments of Côte d'Ivoire and Ghana, development actors and other industry and non-industry bodies, with an even balance between industry and non-industry actors.

The 2021-2026 Strategy development process built on the achievements, lessons and experiences of ICI and its partners from ICI's 2015-2020 Strategy (including the 2019-2020 revision) and the extensive insights, expertise and operational know-how of many additional stakeholders.

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

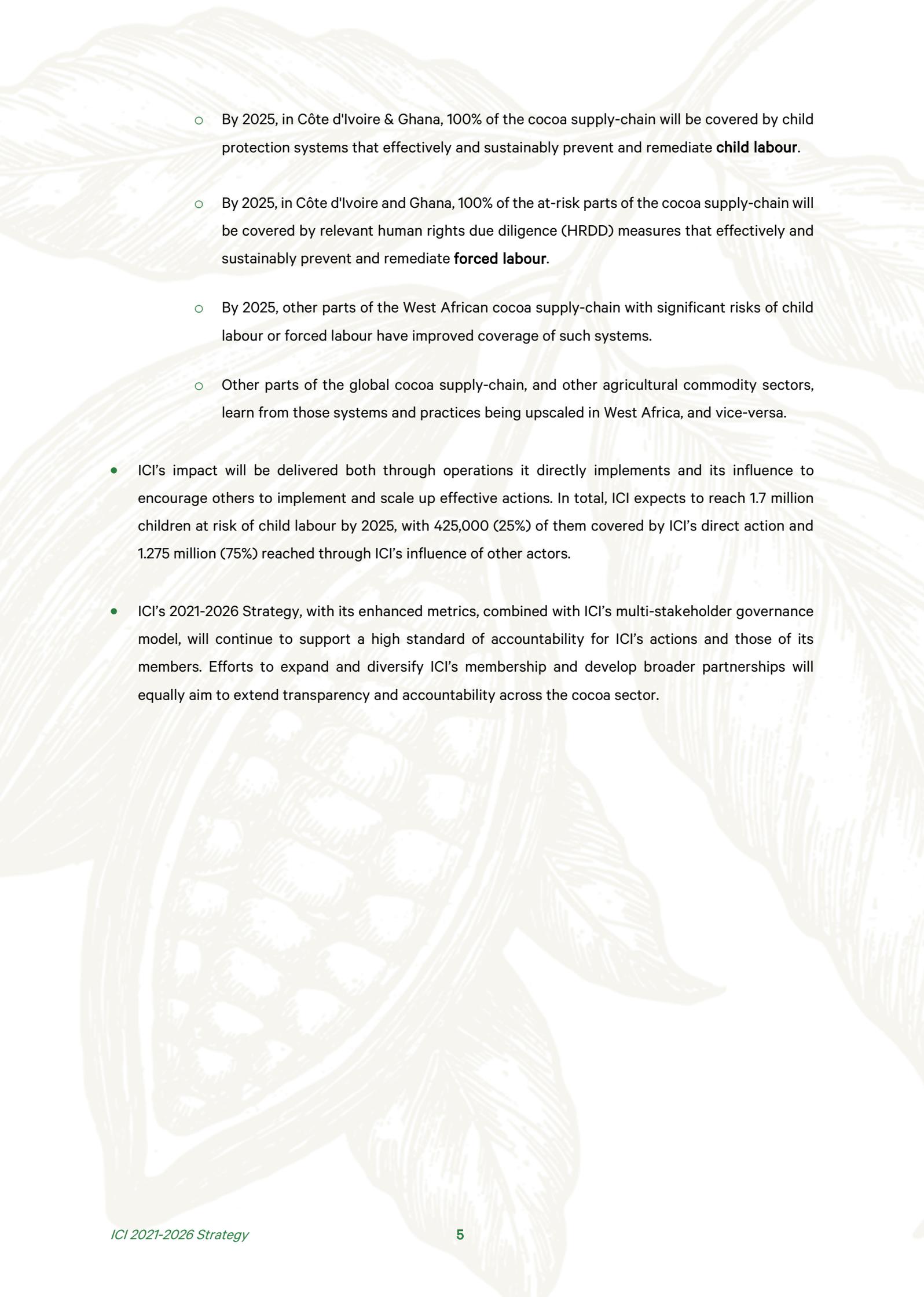


2 EXECUTIVE SUMMARY

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

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

- ICI's Theory of Change calls for a number of "barriers to scale" to be addressed through the promotion of appropriate knowledge, improved alignment, enhanced motivation, greater cost-effectiveness, reinforced capability, stronger accountability and more adequate resourcing.
- ICI's Strategic Objectives aim for **a responsible cocoa supply-chain** (where systems and services that responsibly and transparently prevent and remediate child labour and forced labour are strengthened, conjoined and scaled-up) working within **a supportive enabling environment** (where national and international policies and systems are conducive to change) as part of **an integrated and coordinated multi-stakeholder effort**.
- To meet these Objectives, ICI will focus on three interlinked, mutually-reinforcing Core Functions:
 - **Innovation and learning:** ICI will manage a collective learning and research agenda to identify and refine effective practices, testing innovative approaches for impact and scalability, developing common tools and shared metrics to advance accountability, and fostering the exchange of knowledge and evidence.
 - **Technical Advocacy:** ICI will actively promote knowledge and learning, bringing stakeholders together and supporting coordination, driving the development of appropriate policies and standards, and building partnerships to increase capacity, alignment and resources.
 - **Capacity and systems strengthening:** ICI will help to identify critical capacity gaps, targeting training and capacity-reinforcement to those areas, leveraging its own operational capacity to help various stakeholders in the upscaling of effective action, and building enhanced data-management capabilities to drive accountability and to further support learning in the sector.
- To focus collective energy and track progress, ICI will measure impact against the following desired outcomes, showing results for ICI's operational work, the work of its members and, where feasible, across the sector as a whole:

- 
- By 2025, in Côte d'Ivoire & Ghana, 100% of the cocoa supply-chain will be covered by child protection systems that effectively and sustainably prevent and remediate **child labour**.
 - By 2025, in Côte d'Ivoire and Ghana, 100% of the at-risk parts of the cocoa supply-chain will be covered by relevant human rights due diligence (HRDD) measures that effectively and sustainably prevent and remediate **forced labour**.
 - By 2025, other parts of the West African cocoa supply-chain with significant risks of child labour or forced labour have improved coverage of such systems.
 - Other parts of the global cocoa supply-chain, and other agricultural commodity sectors, learn from those systems and practices being upscaled in West Africa, and vice-versa.
- ICI's impact will be delivered both through operations it directly implements and its influence to encourage others to implement and scale up effective actions. In total, ICI expects to reach 1.7 million children at risk of child labour by 2025, with 425,000 (25%) of them covered by ICI's direct action and 1.275 million (75%) reached through ICI's influence of other actors.
 - ICI's 2021-2026 Strategy, with its enhanced metrics, combined with ICI's multi-stakeholder governance model, will continue to support a high standard of accountability for ICI's actions and those of its members. Efforts to expand and diversify ICI's membership and develop broader partnerships will equally aim to extend transparency and accountability across the cocoa sector.

3 BACKGROUND AND CONTEXT

3.1 The Context: Child labour and forced labour in the West African cocoa sector

One in three children living in cocoa-growing areas in Côte d'Ivoire and Ghana in West Africa (which account for more than 65% of global cocoa production) is estimated to be involved in child labour¹. The large majority of these children are working on family farms, helping parents and other relatives with tasks such as harvesting cocoa pods and clearing land. Child labour is work considered harmful to children's health and development, either because of the number of hours worked, the nature of the tasks they do or because it deprives them of their basic rights as children (e.g. to schooling).

The number of children in child labour in cocoa is of grave concern. All actors in the cocoa sector, including industry, governments, civil society and farming communities themselves, have a shared responsibility to help vulnerable children access their basic rights – to protection, a quality education, and a decent standard of living, among others – in order to realize the better future they deserve.

Reasons for the prevalence of child labour in West Africa's cocoa sector are diverse and complex. Many relate to the realities of rural poverty, including inequitable access to land and tenure, fragile livelihoods, food insecurity, limited access to quality education, household poverty, gender disempowerment, a lack of awareness of the dangers of child labour on the part of families and local authorities, and limited alternatives for children. There are no easy fixes, but knowledge of contributing factors and

DEFINITIONS: CHILD LABOUR AND FORCED LABOUR

Not all work done by children is child labour. **Light work**, which does not interfere with children's health, personal development or education is generally regarded as positive. Such work contributes to children's development and to the welfare of their families, as well as helping children learn skills, gain experience, and prepare for adult life.

Child labour is work considered harmful to children's physical and mental development. According to the ILO, it refers to work that:

- is mentally, physically, socially or morally dangerous and harmful to children; and/or
- interferes with their schooling by: depriving them of the opportunity to attend school; obliging them to leave school prematurely; or requiring them to attempt to combine school attendance with excessively long and heavy work.*

Hazardous child labour is work which, by its nature or the circumstances in which it is carried out, is likely to harm the health, safety or morals of children. It is a subset of child labour and considered one of the "worst forms of child labour".**

Forced Labour is all work or service which is exacted from any person, child or adult, under the threat of penalty and for which the person has not offered himself or herself voluntarily, according to the ILO Forced Labour Convention, 1930 (No. 29)***.

* See ILO [What is Child Labour?](#); [ILO Convention No.138](#); [ILO Convention No. 182](#)

**The Worst Forms of Child Labour are defined by Article 3 of [ILO Convention No. 182](#)

***ILO [Forced Labour Convention, 1930 \(No. 29\)](#)

¹ The 2013/14 Tulane Survey estimated that up to 2.1 million children were involved in child labour in the cocoa sectors of Ghana and Côte d'Ivoire . A follow-on study for 2018/2019 by NORC (University of Chicago) which will update estimates is in the process of publication at the time of writing.

effective solutions has advanced significantly over the last decade.

While forced child and adult labour is more localized and limited in scale, with 30,000 adults and children estimated to have been victims of forced labour between 2013 and 2017 in the Ivorian and Ghanaian cocoa sector,² its impacts on victims are severe, and there are increasing calls on the cocoa sector to take more focused action.

While many of the root causes of forced labour are similar to those of child labour there are other specific factors that contribute to its risk in the cocoa sector. The 2018 [ILO Guidelines Concerning the Measurement of Forced Labour](#) assesses forced labour risks in relation to involuntariness (e.g. deception during the recruitment) and a threat or menace of any penalty (e.g. wage withholding). In its [2019 Assessment of Forced Labor Risk in the Cocoa Sector of Côte d'Ivoire](#), Verité found that the risks for individual workers depends on a range of factors, including age, ethnicity, migration status, living situation, working conditions, earnings, access to documentation, and recruitment process. In this context, migrant workers who have recruitment-related debt and are relatively early into their employment tenure (in the first two to three years) appear to have the highest vulnerability for forced labour in the cocoa sector.



² de Buhr, E. & Gordon, E., 2018, Bitter sweets: *Prevalence of forced labour and child labour in the cocoa sectors of Côte d'Ivoire and Ghana*. Tulane University & Walk Free Foundation.

STATISTICS: CHILD LABOUR IN COCOA IN GHANA AND CÔTE D'IVOIRE



1.8 million

Number of cocoa farming households in Ghana and Côte d'Ivoire



36%

Prevalence of child labour among all children in cocoa-growing areas



96%

Percentage of cases of child labour in cocoa that are hazardous child labour



28% of girls, 42 % of boys

Prevalence of child labour by gender



81%

Percentage of children in child labour who are also attending school



Three most common hazardous tasks:

Carrying heavy loads (79% children in child labour exposed), use of sharp tools (35% of children in child labour) and land clearing (22% of children in child labour)

Source: ICI's CLMRS data and ICI's community data, Tulane Report 2013/2014

3.2 About the International Cocoa Initiative (ICI)

ICI is a Swiss-based, non-profit foundation that works to ensure a better future for children in cocoa growing communities. It is a multi-stakeholder partnership advancing the elimination of child labour and forced labour, by uniting the forces of the cocoa and chocolate industry, civil society, farming communities, governments, international organizations and donors. ICI was created following a recommendation in the 2001 Harkin-Engel Protocol for the establishment of an independent foundation to oversee and sustain efforts to eliminate child labour in cocoa, including by implementing projects and serving as a clearinghouse for good practices³. ICI's founding 2002 Charter established the organization's remit accordingly, also including forced labour.

ICI currently has among its Board Members, Contributing Partners and Advisors, 21 private sector companies from the cocoa and chocolate industry, 10 organisations or individuals representing civil-society, and three UN organisations. For a full list please see the [ICI website](#). ICI's sphere of influence, pool of expertise, and network extends outwards from the staff in ICI's headquarters and country of operations, to its partners and extended stakeholder network, as can be seen in the graphic below.



Figure 1 – ICI's network

³ In September 2001, chocolate and cocoa industry representatives signed an agreement, developed in partnership with Senator Tom Harkin and Representative Eliot Engel, to eliminate the worst forms of child labour in the growing and processing of cocoa beans and their derivative products wherever cocoa is grown. This Protocol called for the creation of an independent foundation to oversee and sustain efforts to eliminate the worst form of child labour in the growing and processing of cocoa beans and their derivative products. In 2010, a Framework for Action to support the Implementation of the Harkin-Engel Protocol was agreed between the cocoa and chocolate industry, Côte d'Ivoire, Ghana and US governments calling for a 70% reduction in aggregate of the worst forms of child labour.

3.3 Lessons Learnt: Progress has been made but impact needs to be scaled

ICI has been working in cocoa-growing communities in Côte d'Ivoire and Ghana for 13 years and within that time has helped advance measurable progress in the fight against child labour in cocoa.

ICI's 2015-2020 Strategic Objectives were 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 key stakeholders have improved awareness, knowledge, willingness and capacity to take appropriate and effective decisions to strengthen child protection and mitigate child labour in cocoa-growing communities.

ICI's revised Objectives for 2019-2020 brought the community and supply-chain objectives together towards the rolling out of child protection systems and responses, and placed new emphasis on the centrality of innovation and learning.

ICI's original 2020 target to improve child protection for one million children by reaching 200,000 children directly and 800,000 children indirectly was revised in 2018 with a new direct-action target of 375,000 children and an indirect influencing target of 625,000 children. At the end of 2019, ICI had already surpassed its revised 2020 target for direct action, having improved child protection for over 380,000 children in cocoa-growing communities.

In terms of specific impacts on levels of child labour, ICI has shown that its community development approach, where cocoa-growing communities are supported to put in place child-centred development plans, can reduce hazardous child labour by 20-30%. The Child Labour Monitoring and Remediation Systems (CLMRS), which embed responsible risk management and human rights due diligence within the supply chain, can reduce hazardous child labour by almost 50% amongst identified children. ICI has also expanded the sector's knowledge on the complex and interlinked root causes of child labour, such as poor access to quality education and low farmer income. It is now better understood how household and community characteristics can be used to predict child labour risk and how to target efforts to reach the most vulnerable children first. These initiatives and others are profiled on ICI's website.

Recognition of these issues and the motivation to tackle them has significantly increased amongst many actors, including the cocoa and chocolate industry. There has been a significant growth in industry-funded programmes to tackle child labour over the last decade⁴, and many are showing encouraging results. At the same time, significant efforts are being made by the governments of Ghana and Côte d'Ivoire, both in the definition and implementation of relevant National Action Plans for the Elimination of Child Labour, as well

⁴ The World Cocoa Foundation (WCF) estimate that industry investments in efforts to tackle child labour in 2019 totalled \$65 million.

Impact for children: ICI's 2015-2020 Strategy achievements

By the end of 2019, ICI has measured the following advances against its strategic objectives:

- Direct action target surpassed through ICI Core Programme and ICI Projects⁵ with improved child protection for over 380,000 children in cocoa-growing communities of Côte d'Ivoire and Ghana
- 20 – 30% child labour reduction through community development in ICI Core Programme communities
- Child Labour Monitoring and Remediation Systems (CLMRS) covering 169,000 farmers leading to a 50% child labour reduction amongst identified children
- CLMRS, Quality Education and Forced Labour innovation pilots implemented
- Memorandum of Understandings developed with the governments of Ghana and Côte d'Ivoire, support provided to the development and implementation of their respective National Plans of Action for the Elimination of Child Labour, training of government counterparts, support to public-private coordination, membership of the Ghanaian National Steering Committee for Child Labour (NSCCL) and the Ivorian National Oversight Committee (CNS)
- Technical advice provided to standards-setters and certifiers
- Completion of nine research studies/data-analysis tools
- Budget growth from CHF 5.4m to CHF 13.8m (151% growth)
- Increase in staff from 38 to 155 (300% growth)
- Increase in ICI's industry and non-industry members from 23 to 34 companies and organisations (48% growth)
- Increased geographical coverage with new operations in Cameroon (in addition to Ghana and Côte d'Ivoire)



⁵ For more information on ICI's Core Programme versus Projects and Direct versus Indirection action please see section 5.1

as broader progress in advancing development to address many of child labour's root causes⁶. A significant increase in school attendance across cocoa-growing areas is just one example of progress made. According to data from UNICEF, in Côte d'Ivoire the net attendance rate at primary school increased from 55% in 2006 to 77% in 2016; in Ghana, primary school attendance increased from 73% in 2011 to 81% in 2018⁷.

Despite these advances, the situation remains precarious for the many children still involved in child labour and the estimated 30,000 children and adult workers at risk of forced labour in the cocoa sectors of Côte d'Ivoire and Ghana. While interventions implemented in the sector over the last 10 years to protect children and advance their rights have clearly had a positive impact, they currently only reach a fraction of at-risk cocoa-growing households.

ICI estimates that coverage of industry-backed Child Labour Monitoring and Remediation Systems as well as ongoing industry-backed community development efforts is currently only around 10-20% of the cocoa supply chain and its constituent communities in Côte d'Ivoire and Ghana at the time of writing in 2020. Today, the sector's biggest challenge, and therefore the priority focus for ICI's 2021 – 2026 strategy is **the scale-up of effective action to cover all children at risk of child labour and all workers at risk of forced labour.**

ICI's extensive operational, research, and convening experience has helped to establish it as a thought-leader and an operational counterpart for many actors in the cocoa sector, with a collective knowledge base and a partner network that can now be leveraged to drive greater impact in the next phase of ICI's work. **ICI is uniquely equipped to lead a coordinated, collective push for scale that positively changes the future for those at-risk of child labour and forced labour in the West African cocoa sector and beyond.**



⁶ [Gouvernement de la Côte d'Ivoire. Plan d'action national contre la traite, l'exploitation et le travail des enfants \(2019-2021\) and National Plan of Action Phase II \(NPA2\) For the Elimination of the Worst Forms of Child Labour in Ghana - 2017 – 2021](#)

⁷ Sources: MICS data: 2006 and 2016 Ghana, 2011 and 2018 Côte d'Ivoire. Ghana Statistical Service, 2018 & 2011. Multiple Indicator Cluster Surveys (MICS4 2011 & MICS6 2017-18), Survey Findings Reports. Accra, Ghana: GSS.

Institut National de la Statistique (INS) de la Côte d'Ivoire, 2007 & 2016. Enquête à indicateurs multiples (MICS3 & MICS5), Rapports finaux. Abidjan, Côte d'Ivoire: INS.

3.4 Looking Ahead: Shaping the next six years of action in the cocoa sector

Looking to the future there are a number of factors that are likely to impact the cocoa sector and its efforts to tackle child and forced labour in the coming years. The ICI Strategy 2021-2026⁸ has been designed both to respond to these future challenges and to maximise any opportunities in these emerging trends.

Increased expectation for responsible business conduct

The inclusion of the elimination of child labour and forced labour in the 2030 Global Agenda (Sustainable Development Goal 8 “Decent Work for All”, Target 8.7 – see box on the following page) has helped draw increased attention to the topic. It brings together governments, international organisations, civil society, and industry actors to strive for that ambitious target. There is also a rapidly-growing trend towards tighter regulation, especially in major cocoa-consuming countries, for companies to conduct mandatory human rights due diligence in their global supply-chains. Building on the UN Guiding Principles for Business and Human Rights, this legislation increasingly requires businesses to “assess and address” the most salient negative human rights impacts in their supply chains which, in cocoa, includes child labour and forced labour as critical priorities (see box on the following page). Many cocoa and chocolate companies have become active advocates for due diligence legislation, pushing for a level playing field in which all companies have to take responsibility for their supply-chains. Increased attention on the pressing issue of forced labour is also reflected in regulatory changes in a number of countries.

These evolutions intensify the need for the cocoa and chocolate industry to develop and implement, at scale, robust tools and systems to prevent, manage and mitigate the risks of child and forced labour across their supply chains.

Governments at the Centre, Public-Private Collaboration at the Forefront

ICI views the governments in its countries of operation as one of its most key partners. In recent years, the governments of Côte d’Ivoire and Ghana have made great strides in establishing the fight against child labour as a national priority, developing holistic National Action Plans for the Elimination of Child Labour, and leading the coordination of the various ministries and multi-stakeholder partners whose efforts contribute to their implementation.

The UNGPs offer clear guidance on the respective roles of governments and industry in managing human rights risks in business, with state actors having primary responsibility to protect the rights of their citizens and companies having obligations to respect human rights in their operations. Accordingly, there is a significant opportunity for governments and business to work together, with governments leading the national effort and companies participating more overtly within it whilst still focused on meeting their specific obligations.

⁸ ICI’s 2021-2026 Strategy envisages a 5-year implementation period towards the Strategy’s 2025 goal and targets, with 2026 to serve as a transition year in which to take stock, evaluate the end-impact and plan the next strategic phase.

The Sustainable Development Goals and SDG Target 8.7

The 17 UN Sustainable Development Goals (SDGs) were adopted in 2015 and set the global development agenda up until 2030.

ICI's work to tackle child and forced labour in cocoa communities supports many of these goals but links directly to the following SDGs:



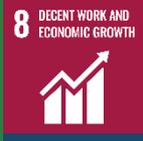
SDG 1: End poverty in all its forms everywhere



SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



SDG 5: Achieve gender equality and empower all women and girls



SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



SDG17: Strengthen the means of implementation and revitalise the global partnership for sustainable development

ICI's work in the cocoa sector will contribute specifically to the achievement of SDG Target 8.7 which calls on all actors to “take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking, and secure the prohibition and elimination of the worst forms of child labour... and by 2025 end(ing) child labour in all its forms”.

ICI's ambitions under this Strategy are also premised on its unique ability to contribute to **SDG Target 17.16** which calls for an enhanced “global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources” and to **SDG Target 17.17** which calls for “effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships”.

The UN Guiding Principles on Business and Human Rights

The [UN Guiding Principles \(UNGPs\) on Business and Human Rights](#) are a set of guidelines for states and companies to prevent, address, and remedy human rights abuses committed in business operations. They were proposed by [UN Special Representative on business and human rights John Ruggie](#), and endorsed by the UN Human Rights Council in June 2011.

The UNGPs encompass three pillars outlining how states and businesses should implement the framework:

- The state duty to protect human rights
- The corporate responsibility to respect human rights
- Access to remedy for victims of business-related abuses

The UNGPs are underpinning the development of a fast-evolving regulatory framework with many countries establishing national laws for mandatory human rights due diligence (HRDD) and with some regional legislation under consideration including in Europe. HRDD legislation carries a range of expectations and implications for businesses:



The Children's Rights and Business Principles

Developed by UNICEF, the UN Global Compact and Save the Children in 2012, the [Children's Rights and Business Principles \(CRBPs\)](#) are a set of principles to guide companies on actions they can take in the workplace, marketplace and community to respect and support children's rights. This set of 10 Principles align with the UN Guiding Principles on Business and Human Rights but seek to more clearly define the scope of corporate responsibility towards children. Covering a wide range of issues – from child labour to marketing and advertising practices – the Principles call on companies everywhere to respect children's rights through their core business actions, and through policy commitments, due diligence and remediation measures. *Principle 2* (“*Contribute to the elimination of child labour, including in all business activities and business relationships*”) calls upon all businesses to i) eliminate child labour, ii) prevent children from engaging in hazardous work and iii) work with governments, social partners and others to promote education and sustainable solutions to the root causes of child labour.

ICI has sought to support and capitalise on these relationships, offering its technical and operational support to the governments' National Action Plans within agreed MoUs, supporting the training of government departments to aid the mainstreaming of child labour as a policy priority, facilitating the definition of roles and responsibilities between state and industry actors in key intervention areas, and thereby reinforcing the coordination, coherence and efficiency of the collaborations underway.

As the cocoa sector considers how to scale-up interventions with a proven impact, a shift from individual, ad-hoc projects to a broader, nationally-coordinated systems approach is imperative. National systems, driven by National Action and Sector Development Plans, by collaborative synergy with supply-chain systems, and by strong mutual accountability (reinforced by civil society), will be central to sector-wide change.

Exacerbating threats

Poverty in cocoa-growing communities is already an enormous challenge. Threats such as climate change, political instability, and public health risks, such as the 2020 COVID-19 global pandemic, have a disproportionately greater impact on people in developing countries, and on the poorest among them. They will inevitably increase pressure on the livelihoods and welfare of smallholder farmers and the communities they live in. **It is more important than ever that efforts to improve livelihoods also strengthen the overall resilience of cocoa-growing communities and the systems established to protect children within them.** Work on good agricultural practices, modernization and restructuring of the cocoa supply chain, modifications to land use, forest conservation and biodiversity, and investments in crop and livelihood diversification will all be necessary to prevent further erosion of the fragile socio-economic environment in which cocoa farmers live.

Social changes linked to youth and gender empowerment, and improved equity, will need to be fostered, while systems designed to protect and assist vulnerable individuals will need to be made robust and durable. These challenges are not faced by the cocoa sector, or West Africa, alone. Strengthening relationships with other agricultural commodities and other geographies will also be important to facilitate the sharing of best practices and to help ensure that collective efforts reach critical mass.

The ability for businesses, governments, civil-society and communities to successfully adapt to evolving threats will require an ever more in-depth knowledge and understanding of the cocoa supply chain. It also demands an increasingly vigilant capacity to identify, prevent, and address the risks within it.

4 ICI'S STRATEGIC APPROACH 2021-2026 – CATALYSING SCALE-UP AND SYSTEM CHANGE FOR SECTOR-WIDE IMPACT

This Strategy establishes ICI's vision, mission, and theory of change and how this will be achieved through the strategic goal, objectives and core functions. This section also presents the strategic outcomes and indicators by which ICI will measure direct progress and its catalytic influence.

4.1 ICI's Vision

ICI's vision is of thriving cocoa-growing communities within a dignified, sustainable and responsibly-managed cocoa supply chain, where child rights and human rights are protected and respected, and where child labour and forced labour have been eliminated.

4.2 ICI's Mission

ICI works together with its partners to improve the lives of children and adults at risk of child labour or forced labour in cocoa-growing communities. ICI innovates, catalyses, and supports the development, implementation and scale-up of effective policies and practices that promote human rights and that prevent or remediate child labour and forced labour.

4.3 ICI's Theory of Change

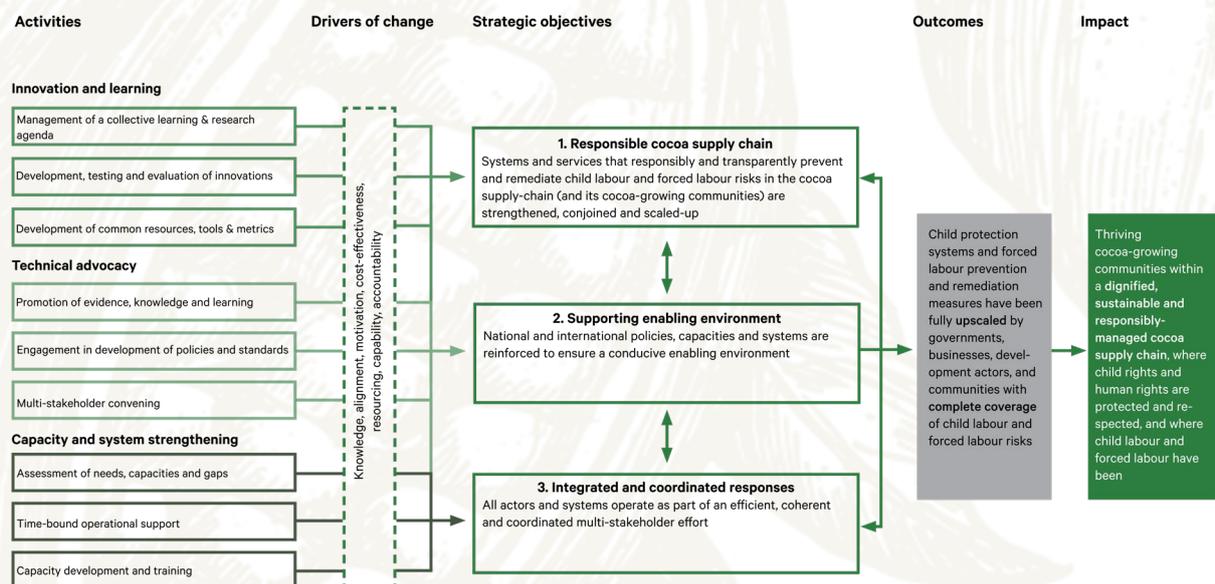


Figure 2 – ICI's Theory of Change

ICI's Vision can only be achieved when systems that effectively prevent and remediate child labour and forced labour are expanded to a scale commensurate with the size of the challenge. Currently, a number of

inter-linked factors are obstructing the acceleration and expansion of good practices on a sector-wide basis.

These “barriers to scale” include:

- **knowledge** gaps about child labour and forced labour, their causes, and the most cost-effective actions to address them;
- lack of **alignment** across key stakeholders leading to piecemeal and sometimes incoherent efforts that fail to reach critical mass;
- shortfalls in **motivation**, incentive and compulsion for all parties to invest in and contribute to change as part of a shared responsibility;
- inadequate transparency and **accountability** preventing inaction from being noticed and commitment from being rewarded;
- **capacity** gaps across many key stakeholders that inhibit the development and use of durable systems that can deliver lasting impact at scale;
- insufficient funding and **resources** to implement what is required to impact sector-wide change.

If ICI leads a collective effort to tackle the above barriers to scale, positively turning them into powerful drivers of change, then the cocoa sector and its stakeholders can together achieve the scale-up of investments, systems, and actions required to effectively and sustainably prevent and address child and forced labour on a sector-wide basis.

ICI will address key barriers to scale in the following ways:

- **Knowledge:** ICI will place robust research to identify effective interventions at the heart of its work, developing and piloting new approaches through operational innovation, and identifying and sharing knowledge on evidence-based approaches with proven impact, through a collective learning agenda.
- **Alignment:** ICI’s multi-stakeholder membership, with representation from industry, civil society, farmer groups and relevant international organizations, as well as its strong links with government representatives and policy makers, means it is perfectly placed to drive alignment within the sector. ICI will convene its partners and stakeholders and help them work together in a coordinated, collaborative and accountable way towards a common goal, with clearly defined roles and responsibilities. Supporting the sector to align around harmonized approaches will also generate significant cost-efficiencies that will help overcome critical resource barriers to achieving impact at-scale. ICI will seek to actively coordinate its members in the cocoa sector on matters pertaining to child labour and forced labour, subscribing to and supporting the primary leadership and coordination role of governments in relation to broader national efforts and partners.
- **Motivation:** ICI will provide robust evidence of impact and build shared knowledge of what works, thus inspiring and motivating others to act. By showing what is possible as well as what is

increasingly required, and by focusing on how success can and must be scaled across the sector, the organization will drive greater progress through increased investment, a stronger policy environment and greater compliance within a more demanding regulatory environment.

- **Cost-effectiveness:** Approaches combining targeted support to children at risk of child labour today, with actions to address root causes and prevent future cases of child labour, have proven to be effective. Moving forward, ICI will develop tools and adapt approaches to maximise their cost-effectiveness and sustainability, improving system efficiency and self-reliance to reduce costs and enabling limited resources to be prioritised to the most vulnerable.
- **Capability:** ICI will support capacity strengthening at various levels. It will help to empower farming communities (and specifically women and children) to design and implement their own child-centred development plans. ICI will equip supply chain actors and civil society organisations with knowledge and tools to reinforce their operations. The organisation will support national governments in implementing their National Action Plans, bolstering their policy frameworks and coordinating all relevant actors in the system.
- **Accountability:** ICI will facilitate accountability through a clear definition of roles and a shared understanding of success that is measured using credible, standardised, gender- and age-disaggregated metrics, that all parties input into a comprehensive data-management system. This will allow for appropriately targeted initiatives, greater clarity on sector-wide progress, a higher appreciation of due diligence throughout the sector, and increased motivation to respect responsibilities and commitments. ICI will also help to reinforce capacity, where it needs strengthening, for critical entities such as local or international civil society organisations, unions and non-governmental networks, or communities themselves to hold “duty bearers” accountable for their obligations to “rights holders”.
- **Resourcing:** ICI will support the cocoa sector to mobilise the resources needed to drive scale-up by building partnerships with new members and among existing members, exploring innovative financing models, and leveraging the investments and capacities already in-play.

4.4 ICI's Strategic Goal

By applying its Theory of Change, ICI, its members and stakeholders will, by 2025⁹, have **significantly contributed** to the **achievement of SDG 8.7** (to eliminate all forms of child labour and to take effective measures to eradicate forced labour) and the **advancement of the UNGPs** (promoting the state duty to protect human rights, the corporate responsibility to respect human rights in business, and access to remedy for victims) in the cocoa sector through the **full upscaling** of child protection systems and forced labour prevention and remediation measures by governments, businesses, development actors and communities.

As noted, the achievement of ICI's Strategic Goal is dependent on the actions and investments of many stakeholders, far beyond the direct action of ICI alone but nonetheless aided by ICI's catalytic endeavours. It will be **measured** at sector-wide level (*as per the Results Framework in Annex*) through the following **indicators and targets**:

- a) A **significant reduction in the prevalence of child labour** in cocoa-growing households in Côte d'Ivoire and Ghana
- b) A **significant reduction in child labour risk factors** (e.g. access to quality education, women's empowerment, socio-economic development, household poverty) at community level¹⁰
- c) A **reduction in the severity of child labour** amongst working children (e.g. hours/days worked, number of tasks, harm to children)
- d) A **reduced number and percentage of children and adults in forced labour** in cocoa-growing areas
- e) A **reduced risk of forced labour** in cocoa-growing communities (e.g. number of individual or community risk factors present)

See "Estimating our Impact" Text Box on page 30 for an evidence-based hypothesis on different Child Labour reduction scenarios.

⁹ ICI's 2021-2026 Strategy envisages a 5-year implementation period towards the Strategy's 2025 goal and targets, with 2026 to serve as a transition year in which to take stock, evaluate the end-impact and plan the next strategic phase. In reality some implementation is expected to run through into 2026 either for the sake of completion or continuity.

¹⁰ See "Estimating our Impact" Text Box on page 30 for an evidence-based hypothesis on different Child Labour reduction scenarios.

4.5 ICI's Strategic Objectives and Core Functions

To contribute to the achievement of its Strategic Goal, ICI will work towards three complementary Strategic Objectives and focus its efforts on three mutually reinforcing Core Functions implemented either in the ICI Core Programme or through projects with various partners (for more information please *see the Results Framework in Annex*).

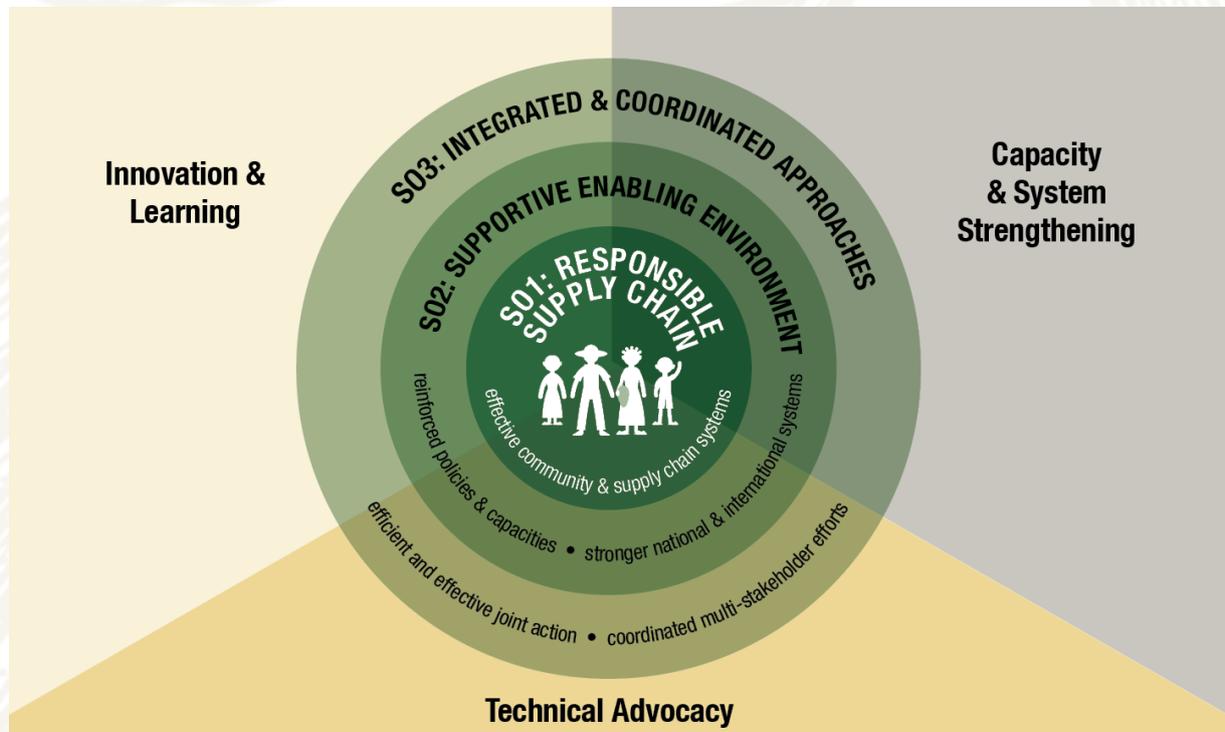


Figure 3 - ICI's Strategic Objectives and Core Functions

Strategic Objective 1: A Responsible Cocoa Supply-Chain

Systems and services that responsibly and transparently prevent and remediate child labour and forced labour in the cocoa supply-chain, and its cocoa-growing communities, are strengthened, conjoined and scaled up.

Strategic Objective 2: A Supportive Enabling Environment

National and international policies, capacities and systems are reinforced to ensure a supportive enabling environment that is conducive to change.

Strategic Objective 3: Integrated and Coordinated Approaches

All actors and systems operate as part of an efficient, coherent and coordinated multi-stakeholder effort.

Learning and Innovation in support of ICI's Strategic Objectives



Figure 4 – How Learning and Innovation will contribute to ICI's Objectives

ICI, its members and stakeholders will pursue the following learning and innovation activities to support the achievement of ICI's Strategic Objectives:

- **Management of a collective learning and research agenda:** A collective learning agenda will be developed (based on needs, gaps and sector priorities and also linked to other relevant sectors) to guide and inform research and innovation on child labour, forced labour and effective approaches to address them at-scale.
- **Development, testing and evaluation of innovations:** Innovative coop-based and community-based systems and approaches, as well as new approaches for improved coordination (e.g. landscape approaches) will be developed, piloted and evaluated to understand their impact, cost-effectiveness, scalability and sustainability.
- **Development of common resources, tools and metrics:** shared resources and tools will be developed and disseminated, including collectively defined benchmarks for effective practice.
- **Research on root causes, policies and practices:** Existing research and evidence on root-causes, exacerbating challenges, and interventions to address child labour and forced labour will be analysed and new research will be conducted, where necessary. Evidence and learning will be used to inform direct action, technical advocacy and capacity-building efforts.
- **Exchange of knowledge and learning:** Evidence and knowledge on policies and practices to address child labour and forced labour will be exchanged between ICI members, stakeholders and technical experts, different parts of the global cocoa supply chain, and other relevant disciplines and sectors to drive transparency and accountability in the upscaling of appropriate supply-chain, community and national systems and services.

Technical Advocacy in support of ICI's Strategic Objectives



Figure 5 – How Technical Advocacy will contribute to ICI's Objectives

ICI, its members and stakeholders will pursue the following advocacy activities to support the achievement of ICI's Strategic Objectives:

- **Promotion of evidence, knowledge and learning:** Knowledge and evidence-based learning will be actively promoted across all relevant stakeholders, including media and consumers, about: the root causes of child labour and forced labour; effective supply-chain and community approaches; and the need for policies, standards and benchmarks to create an enabling environment.
- **Engagement in the development of policies and standards:** Relationships will be strengthened, and policy-makers and influencers will be engaged, with ICI advising and advocating for effective and evidence-based policies and standards, including national policies, HRDD legislation and sustainability standards.
- **Multi-stakeholder convening:** Work with members and broader stakeholders will be advanced to develop and promote shared objectives, aligned approaches and common success measures. All players will be supported to better understand and play their complementary roles and responsibilities in (a) the scale up of effective supply-chain, community and government systems, (b) the reinforcement of national and international systems, and (c) the development, implementation and respect of relevant policies.
- **Partnership development and donor mobilisation:** stakeholders will be mobilised to bring additional capacities and resources in support of the upscaling of effective systems and the development of appropriate international and national policies.

Capacity and System Strengthening in support of ICI's Strategic Objectives



Figure 6 – How Capacity and System Strengthening will contribute to ICI's Objectives

ICI, its members and stakeholders will pursue the following capacity building activities to support the achievement of ICI's Strategic Objectives:

- Assessment of needs, capacities and gaps:** ICI will help to assess (a) its member companies' risk management, prevention and remediation mechanisms, (b) community capacities, (c) government capacities and (d) civil society capacities in order to identify critical capacity gaps to be addressed.
- Capacity development and training:** Industry, civil society, communities and governments will be supported in designing and refining their strategies and commitments in relation to child and forced labour. Training and awareness-raising materials, guidance notes, implementation manuals, Strategic Operating Manuals, and training accreditation will be designed, tested and used to build the capacity of supply-chain, community, civil society and government partners to implement effective systems. National and international coordination capacities and mechanisms will be reinforced to ensure coherence across different stakeholder groups. The capacity of communities and civil-society to hold "duty bearers" accountable for their obligations to "rights holders" will be reinforced.
- Time-bound operational support:** time-bound operational support will be provided, including through direct action, (a) to aid the set-up, upscaling and coordination of prevention and remediation mechanisms in supply-chain structures, in communities, and through national systems with defined exit-strategies to ensure that ICI operational support can be redirected once capacity has been functionally and sustainably integrated; (b) to integrate new approaches (such as risk-based targeting and landscape approaches); and (c) to improve, analyse and use data generated by these systems.
- Data-management and analysis:** A common results-framework will be developed and an associated data-repository will be maintained to monitor and evaluate efforts in the fight against child and forced labour, enabling members and stakeholders to feed national coordination systems, to track progress, to link with other sector initiatives and partnerships, and to report on outputs and outcomes, driving accountability in the sector.

4.6 Strategic Outcomes and Indicators

In implementing the above activities and in catalysing the associated outputs, ICI expects to contribute to the following operational outcomes which will be tracked and evaluated using the following metrics and 2025 targets. Data disaggregation will *a priori* allow for the tracking of outcomes within ICI's core programme and ICI-assisted projects and also across broader ICI member activities. To accurately monitor sector-wide progress it will also be essential that a critical mass of additional stakeholders are using and sharing common tools and metrics (*see full Results Framework in Annex*).

Côte d'Ivoire and Ghana - Outcomes and Metrics:

In Côte d'Ivoire and Ghana, 100% of the cocoa supply-chain and its cocoa-growing communities will be covered by child protection systems, including relevant human rights due diligence (HRDD) measures, that effectively and sustainably¹¹ prevent and remediate child labour.

- **Indicator:** Number and percentage of communities/households in Côte d'Ivoire and Ghana covered by effective and sustainable child protection/HRDD systems that assess and address child labour.
- **2025 Target:** 100% of communities/households covered by systems that meet minimum effectiveness criteria and standards.
- **Interim Targets:** Annual incremental increases in system coverage.

- **Indicator:** number and percentage of assessed communities showing improvement in the average child labour risk score (based on root-cause indicators of quality education, women's empowerment, socio-economic development etc.).
- **2025 Target:** at least 70% of assessed communities show an improvement in child labour risk-scores.
- **Interim Targets:** Annual incremental increases in the number of assisted communities showing an improvement in child labour risk-scores and their component root-cause indicators.

In Côte d'Ivoire and Ghana, 100% of the at-risk parts of the cocoa supply-chain and its cocoa-growing communities are covered by relevant human rights due diligence (HRDD) measures that effectively and sustainably prevent and remediate forced labour.

- **Indicator:** Number and percentage of at-risk communities/households in Côte d'Ivoire and Ghana covered by HRDD measures that prevent and address forced labour risks.

¹¹ Child Protection Systems can include supply-chain CLMRS, community-based systems, and enhanced government systems (with the ambition of aligning public and private systems for maximum coverage and impact). "Effective systems" should enable and support companies to conduct their due diligence in relation to child labour and to meet all regulatory obligations for HRDD. "Effective systems" should at least allow companies to report on (a) the extent of child labour risk in their supply-chain, (b) the number of farming households covered by the systems, (c) the number of child labour cases identified, (d) the proportion of those cases assisted, and (e) the proportion of assisted cases improved or out of child labour. "Effective systems" will also embrace a "do no harm" philosophy, operating in the best interest of the child and staying vigilant to unintended consequences. "Sustainable systems" offer protection that can be maintained at the level required to address the needs for as long as they persist.

- **2025 Target:** 100% of at-risk communities covered by forced labour risk-management measures including risk-assessment, awareness-raising, training, grievance mechanisms, detection, data-collection, referral and remediation.

Broader West Africa - Outcomes and Metrics:

Other parts of the West African cocoa supply-chain with significant risks of child labour or forced labour have improved coverage of systems, including relevant HRDD measures, that effectively and sustainably prevent and remediate child labour and forced labour.

- **Indicator:** Number and percentage of communities/households in other West Africa countries (e.g. Cameroon, Nigeria) covered by child protection and HRDD systems for child labour and forced labour.

Additional Global Outcomes:

Other parts of the global cocoa supply-chain, and other agricultural commodity sectors, facing similar child rights or human rights challenges, learn from those systems and practices being upscaled in West Africa, and vice-versa.

- **Outcome: Lessons learnt** from other sectors and geographies feed into the design and development of child protection systems in West Africa. Lessons learnt from West Africa are disseminated and used in other sectors and geographies.

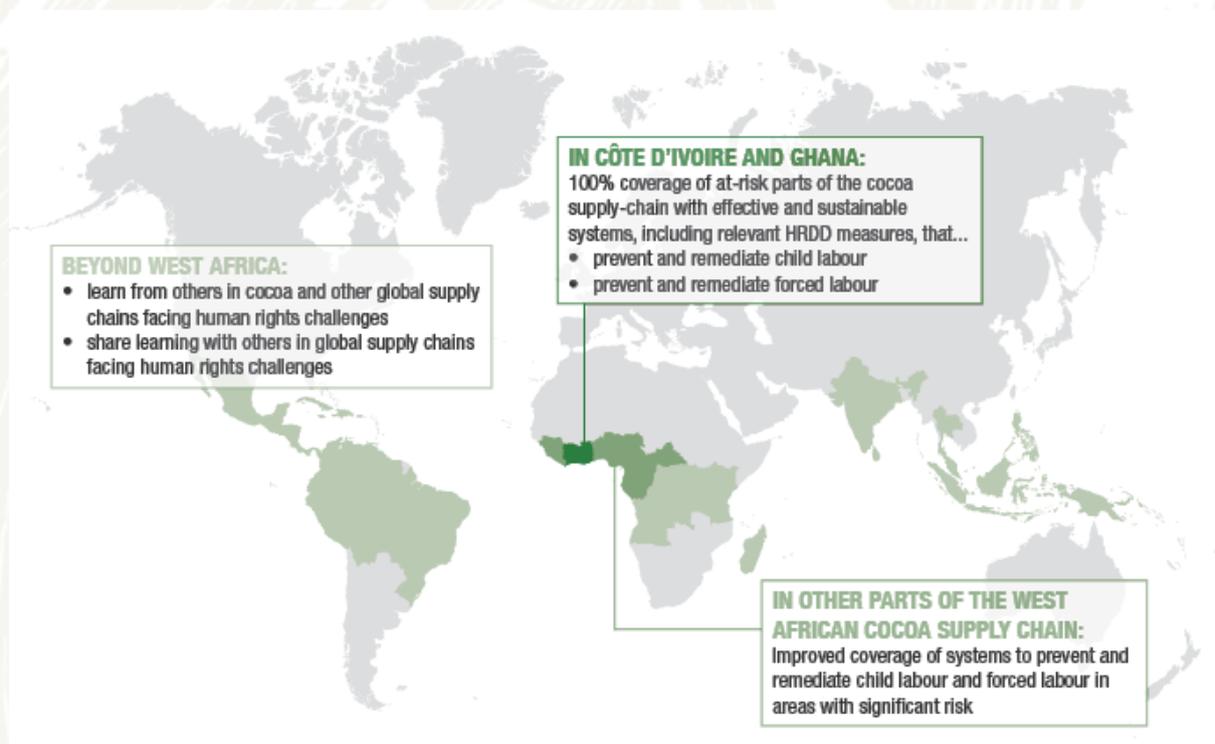


Figure 7 – ICI's Outcomes

5 ICI'S STRATEGIC OPERATING MODEL – ICI AS OPERATIONAL MENTOR, THOUGHT LEADER AND CATALYST

5.1 Direct Action and Influencing

Maintaining the basic operating and business model that has contributed to the success and results of ICI's 2015-2020 Strategy, but finding focus and adding emphasis in key areas for expanded reach, ICI will continue to drive impact through its direct operational actions and through its influence on the actions of others.

Recognising the scope and scale of work needed, in Côte d'Ivoire and Ghana alone, to prevent and address child and forced labour across the cocoa supply-chain, ICI will have to play its catalytic role even more intentionally and effectively to meet the majority of its ambition.

ICI will continue to maintain a strong operational presence in Côte d'Ivoire and Ghana, and increasingly in Cameroon and other West African cocoa-producing countries. This will not only support the required strengthening of operational capacity, but will also help ICI to:

- preserve first-hand experience of the operating environment,
- feed that operational experience into its catalytic innovation and learning,
- maintain its credibility as an operationally-grounded thought-leader and so strengthen its effectiveness as a technical advocate, and
- build and nurture relationships on the ground with key stakeholders (governments, development actors, companies, civil society, farming communities) who will be both expert participants in ICI's learning agenda and the target audience for ICI's advocacy.

ICI's 2021-2026 Strategy envisages a five-year implementation period towards the Strategy's 2025 goal and targets, with 2026 to serve as a transition year in which to take stock, evaluate the end-impact, and plan the next strategic phase¹².

Direct action targets

Between 2021 and 2025, ICI's direct action, primarily in the form of capacity-strengthening projects with member companies and other partners, will aim to drive and support 25% of the full supply-chain coverage with child protection systems to prevent and remediate child and forced labour. This equates to approximately 500,000 cocoa-farming households (out of an estimated 2 million farming households)¹³ with a total of **1,250,000 children** (of whom 34% are estimated to be in or at-risk of child labour).¹⁴

¹² In reality some implementation is expected to run through into 2026 either for the sake of completion or continuity.

¹³ Based on a total of 1,800,000 farmers in Côte d'Ivoire and Ghana, and an additional subset of 200,000 farmers from other West African origins.

¹⁴ Based on an average of 2.5 children per cocoa-farming household. Whilst an estimated 200,000 households are already covered by ICI's direct action at end-2020, they will continue to be supported at least through 2021 and 2022, so the children in those households are also counted as benefitting from improved child protection under this strategy.

Indirect action targets

The remaining 75% of the goal for full supply-chain coverage will need to be delivered and supported operationally by other partners in the cocoa sector, whether industry, government, development actors or civil society. ICI's Core Programme will be designed and implemented to catalyse, guide and reinforce the efforts of all these other players through the Core Functions, by driving a collective innovation and learning agenda, expanded technical advocacy efforts and the strengthening of key systems and capacities. ICI's indirect influencing work (which will be described in a separate Influencing Strategy to guide the ICI Action Plan that will be finalized before the Strategy goes into effect) will therefore seek to inspire, facilitate or contribute to the scale up of child protection systems covering up to **3,750,000 children** living in 1,500,000 cocoa-farming households (of whom 34% are estimated to be in or at-risk of child labour).¹⁵ This ambition will, however, be contingent on a number of pre-requisites, not least the organisation of supply-chain structures and communities to accommodate the systems envisaged, the full participation and commitment of all supply-chain actors (beyond ICI's membership), a supportive enabling environment ensuring expansion of national services to rural areas and a successful mobilisation of significant resources to support this scale-up.

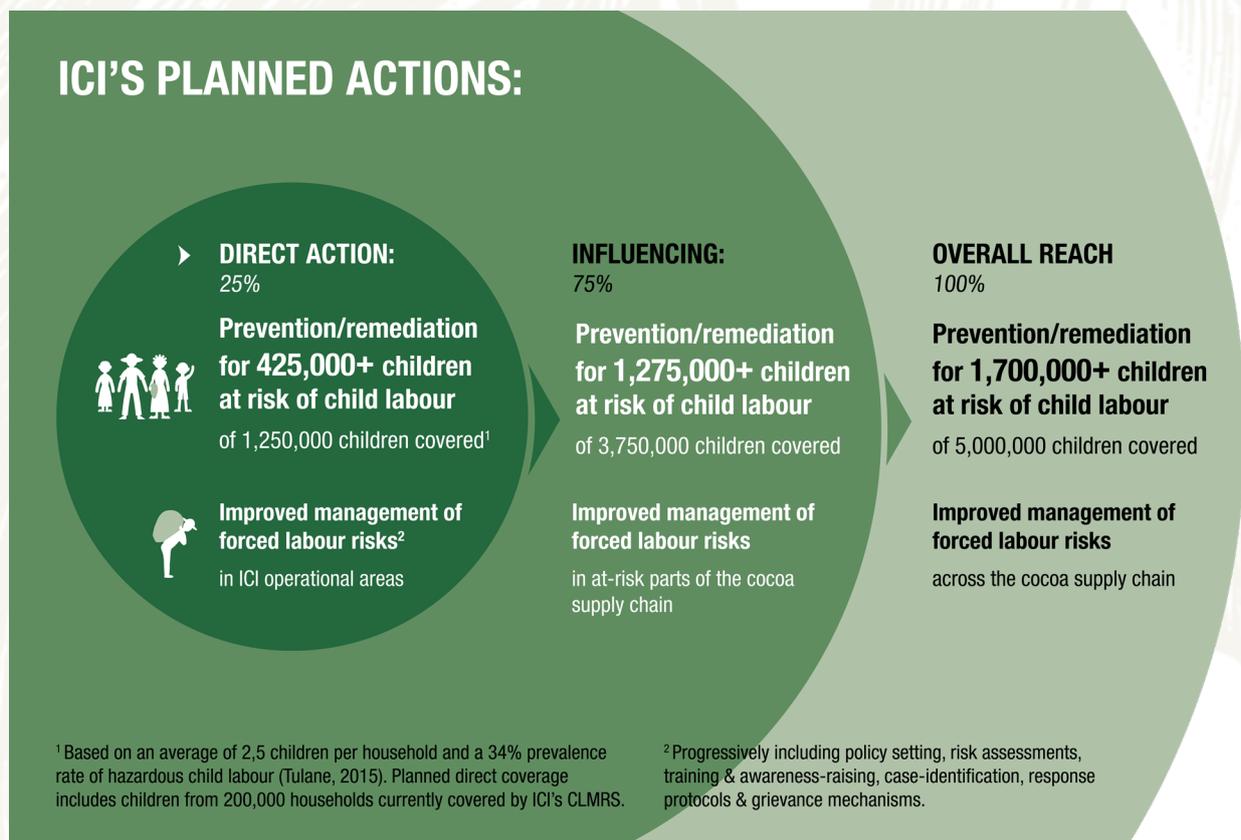


Figure 8 – Impact of ICI's Direct and Indirect Action

¹⁵ Based on an average of 2.5 children per cocoa-farming household. Whilst an estimated 200,000 households are already covered by ICI's direct action at end-2020, they will continue to be supported at least through 2021 and 2022, so the children in those households are also counted as benefitting from improved child protection under this strategy.

Estimating ICI's potential impact on child labour

By how much can we expect to reduce child labour through our direct action?

Analysis of ICI's work shows that after three years, effective community systems can reduce the prevalence of hazardous child labour by up to 30% at community level, and effective supply chain systems can reduce prevalence by up to 50% among children identified in hazardous child labour.

ICI's "direct action" ambition is to support the scale up of effective child protection systems that prevent or remediate child labour to cover 500,000 households¹⁶, comprising 1,250,000 children. Assuming innovation and adaptation can improve these systems' performance and the identification rate increases from 60% towards 100%, based on a 34% prevalence rate of hazardous child labour and recognising that effective systems can reduce hazardous child labour by up to 50% in three years¹⁷, **then between 127,500 and 212,500 children could be supported to stop doing hazardous work¹⁸.**

By how much can we expect to reduce the severity of child labour through our direct action?

Despite being covered and assisted by community or supply-chain systems, some children continue to engage in hazardous child labour¹⁹. However, effective systems can still reduce children's exposure to hazardous child labour, for example by working fewer hours a day, or conducting fewer hazardous tasks.

Based on early findings on the impact of ICI's work on child labour severity²⁰, a further **25,500 to 42,500²¹ children could become less exposed to hazardous work.**

By how much could child labour be reduced through our indirect influencing work?

If ICI's influencing and other processes reinforce a conducive enabling environment and drive concurrent progress in addressing additional root-causes of child labour (beyond those addressed through the scaled up child protection systems), reductions in child labour prevalence and child labour severity linked to ICI's direct action could be further amplified.

Furthermore, if similar assumptions are applied to ICI's broader indirect influencing target of catalysing child protection coverage for a further 3,750,000 children in 1,500,000 households across cocoa-growing areas of West Africa (including through a more conducive enabling environment), and if there is the requisite mobilisation of significant funding from donors, governments, industry and others to support this, then an **additional 382,500 to 637,500 children could be indirectly supported to stop doing hazardous work²²**, and a further 76,600 to 127,500 could become less exposed to hazardous work²³.

Total estimated potential impact of ICI's Direct Action and Influencing:

- 510,000 to 850,000 children supported out of child labour
- 102,000 to 170,000 children less exposed to hazardous work

¹⁶ This includes the 200,000 households already covered at end-2020 but for whom services and support will continue into 2021 and beyond.

¹⁷ Systems will need to be put in place by 2022 to achieve this impact in a three-year period. For the purposes of this calculation, we assume an average of 2,5 children aged 5-17 in a household, that effective systems identify 60% - 100% of cases of child labour in a given community or cooperative, and are as effective as ICI's CLMRS, or more effective. The estimation of hazardous child labour prevalence is based on Tulane (2015) *Survey Research on Child Labor in West African Cocoa Growing Areas*.

¹⁸ This is calculated as follows: 1,250,000 children x 34% child labour prevalence x 50% reduction = 212,500 (x 60% - 100%).

¹⁹ It is also important to note that child labour reduction is rarely static – some children who stop doing hazardous work later return to hazardous child labour.

²⁰ Among children covered by ICI's CLMRS in Côte d'Ivoire, around 10% of children continued to work but did fewer hazardous tasks than when they were first identified. Similar decreases in severity were observed among children covered by ICI's community development programmes in both Côte d'Ivoire and Ghana.

²¹ 1,250,000 children x 34% child labour prevalence x 10% severity reduction = 42,500 (x 60% - 100%)

²² This is calculated as follows: 3,750,000 children x 34% child labour prevalence x 50% reduction = 637,500 (x 60% - 100%).

²³ This is calculated as follows: 3,750,000 children x 34% child labour prevalence x 10% severity reduction = 127,500 (x 60% - 100%).

5.2 Resourcing and Growth

ICI's annual budget for 2020 is CHF 13.8m. Of this, CHF 3.8m is "core funding" primarily generated through ICI members' annual contributions and dedicated to the implementation of ICI's Core Programme. CHF 10m is derived from "restricted project funding" for the implementation of donor-funded activities earmarked to specific outcomes that are nevertheless fully aligned with the mission and strategy of the organisation.²⁴

a) Core Programme

To deliver the new strategy's ambition from 2021 onwards, ICI's Core Programme will be reconfigured to ensure adequate resourcing and staffing across the Strategic Objectives and Core Functions. Whilst detailed activity planning and budgeting will be conducted in the development of the 2021 Action Plan and Budget, an illustrative, estimated breakdown for the 2021 Core Programme is as follows:

| | S01: Responsible Supply Chain | S02: Enabling environment | S02: Coordinated approaches | Totals |
|---|--------------------------------------|--------------------------------------|------------------------------------|---|
| CF1: Innovation & Learning | CHF 755,000 | CHF 222,000 | CHF 93,000 | CHF 1,076,000 (45% of activity costs) |
| CF2: Technical Advocacy | CHF 425,000 | CHF 170,000 | CHF 170,000 | CHF 766,000 (32% of activity costs) |
| CF3: Capacity & System Strengthening | CHF 135,000 | CHF 205,000 | CHF 214,000 | CHF 554,000 (23% of activity costs) |
| Operating expenses | CHF 905,000 | CHF 453,000 | CHF 453,000 | CHF 1,811,000 |
| Totals | CHF 2,220,000 (53%) | CHF 1,050,000 (25%) | CHF 930,000 (22%) | CHF 4,200,000* |
| <small>*comprising 3.8m current membership dues +0.4m fundraising</small> | | | | |

Figure 9 – Estimated breakdown of 2021 Core Programme funding

This breakdown builds in an important assumption that CHF 400,000 additional core budget will be secured in order to deliver the new strategy, particularly in some key areas where current investment levels are

²⁴ Whilst restricted projects cover Indirect Support Costs (ISC) associated with the implementation of these activities which are often cost-shared with the Core Programme for the sake of agility and efficiency, a rigid firewall exists to ensure that there is no cross-subsidisation between the Core Programme and Projects except when deliberately designed and approved by the Board or Executive Committee to leverage core funding for amplified impact in the collective interest.

modest and where targeted reinforcement is deemed critical to the success of the broader endeavour. These include the coordination functions (with particular emphasis on strengthening key components of national coordination capacity), other national and local capacity-strengthening efforts, data-management, learning and business development.

Looking to the future, the new Strategy assumes a year-on-year increase of CHF 150,000 in core funding derived from expanded ICI membership, particularly among private-sector companies seeking to intensify their work on child labour and forced labour. This assumption is based on anticipated increased demand linked to the evolving regulatory environment and broader post-2020 ambitions further enabled by additional ICI capacity dedicated to business development and fundraising. An additional modest increase in core funding is foreseen in the form of complementary institutional funding from a non-industry donor, bringing the total expected core revenue in support of the ICI Core Programme to CHF 4.65m by 2023 (a 22% increase on 2020).

b) Project funding

Similarly anticipating an increase in demand linked to regulatory and other post-2020 dynamics, and particularly in light of the collective ambition to reach 100% coverage of the cocoa supply-chain with systems and HRDD measures that prevent and address child and forced labour, it is expected that ICI's operational capacity-building work, as detailed in the section *Strategic Operating Model: Direct Action And Influencing*, will expand as companies and their partners seek to cover more of the supply-chain²⁵.

At the same time, ICI will ensure it preserves its catalytic function, meaning that operational support to companies and their partners will increasingly be tied to a progressive transfer of capacity and an eventual exit-strategy, allowing systems and services to stand on their own and for ICI's support to be transferred elsewhere.

To model the expected growth in ICI's project work, and reflecting these new strategic principles, ICI's "direct action" ambition will be confined, as detailed above, to 25% of the 2 million cocoa-farming households estimated to constitute the full 100% target²⁶, with the remaining 75% to be delivered by other actors, albeit benefitting from the shared benefits and influence of ICI's Core Programme.

Additionally, the following **basic assumptions** have been factored into the ICI growth model:

- ICI's direct-action starting point is the 200,000 cocoa-farming households being supported through projects at end-2020;
- ICI will continue support to these households post-2020, but transitioning the model of support and phasing out progressively;

²⁵ Note that this increased demand for operational collaboration is also expected to increase corporate demand for ICI membership since ICI will only collaborate operationally with companies who are members of ICI and who are willing also to invest in the common goods and shared benefits of the ICI Core Programme.

²⁶ Assuming 1.8 million farmers in total in CDI and Ghana, with an additional 200,000 farmers added to the target from other West African producers in line with likely growth from a far lower level of coverage.

- ICI will bring in, progressively, an additional 300,000 cocoa-farming households from 2021 to 2023 across a variety of project models ranging from “operationally embedded capacity building” to “technical assistance” to “advisory support”, also transitioning households over time between these models to allow for a gradual lowering in the intensity of ICI support and an eventual exit or graduation;
- Whilst activities and costs delivered through ICI may reduce in intensity and volume, it is assumed that partners will be independently and adequately supporting other complementary costs to ensure effectiveness and impact as ICI’s role lightens²⁷;
- Unit-costs to estimate the resourcing requirements for each model are based on ICI’s current operational costs, but adjusted over time to allow for economies of scale and efficiencies identified through ICI’s innovation work;
- Unit-costs have also been cross-referenced between different models (e.g. CLMRS and Community Development) and are comparable, ensuring flexibility in the partners’ final selection of project approach;
- Project volume has only been realistically projected to end-2023. From 2024 onwards, it will depend on continuing demand, including for maintenance or expansion of support and services, beyond 2025.

Based on the above criteria and assumptions, ICI’s Project funding is expected to grow by 30% from CHF 10 million in 2020 to CHF 13 million in 2023.

c) Anticipated growth

Combining these projections for the ICI Core Programme and for ICI’s Project work, ICI’s estimated resourcing and growth trajectory is as follows, charting an overall 28% increase in budget over the coming 3 years (figure 10). This compares to a much steeper 151% growth in budget during the previous Strategic cycle, reflecting that (a) ICI has already reached a near-optimal size in relation to its catalytic role, (b) additional expansion in support of greater ambition can be supported and off-set by the stronger emphasis on capacity-building, as opposed to full service delivery, and (c) the reasonable growth anticipated will be manageable.

²⁷ Note that, depending on the operational approach and the level of ICI support, the share of additional costs directly managed by partners and not contracted through ICI can represent between 20% and 75% of the total cost of the system.

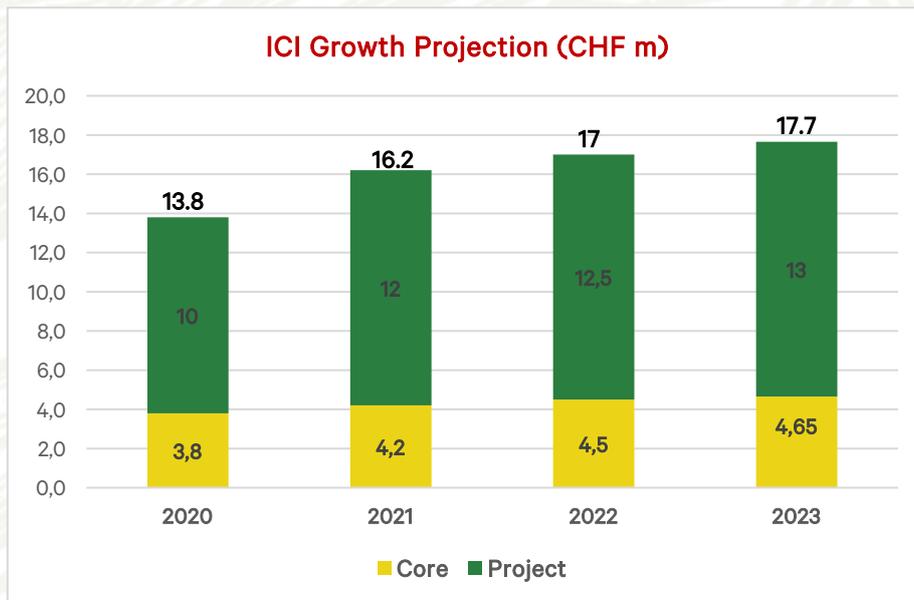


Figure 10 – Details of projected ICI budget growth

d) Funding Source

At 2020 and following the completion of one significant public-sector donor grant, 94% of ICI's funding comes from the private sector, with 6% from public-sector, non-profit or institutional funding. Over the next three years, while private sector funding is anticipated to increase in response to the broader contexts described above, opportunities also to expand and broaden ICI's non-industry funding base²⁸ will be explored, with some modest optimism that, aided by greater business development capacity and a renewed engagement of donors through the optics of HRDD and SDG 8.7, ICI's share of non-industry funding can increase to 12% by 2023.

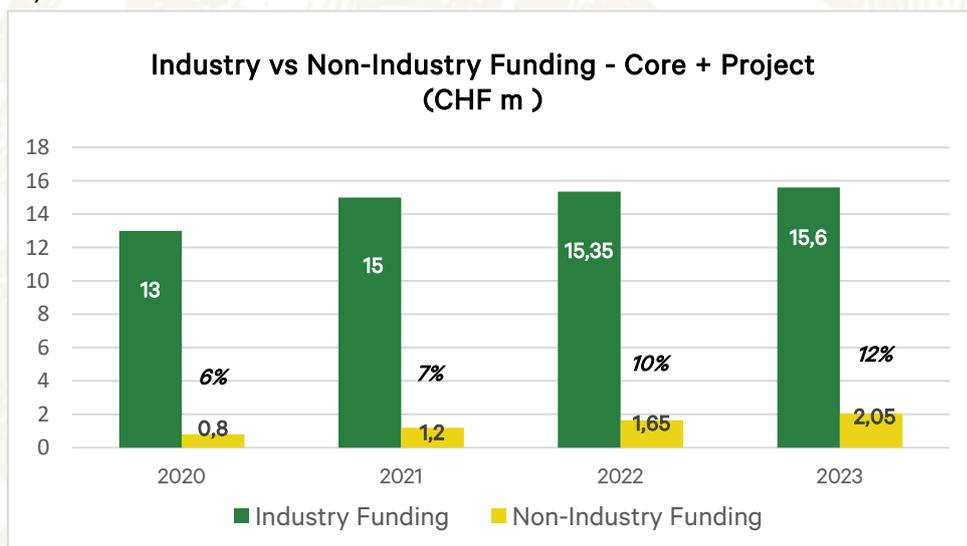


Figure 11 – Details of projected funding sources for Core and Project

²⁸ Including through innovative funding models drawing social/development impact investments, as well as private fundraising approaches targeting consumers.

6 GOVERNANCE, ACCOUNTABILITY AND PARTNERSHIPS

6.1 Governance

As is currently the case, ICI's new 2021-2026 Strategy will be governed and presided over by the ICI Board, maintaining its diverse, multi-stakeholder composition, ensuring a reasonable balance between industry and non-industry or civil society representation (following the ICI Charter and By-Laws), and functioning on principles of neutrality²⁹, collective decision-making and consensus³⁰.

The Board will continue to be responsible for approving either annual (or multi-annual) Action Plans and Budgets to support the implementation of the Strategy. As per the ICI Charter, the ICI Board will continue to delegate its oversight of the day-to-day management of the Foundation to the ICI Executive Committee, comprised of an equal balance of industry and non-industry or civil society Board Members. The ICI Executive Committee will define and approve the annual ICI Organizational Objectives detailing ICI's strategic management priorities and goals to drive the Strategy's successful implementation.

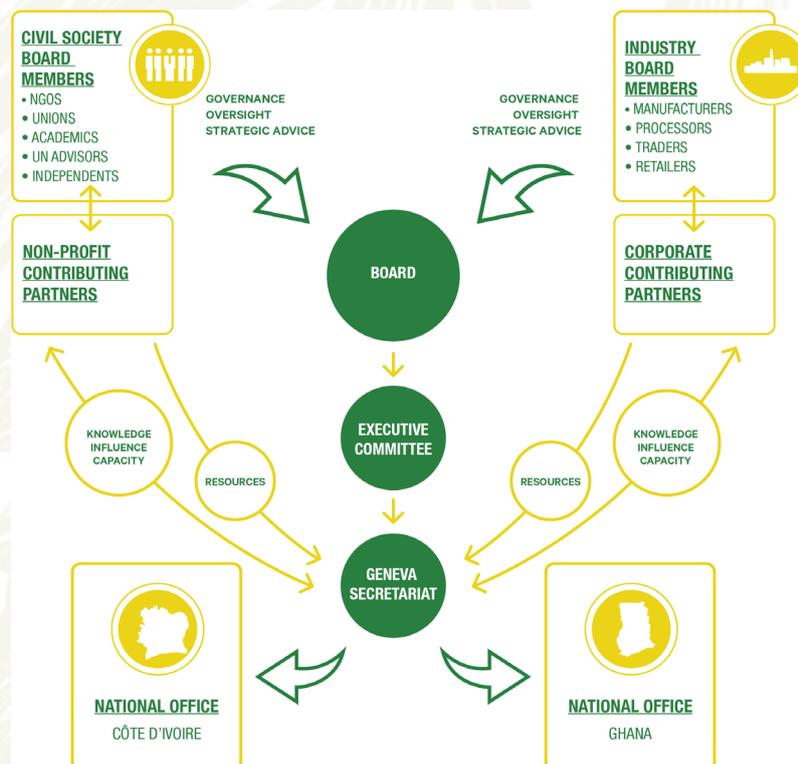


Figure 12 – ICI's multi-stakeholder governance model

²⁹ ICI's neutrality is derived from the net-balance of views, opinions and interests of its diverse industry and non-industry members and partners channelled into a consensus-driven decision-making process.

³⁰ To this end, the ICI Board is also tasked to guard against any conflict of interest that may arise between ICI's various roles (for instance between its roles as project-implementer and technical-advocate) and specifically to ensure that any communication and advocacy reflects the consensus of its multi-stakeholder collective in the interest of cocoa farmers and their children.

6.2 Accountability

ICI will continue to report annually to the ICI Board on expenditures, activities and results derived from the implementation of its annual or multi-annual Action Plans, using the metrics prescribed in the Strategy's Results Framework (see Annex). These will also be reported publicly each year through ICI's Annual Report, with additional targeted steps to share information, seek feedback, and jointly review results with key stakeholder groups, including governments in ICI's countries of operation, representative groups within communities of operation, and policy-makers at the international level.

A mid-term review of ICI's 2021-2026 Strategy will be undertaken at the end of 2023 to take stock of progress towards ICI's defined 2025 targets and objectives, to review the Strategy's continuing relevance and effectiveness and to consider any necessary course-corrections so as to ensure and maximize the Strategy's intended impacts. A full ex-post review of the Strategy's final results will be conducted at the end of 2025 (with specific sub-components submitted to external evaluation or third party verification) together with stakeholder feedback, including at the community-level, in order to feed the definition, planning and approval of ICI's next Strategic cycle by end-2026.

As explained in the Strategy's Results Framework, ICI will first and foremost account for the activities and outcomes linked to its own direct actions and influencing efforts, whether implemented through ICI's Core Programme or through specific, donor-funded projects. At the same time, and bearing in mind ICI's ambition to drive action and impact on a scaled-up, sector-wide basis by supporting and catalysing a variety of partners and stakeholders, ICI will also facilitate accountability across the efforts of the cocoa sector to tackle child labour and forced labour. ICI will both encourage and support its members to report transparently, consistently and coherently on their plans, actions and results. This will include reporting to those populations impacted by the actions of ICI and its partners, with specific efforts to empower and enable local community and civil society structures so they can hold "duty bearers" accountable for their obligations to "rights holders". ICI will equally extend this ambition to other cocoa sector stakeholders, including governments, non-member companies and development actors, through: the promotion of common metrics; the strengthening of collective data-management; the strengthening of ICI's sector-based convening and coordination function; and support to government-led coordination efforts.

6.3 ICI Membership

Separate from ICI's Board, ICI's membership will continue to be comprised of private-sector companies from all tiers of the chocolate and cocoa industry as well as non-profit organizations, all paying differentiated annual contribution fees as ICI's Contributing Partners. While Contributing Partners may also sit and serve on the ICI Board, the roles are distinct, and there is no automatic entitlement or obligation for Contributing Partners to serve in a governance role on the ICI Board, with Board appointments considered independently, in line with the ICI Charter and By-Laws. Contributing Partners' annual fee levels will be defined within the ICI Contribution Schedule, to be adopted on a three-yearly basis by the ICI Board or its Executive Committee,

and subject to periodic review as necessary. Annual fees will constitute the main source of budget for the ICI Core Programme but may also be supplemented by complementary institutional funding. In order to expand the reach and impact of the ICI Core Programme, as well as to drive a level-playing field and maximize engagement and alignment on a sector-wide basis, ongoing efforts to expand ICI's membership will be intensified. To do this, ICI will highlight the benefits of ICI membership (including the license for operational collaboration that it grants), the value of ICI's role in the sector and a compelling association, through ICI, with responsible business conduct, with respect for human rights and with the highest standards of technical and operational integrity. The Terms of Partnership agreed between ICI and its members will be reviewed and refreshed to best support the aims and ambitions of the ICI 2021-2026 Strategy.

6.4 Partnerships

Beyond ICI's membership, ICI's stakeholder network will tie many other actors and partners into the "collective learning and scaling journey" inspired by this Strategy. Key amongst these are the governments in the cocoa-producing countries where ICI will operate, and whose leadership, policies, action plans and systems form the backbone of the enabling environment prioritized by this Strategy. Additionally, development actors, civil society and donors will be essential partners in ICI's strategic ambition, as will policy-makers and regulators in cocoa-importing markets. And ultimately, cocoa farming families, their children and their communities, as well as supply-chain actors and cooperatives, will be ICI's primary stakeholders in the collective effort to protect children, safeguard child rights and prevent child and forced labour, with their empowerment and their voice at the heart of ICI's new Strategy.

ICI will continue to nurture, evolve and expand its strategic partnerships in order to play the catalytic role envisaged across its new Strategic Objectives and Core Functions. Within the cocoa sector, concerted efforts will be made to build alignment and complementarity with other sector organizations (e.g. World Cocoa Foundation- WCF, the International Cocoa Organization - ICCO, and various National Platforms for Sustainable Cocoa) and to forge strategic linkages with those ongoing sector sustainability partnerships (such as Cocoa and Forests Initiative, the Child Learning and Education Facility (CLEF) and Early Learning and Nutrition Facility (ELAN) led by the Jacob's Foundation) and coalitions beyond cocoa (Alliance 8.7, UN Global Compact, the ILO's Child Labour Platform) so as to maximize integration, efficiency and impact. ICI's collective learning platform, its technical expertise, its convening power and its operational capability will also be offered in support of broader public-private or multi-stakeholder partnerships as they are developed. New partnerships reaching beyond cocoa will be explored to promote synergy and mutual support on shared priorities that cannot be addressed in a commodity-specific way.

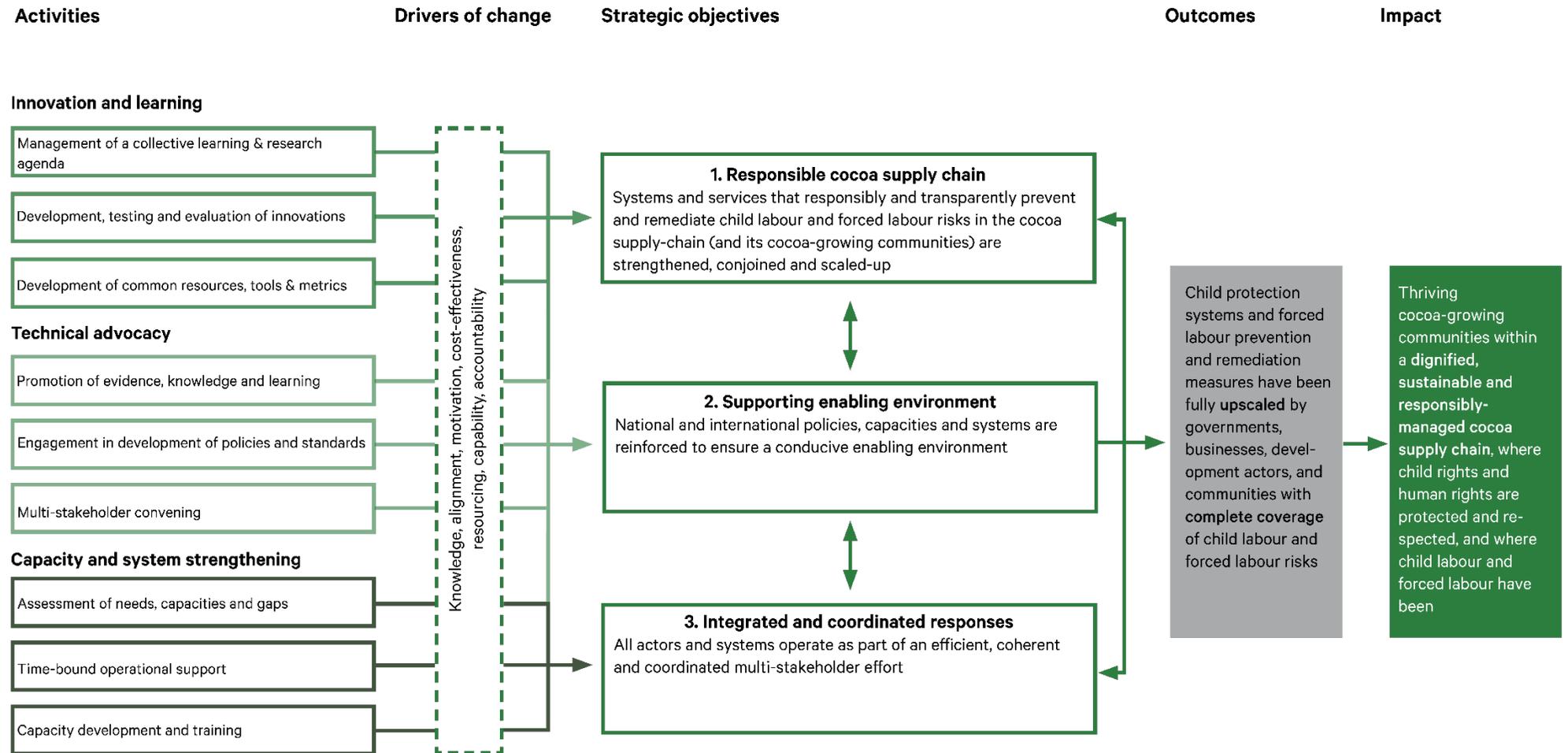
7 CONCLUSION

There is no doubt that significant challenges remain in the cocoa sector's endeavour to tackle child labour, and forced labour, in the supply chain. But real progress has been made and knowledge of effective practices has been strengthened. ICI's new 2021-2026 Strategy has been designed to capitalize on ICI's unique attributes as a specialist multi-stakeholder convener, as a center of technical excellence and as an operationally-grounded catalyst for change to drive the accelerated scale up of those effective practices. Under this Strategy, ICI will continue to support farming communities and households, and the children within them, on a journey out of poverty and towards the realization of their human rights in addition to helping its various partners to achieve real impact and meet the growing expectations upon them. This is a critical, complex and urgent ambition that requires the unwavering commitment of many different stakeholders. ICI is ready to inspire, guide and support them all on that journey.



8 ANNEXES

8.1 ICI Strategy Theory of Change: Catalysing scale-up and system change for sector-wide impact



8.2 ICI 2021-2026 Results Framework

VISION

ICI's vision is of thriving cocoa-growing communities within a dignified, sustainable and responsibly managed cocoa supply chain, where child rights and human rights are protected and respected, and where child labour and forced labour have been eliminated.

MISSION

ICI works together with its partners to improve the lives of children and adults at risk of child labour or forced labour in cocoa-growing communities. ICI innovates, catalyses and supports the development, implementation and scale-up of effective policies and practices that promote child rights and that prevent or remediate child labour and forced labour.

| A) Overarching goal | Sector-level indicators and targets | Data sources | Risks |
|--|--|---|--|
| <p>By 2025, ICI, its members and stakeholders will have significantly contributed to the achievement of SDG 8.7 (to eliminate all forms of child labour and to take effective measures to eradicate forced labour) and the advancement of the UNGPs (promoting the state duty to protect human rights and the corporate responsibility to respect human rights in business) in the cocoa sector through the full upscaling of child protection systems and forced labour prevention and remediation measures by governments, businesses, development actors and communities.</p> | <p>A.1) Reduced # and % of children in child labour in cocoa-growing households.</p> <p>2025 Target: A significant reduction in the prevalence of child labour in cocoa-growing households in CDI and GH³¹.</p> | <p>Sector-wide representative national surveys, also collecting data on proxy risk indicators</p> | <ul style="list-style-type: none"> - <i>Political instability.</i> - <i>Economic shocks or trends affect cocoa prices and/or worsen farmer poverty.</i> - <i>Climatic shocks or trends negatively impact cocoa production, livelihoods and farmer income.</i> - <i>Stalled socio-economic development.</i> - <i>A non-conducive enabling environment leads to a lack of appropriate national policies and programmes.</i> |
| | <p>A.2) Change in average child labour risk score at community level (based on improvements in access to quality education, women's empowerment, socio-economic development etc.)</p> <p>2025 Target: A significant reduction in average child labour risk index score at community level³²</p> | | |
| | <p>A.3) Reduced severity of child labour amongst working children (e.g. hours/days worked, # tasks, harm to children).</p> | | |
| | <p>A.4) Reduced # and % of children and adults in forced labour in cocoa-growing areas.</p> | <p>Representative surveys at national level or sub-regional level in at-risk areas</p> | <ul style="list-style-type: none"> - <i>Lack of sufficient industry/supply-chain participation.</i> |
| | <p>A.5) Reduced risk of forced labour in cocoa-growing communities (e.g. number of individual/community risk factors present)</p> | <p>Child labour risk measurement tools</p> | |

| B) Sub-goals & strategic objectives: | Operational-level indicators and targets | Data sources | Risks |
|---|--|--|---|
| <p>SO1: Systems & services that prevent and remediate child labour and forced labour in the cocoa supply-chain and its cocoa-growing communities are strengthened, conjoined and scaled-up;</p> <p><i>AND</i></p> <p>SO2: National and international policies, capacities and systems are reinforced to ensure a conducive enabling environment;</p> <p><i>AND</i></p> <p>SO3: All actors and systems operate as part of an efficient, coherent and coordinated multi-stakeholder effort;</p> <p><i>SO THAT</i></p> <p>(a) in CDI and Ghana, 100% of the cocoa supply-chain and its cocoa-growing communities is covered by child protection systems, including relevant human rights due diligence (HRDD) measures, that effectively and sustainably prevent and remediate child labour³³,</p> | <p>B.1) # and % of communities/households in CDI and GH covered by effective & sustainable child protection/HRDD systems that prevent and address child labour</p> <p>2025 Target: 100% of communities/households covered by systems that meet minimum effectiveness criteria and standards.</p> <p>Interim Targets: Annual incremental increases in system coverage.</p> | <p>Government/company/civil society/ICI reporting (from scaled-up systems)</p> <p><i>NB: Data disaggregation to show ICI-specific outcomes (in ICI Core Programme & ICI-assisted projects), ICI member outcomes, other stakeholder outcomes as well as sector-wide outcomes.</i></p> | <p><i>-As above.</i></p> <p><i>- Certain at-risk areas (e.g. protected forests) beyond the operational reach of most actors other than government.</i></p> <p><i>- A non-conducive/non-viable operating environment limits the expansion and scale-up of projects and operations.</i></p> <p><i>- Lack of full industry/supply-chain participation.</i></p> |
| | <p>B.2) # and % of assessed communities showing improvement in average child labour risk score (based on root-cause indicators of quality education, women's empowerment, socio-economic development etc.)</p> <p>2025 Target: at least 70% of assessed communities show an improvement in child labour risk-scores</p> | <p>Periodic project & system reporting from company/partners/government using set of community-level indicators</p> | <p><i>- Limited data availability/sharing of data from different stakeholders</i></p> |

³³ "Effective systems" should enable and support companies to conduct their due diligence in relation to child labour and to meet all regulatory obligations for HRDD. "Effective systems" should support risk-analysis / risk-assessment in all areas of potential CL risk and should operationalise active monitoring, remediation and prevention in all areas/communities/households with confirmed CL risk, allowing companies to report on (a) the extent of child labour risk in their supply-chain, (b) the number of farming households covered by the systems, (c) the number of child labour cases identified, (d) the proportion of those cases assisted, and (e) the proportion of assisted cases improved or out of child labour.

| | | | |
|--|---|---|--|
| | <p>Interim Targets: Annual incremental increases in the number of assisted communities showing an improvement in child labour risk-scores and their component root-cause indicators.</p> | <p><i>NB: Data disaggregation to show ICI-specific outcomes (in ICI Core Prog & ICI-assisted projects), ICI member outcomes, other stakeholder outcomes as well as sector-wide outcomes.</i></p> | |
| <p>(b) in CDI and Ghana, 100% of the at-risk parts of the cocoa supply-chain and its cocoa-growing communities are covered by relevant human rights due diligence (HRDD) measures that effectively and sustainably prevent and remediate forced labour;</p> | <p>B.3) # and % of at-risk communities/households in CDI and GH covered by human rights due diligence (HRDD) measures that prevent and address forced labour risks</p> <p>2025 Target: 100% of at-risk communities covered by FL risk-management measures including risk-assessment, awareness-raising, training, grievance mechanisms, detection, data-collection, referral and remediation.</p> | <p>Government/company/civil society/ICI reporting (from scaled-up systems)</p> <p><i>NB: Data disaggregation to show ICI-specific outcomes (in ICI Core Prog & ICI-assisted projects), ICI member outcomes, other stakeholder outcomes as well as sector-wide outcomes.</i></p> | |
| <p>(c) other parts of the West African cocoa supply-chain with significant risks of child labour or forced labour have improved coverage of such systems; and</p> | <p>B.4) # and % of communities/households in other WA countries (e.g. Cameroon, Nigeria) covered by child protection and HRDD systems for child labour and forced labour</p> | <p>Government/company/civil society/ICI reporting (from scaled-up systems)</p> <p><i>NB: Data disaggregation to show ICI-specific outcomes (in ICI Core Prog & ICI-assisted projects), ICI</i></p> | |

| | | | |
|--|---|---|---|
| | | <p><i>member outcomes, other stakeholder outcomes as well as sector-wide outcomes.</i></p> | |
| <p>(d) other parts of the global cocoa supply-chain, and other agricultural commodity sectors, facing similar child rights or human rights challenges learn from those systems and practices being upscaled in West Africa, and vice-versa.</p> | <p>B.5) Lessons learnt from other sectors and geographies feed into design and development of child protection systems in W Africa. Lessons learnt from W Africa disseminated and used in other sectors and geographies.</p> | <p>Publications, workshop attendance, operational guidance, national policy and programme frameworks, company strategies.</p> | <p>Contextual, cultural and linguistic differences disincentivize or obstruct the sharing of knowledge.</p> |

Core function 1: Learning and innovation

Activities:

- **Management of a collective learning and research agenda:** A collective learning agenda will be developed (based on needs, gaps and sector priorities and linked to other relevant sectors) to guide and inform research and innovation on child labour, forced labour and effective approaches to address them at-scale.
- **Development, testing and evaluation of innovations:** Innovative coop-based and community-based systems and approaches, as well as new approaches for improved coordination (e.g. landscape approaches) will be developed, piloted and evaluated to understand their impact, cost-effectiveness, scalability and sustainability.
- **Development of common resources, tools and metrics:** including the development and collectively defined benchmarks for effective practice and their dissemination.
- **Research on root causes, policies and practices:** Existing research and evidence on root-causes, exacerbating challenges, and interventions to address child labour and forced labour will be analysed and new research will be conducted, where necessary. Evidence and learning will be used to inform direct action, technical advocacy and capacity-building efforts.
- **Exchange of knowledge and learning:** Evidence and knowledge on policies & practices to address child labour and forced labour will be exchanged between ICI members, stakeholders and technical experts, different parts of the global cocoa supply chain, and other relevant disciplines and sectors to drive transparency and accountability in the upscaling of appropriate supply-chain, community and national systems & services.

Desired Changes:

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

Output Indicators:

- Collective learning & research agenda defined and reviewed annually
- # members and partners contribute data and analysis to shared learning processes
- # research studies published and disseminated
- # innovation projects piloted, evaluated, and documented
- # meetings/workshops held to exchange knowledge and learning on child labour and forced labour, defining good practices and agreeing effectiveness benchmarks and standards.

Outcome Indicators

- # stakeholders (government, industry, civil society) using tools and metrics developed or disseminated by ICI for implementation and reporting
- # Policies and strategies developed that include references to ICI research and learning products or collectively defined standards
- # innovations piloted adopted by other stakeholders
- # stakeholders reporting on standards and benchmarks collectively defined by ICI and its stakeholders

NB: Data will be disaggregated to show ICI-specific outcomes (i.e. across ICI operations, projects & members) as well as stakeholder-wide outcomes.

Core function 2: Technical advocacy

Activities & Outputs:

- **Promotion of evidence, knowledge and learning:** Knowledge and evidence-based learning will be actively promoted across all relevant stakeholders, including media and consumers, about the root causes of child labour and forced labour; effective supply-chain and community approaches; and the need for policies, standards and benchmarks to create an enabling environment and promote accountability as effective coop-based and community-based systems are scaled up.
- **Engagement in the development of policies and standards:** strengthen relationships, engage with policy-makers and influencers, advise and advocate for effective and evidence-based policies and standards, including national policies, HRDD legislation and sustainability standards.
- **Multi-stakeholder convening:** work with members and broader stakeholders to develop and promote shared objectives, aligned approaches, common success measures. Support all players to better understand and play their complementary roles and responsibilities in (a) the scale up of effective supply-chain, community and government systems, (b) the reinforcement of national and international systems, and (c) the development, implementation and respect of relevant policies.
- **Partnership development and donor mobilisation:** to bring additional capacities and resources to support upscaling of effective systems and the development of appropriate international & national policies.

Desired Changes:

- Policies, strategies and practices are more aligned, evidence-based and effective
- Uptake and scale-up of effective solutions by governments, civil society and industry increases
- Resources are available to support the scale-up of effective practice
- Accuracy and balance within media and campaign coverage of issues relating to child labour and forced labour in cocoa.

Output indicators:

- Communications and Advocacy plans developed and reviewed annually
- # stakeholders (government, industry, civil society) attending learning meetings/workshops
- # stakeholders supported by ICI to revise policies/regulations/standards
- # views of ICI resources (via ICI Knowledge Hub and, website and social media)

Outcome Indicators:

- % media reports and campaigns from key outlets assessed to be relevant, balanced and accurate
- # companies with defined targets and action plans to scale up effective approaches
- # stakeholders implementing community-based or supply chain approaches that meet collectively defined benchmarks/standards
- Level of donor funding dedicated explicitly to the prevention or remediation of child labour & forced labour and the upscaling of effective practices.

NB: Data will be disaggregated to show ICI-specific outcomes (i.e. across ICI operations, projects & members) as well as stakeholder-wide outcomes.

Core function 3: Capacity & system strengthening

Activities & Outputs:

- **Assessment of needs, capacities and gaps:** ICI will help to assess (a) its member companies' risk management, prevention and remediation mechanisms, (b) community capacities, (c) government capacities and (d) civil society capacities in order to identify critical capacity gaps to be addressed.
- **Capacity development and training:** Industry, civil society, communities and governments will be supported in designing and refining their strategies and commitments in relation to child and forced Labour. Training and awareness-raising materials, guidance notes, implementation manuals, SOPs, and training accreditation will be designed, tested and used to build the capacity of supply-chain, community, civil society & government partners to implement effective systems. National and international coordination capacities and mechanisms will be reinforced to ensure coherence across different stakeholder groups. The capacity of communities and civil-society to hold “duty bearers” accountable for their obligations to “rights holders” will be reinforced.
- **Time-bound operational support:** provision of time-bound operational support, including direct action, to aid the set-up, upscaling and coordination of prevention and remediation mechanisms in supply-chain structures, in communities, and national systems with defined exit-strategies to ensure that ICI operational support can be redirected once capacity has been functionally and sustainably integrated; to integrate new approaches (such as risk-based targeting and landscape approaches); to improve, analyse and use data generated by these systems.
- **Data-management and analysis:** A common results-framework will be developed and an associated data-repository will be maintained to monitor and evaluate efforts in the fight against child and forced labour, enabling members and stakeholders to feed national coordination systems, to track progress, to link with other sector initiatives and partnerships, and to report on outputs and outcomes, driving accountability in the sector

Desired Outcomes:

- **National, industry, civil society and community systems are strengthened and work in synergy to support**
- **Policies, strategies and practices are more effective, aligned, coordinated and sustainable**
- **Accountability and transparency are improved**
- **Stakeholder capacities are strengthened to support the scale-up of effective approaches**

Output Indicators:

- # stakeholders (government, civil society, industry, community) supported to assess strategy and capacities in relation to child labour and forced labour
- # stakeholders (government, civil society, industry) assisted with ICI advisory and/or operational support to reinforce their capacities or refine strategies
- # participants reached through accredited trainings
- # analyses/knowledge products produced, using reported data by stakeholders

Outcome Indicators:

- % of trained participants showing improved knowledge
- # stakeholders using appropriate and collectively endorsed training and awareness materials, implementation manuals and SOPs
- # all stakeholders (government, civil society, industry) reporting data (including on “who is doing what, where”) to the common framework
- Level of donor funding dedicated explicitly to capacity and system strengthening.