



# Tackling Child Labour

## 2017 Report



WORKING TOGETHER

The Nestlé Cocoa Plan helps us secure a high-quality, reliable supply of cocoa from communities in West Africa. Resilient, sustainable communities are better able to do this, and as such, support our business in reaching consumers with the confectionery and beverage brands that they know and love. Tackling child labour in cocoa, and the other initiatives we invest in as part of the Nestlé Cocoa Plan, are a core part of how we do business in a way that benefits society and delights our consumers.



The Nestlé Cocoa Plan aims to improve the lives of cocoa farmers and the quality of their produce.

**Better farming**  
**Better lives**  
**Better cocoa**





### Strong collaboration

Real change cannot be brought about by one organisation or company working in isolation. Collaboration is needed.

The partnership between Nestlé and the International Cocoa Initiative (ICI) is changing the way that the cocoa industry tackles the issue of child labour. We are proud to present this groundbreaking report together.



WORKING TOGETHER



### What is the Nestlé Cocoa Plan?

The Nestlé Cocoa Plan aims to improve the lives of farmers and their communities, and has three pillars of activities: better farming, better lives and better cocoa. We train farmers in better agricultural practices, distribute higher-yielding cocoa trees, promote gender equality, address the child labour issue and develop long-term relationships with farmer groups.

For more information visit: [www.nestlecocoaplan.com](http://www.nestlecocoaplan.com)



### What is the International Cocoa Initiative?

Established in 2002, within the framework of the Harkin-Engel Protocol, the International Cocoa Initiative (ICI) is a non-profit organisation that promotes child protection in cocoa-growing communities. ICI works with the cocoa industry, civil society, farmers' organisations, communities and national governments in cocoa-producing countries to ensure a better future for children and to contribute to the elimination of child labour.

For more information visit: [www.cocoainitiative.org](http://www.cocoainitiative.org)



### What is the Fair Labor Association?

Founded in 1999, the Fair Labor Association (FLA) strives to improve workers' lives around the world by creating lasting solutions to abusive labour practices by offering tools and resources to companies. Within the context of the Nestlé Cocoa Plan, the FLA conducts an annual, independent review of our progress in tackling child labour, which is publicly available through its website.

For more information visit: [www.fairlabor.org](http://www.fairlabor.org)



## Introducing our first report

According to a 2013/2014 study conducted by Tulane University commissioned by the US Department of Labor, an estimated two million children are engaged in hazardous work in Côte d'Ivoire's and Ghana's cocoa industries.<sup>1</sup>

With cocoa being a key ingredient for many Nestlé brands, including global favourites like KitKat® and Nesquik®, the way in which we source cocoa is strongly linked to both our business success and our impact on society. For us, high-quality, sustainable cocoa sourcing must include a robust approach to tackling the problem of child labour.

We are firmly opposed to all forms of child exploitation and are committed to preventing and eliminating child labour wherever it occurs in our supply chain. Following the limited impact of previous measures to address child labour in cocoa, in 2011 we partnered with the Fair Labor Association (FLA) to look into the issue. One of the recommendations in the FLA's comprehensive report was to set up a Child Labour Monitoring and Remediation System (CLMRS).

Following these recommendations, Nestlé became the first company in the cocoa industry to begin comprehensively tackling the issue through our own CLMRS, introduced as part of the Nestlé Cocoa Plan in 2012.

Initially centred in Côte d'Ivoire, the scope of our efforts broadened in 2016, when we extended the CLMRS to Ghana. Reporting on our progress in Ghana will begin in 2018.

Since its launch, the system has allowed us to drill down into the part of the supply chain covered by the Nestlé Cocoa Plan to identify all children actively engaged in child labour or perceived to be at risk of it. This has been a challenging, but worthwhile task. It has allowed us to take a more robust and systematic approach to the issue than has been seen elsewhere in the industry to date.

Our approach is entirely integrated into our supply chain, and is led by our Confectionery Strategic Business Unit as a way of improving the way we do business. This reflects our fundamental business philosophy – creating value for society alongside value for our company.

Our efforts have come a long way in a relatively short time and this would not have been possible without the help of others.

We are grateful to the FLA, which first proposed the implementation of a CLMRS system (and which has continued to independently audit our supply chain since<sup>2</sup>) and also to the International Cocoa Initiative (ICI), an organisation that promotes child protection in the cocoa industry. ICI's expertise has been so fundamental in the design and implementation of the CLMRS that its execution should be viewed as a joint effort between our two organisations.

Our first report provides an honest account of our efforts to spearhead the food and beverage industry's approach to what is a highly complex and persistent issue.

Through adopting an open and realistic reporting approach, we hope that our insights will help other organisations respond effectively to the issue. In this regard, we have worked with other cocoa and chocolate companies within CocoaAction, the World Cocoa Foundation's strategy for cocoa sustainability, and are pleased that the CLMRS approach is fully integrated into its design.

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## We believe that every child deserves the chance to create their own future.

# Child labour has no place in our supply chain

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## Leadership

In 2012, Nestlé became the first company in the industry to establish a comprehensive supply chain approach: the Child Labour Monitoring and Remediation System (CLMRS).

## Prevention

The system identifies cases of child labour (or children at risk) within Nestlé's supply chain and provides targeted solutions to prevent similar situations going forwards.

## Continuity

Children are monitored on an ongoing basis until they turn 18, allowing for the effectiveness of solutions to be assessed.

## Advocacy

We will openly share the successes and failures of the system.

## Growth

The system will grow substantially in Côte d'Ivoire. Additionally, over the next 12 months, the Nestlé Cocoa Plan will continue to be rolled out in Ghana.

## Impact

Child labour has been reduced by 51% over a three-year period in our supply chain.



This report looks, for the first time, at the effectiveness of efforts made by Nestlé and the International Cocoa Initiative (ICI) to tackle the problem of child labour. Since 2012, we have worked together to implement a pioneering supply chain-based monitoring and remediation system in Côte d'Ivoire.

# 40,728

5-17 year olds currently being monitored by the Nestlé Cocoa Plan CLMRS, with scale-up continuing

# 5,232

Children being helped to date in the upstream supply chain by the Nestlé Cocoa Plan CLMRS

### Tackling child labour

Nestlé is firmly opposed to all forms of child exploitation and we are committed to preventing and eliminating child labour wherever it occurs in our supply chain.

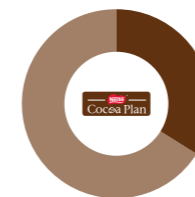
### Area of work

Our efforts are focused in Côte d'Ivoire and we are in the early stages of rolling the CLMRS system out in Ghana.



# 1/3

Of Nestlé's cocoa



### Supply chain

Around a third of Nestlé's total global cocoa supply is currently bought from producers covered by the Nestlé Cocoa Plan.

# 48,496

Cocoa producers

### CLMRS

Putting in place a CLMRS is a key requirement for producers and co-operatives participating in the Nestlé Cocoa Plan. As such, a significant number of them are now working to eradicate child labour in Nestlé's supply chain.

# 7,002

Children identified working on farms or in communities covered by the Nestlé Cocoa Plan.

### Focus of the work to date

The Nestlé Cocoa Plan sources cocoa from tens of thousands of small-scale producers through supply chain intermediaries, such as co-operatives and large multi-national suppliers.

The primary focus of the work to date on child labour has been to accurately identify all of these producers and their children. As a result, Nestlé and ICI have been able to uncover which children are involved in (or at risk of) child labour and to begin remediation work with them.

The process has been extremely challenging, but the initial results are promising. Owing to the CLMRS' community-based approach, farmers have had the confidence to share accurate and reliable information on the numbers of children potentially working in the sector.

This has enabled Nestlé and ICI to better understand the full scale of the problem. Moreover, through this open engagement, we have learnt more about the causes of individual cases of child labour, allowing for more focused and effective remediation activities to take place.



Our upstream supply chain



Nestlé



Commodity suppliers and traders



Co-operatives



Farmers



CHILD LABOUR

## **Increasing insight**

into a complex problem

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Child labour in cocoa is a significant challenge. Understanding the scale and complexity of the problem is the first step towards finding the right solutions.

## Child labour: what it is and what it is not

### Forced labour

The vast majority of child labour cases we discover are children working within their own communities and almost always with their own families. Cases of forced labour are rare in Nestlé's cocoa supply chain.

Since 2012, we have uncovered three violations of forced labour benchmarks and immediately took action to report and remedy them. The cases were identified in 2013, 2014 and 2015 respectively. Two concerned incidences of young workers on farms whose wages were being sent to their parents; and the other a case of a farmer who was holding the ID documents of his sharecropper.<sup>3</sup> Nevertheless, we recognise that in certain geographic areas, and amongst specific population groups, there is an inherent risk of forced labour. We are working with ICI to see how our monitoring efforts might be made even more sensitive to this risk.

Given that most children found are working with their families, our approach to dealing with them is necessarily more nuanced. We seek to understand the causes and work with the families to find solutions.

According to the International Labour Organization (ILO), child labour is:

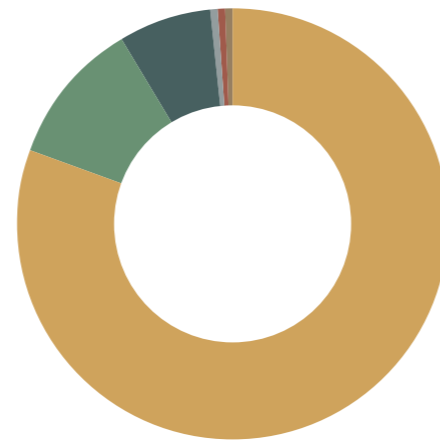
**‘Work that deprives children of their childhood, their potential and their dignity, and that is harmful to physical and mental development.’<sup>4</sup>**

In Côte d’Ivoire, the government has specified seven hazardous tasks that are strictly forbidden for children in the cocoa industry.

Importantly though, as the ILO also points out: ‘not all work done by children should be classified as child labour.’<sup>5</sup> This means that there are some age-appropriate tasks that children can legally do to help their families. For example, in the cocoa drying process, children can help their parents spread the beans out evenly over a large table so that they dry properly. This task is in no way hazardous to their health, nor does it interfere with their schooling if done only occasionally.

Consequently, when we discuss child labour in this report, it is specifically ‘the worst forms of child labour’ such as those identified by the Ivorian government that we are referring to (see overleaf).

Division of child labourers based on their relationship to the farmer



Both parents	<b>82.0%</b>
Uncle/Aunt	<b>10.9%</b>
Others	<b>6.8%</b>
Mother	<b>0.1%</b>
Father	<b>0.1%</b>
Grandparents	<b>0.1%</b>

**Note:** ‘Others’ includes cases linked to the farms of people unrelated to the child in question, such as neighbours or other members of the co-operative.

## Ivorian government: prohibited activities for children in the cocoa industry



Carrying heavy loads



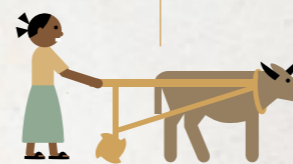
Burning fields



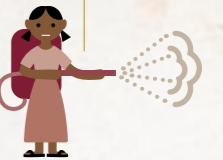
Felling trees



Hunting



Using animal-drawn cultivation techniques



Selling, transporting or handling of agro-chemical products<sup>6</sup>



Charcoal manufacturing and lumber jacking

**Note:** A new list of prohibited activities was adopted in June 2017, including items such as using a machete and driving motorised vehicles. The data in this report however, is based on the original list above.



## What causes child labour

The causes of child labour are unique to each child, which makes it a challenging issue to address. Whilst every case must be considered individually, there are some root causes and indicators that can be examined collectively.

### Poverty and demographics

Poverty is a significant problem for cocoa farmers and it is also a contributing factor to urbanisation. As young adults leave rural communities, the farming demographic is ageing.<sup>7</sup> Where farmers would previously have drawn on the support of their older children (young adults in their late teens and early 20s), they now look to their younger children for support. There are fewer young professional farmers in rural areas in Côte d'Ivoire to sustain cocoa growing communities.

Against this backdrop of an ageing farming population are contrasting countrywide demographics. In Côte d'Ivoire, 53.5% of the population is under the age of 19.<sup>8</sup> These demographic trends create a fertile environment for child labour to exist. They also help explain why, in so many cases, farmers maintain that they need their children to help them in the fields.

### Education and infrastructure problems

In rural areas, there is an acute lack of schools, with children often having to walk several kilometres to the nearest one – if any are reachable at all. Those schools that do exist are often overcrowded and lacking in resources.

Moreover, with just 36.5% of the rural population having access to electricity in Côte d'Ivoire, many students are unable to study in the evenings because of a lack of light.<sup>9</sup>

Given its proximity to the equator, sunset in Côte d'Ivoire is at around 6pm every day, exacerbating the problem. Issues like these have a cumulative effect on children's attainment and attendance in school.

### Culture and tradition

Many farmers involve their children in work because they intend to provide them with useful, practical 'training' for potential future careers as farmers. These parents usually undertook the same tasks themselves when young, so do not perceive them as wrong.

Additionally, there is a lack of awareness involved. For example, it is common for parents to think that carrying heavy loads will help build the muscular strength of their children, however, it has been proven that carrying heavy loads can impair the normal development of a child's spine.<sup>10</sup> Very few parents would deliberately inflict this on their children.

**“There is a belief in Côte d'Ivoire that life is tough, and children must be deliberately placed into difficult situations so that they become tough too.”**

**Mathilde Koua N'Godo Sokoty,**  
Nestlé Cocoa Plan  
Human Rights Manager, Côte d'Ivoire

# 1.9m

Ivorian children estimated to be in child labour in cocoa growing areas<sup>11</sup>

# 95%

Of children said, “helping their family” was their main reason for working<sup>12</sup>

# 19

Average median age in Côte d'Ivoire<sup>13</sup>

# 45

Average age of cocoa farmers in Côte d'Ivoire<sup>14</sup>

# 52.8

Average life expectancy in Côte d'Ivoire<sup>15</sup>

# 59%

Of adults in Côte d'Ivoire are illiterate<sup>16</sup>

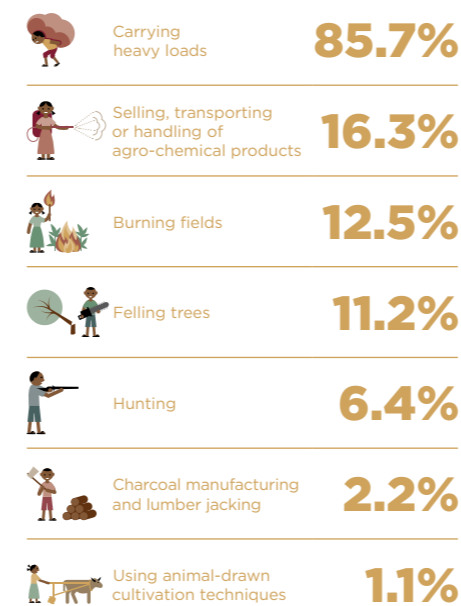
## CLMRS socio-demographic indicators

CLMRS data involving 39,215 children aged 5-17 analysed in February 2017 demonstrates the multi-dimensional nature of the problem.

### Child labour by type

85.7% of all cases of hazardous child labour uncovered involved carrying heavy loads, such as cocoa beans, firewood or water.

### Hazardous activities associated with cases of child labour in cocoa



**Note:** Children may be involved in more than one kind of hazardous activity.

### Gender

Boys are more likely to be involved in child labour than girls.

### Division of child labourers based on their gender

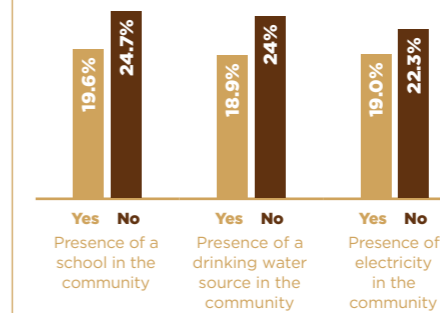
Girls	39.2%
Boys	60.8%



### Amenities

Communities with more amenities have a slightly reduced prevalence of child labour.

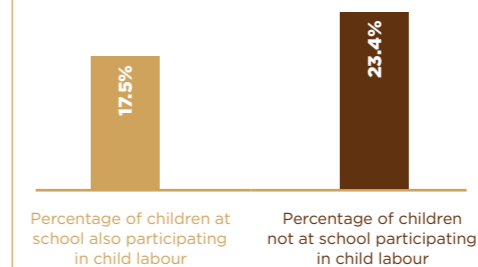
### Occurrence of child labour based on community characteristics



### Education

Children in school are slightly less likely to be child labourers (but note that school attendance does not automatically prevent children from working).

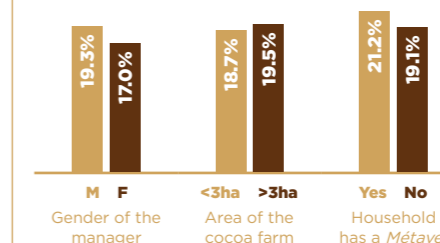
### Occurrence of child labour based on presence at school



### Features of cocoa farms

The features of the farm itself have a limited impact. There are fewer cases of child labour in farms run by women than in those run by men. Farmers with less than three hectares of land are less likely to employ child labourers than those with larger farms. Farms with a *Métayer* (a sharecropper) are slightly more likely to have children engaged in hazardous activities.

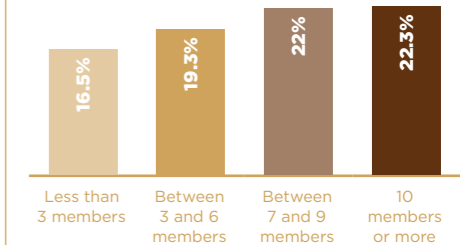
### Occurrence of child labour based on cocoa plantation characteristics



### Size of household

Children from larger households are more likely to be engaged in child labour than those from smaller families.

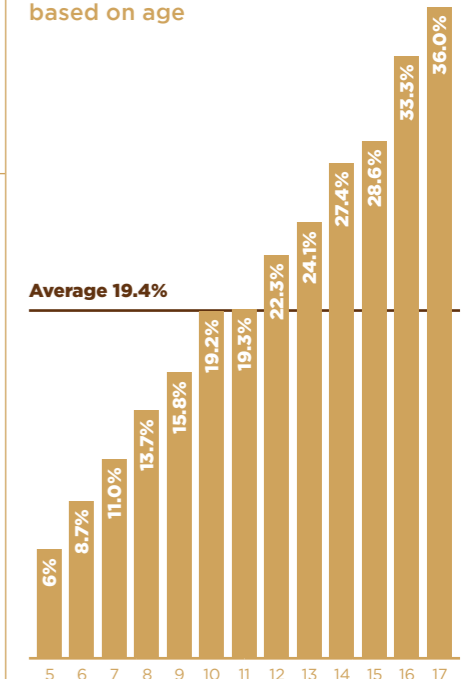
### Occurrence of child labourers based on household size



### Age

The older children are, the more likely they are to be child labourers. ICI's analysis suggests that almost a third of children aged between 14-17 years old were involved in hazardous activities.<sup>17</sup> This is possibly because as children age more of them begin to drop out of school, and as their bodies mature they are viewed by their parents as being more physically capable.

### Occurrence of child labour based on age



Based on 39,215 children of Nestlé Cocoa Plan farmers—6,808 of whom have subsequently become adults.

**Note:** This data should be used for insight into the population covered by the CLMRS only and not to categorically determine, in a statistical sense, the relationship between the variables.

## In summary

Child labour in cocoa is a widespread and challenging issue, driven by multiple factors. Solutions must take into account these cultural, economic and social considerations. As explored in the next chapter, this is what our system aims to provide.



OUR APPROACH

## **Targeting change**

that makes a real and long-lasting difference

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The Nestlé Cocoa Plan aims to improve the lives of cocoa farmers and the quality of their products. This includes tackling child labour. With ICI, we have introduced a Child Labour Monitoring and Remediation System (CLMRS) to help address this complex issue.

## Introducing the CLMRS

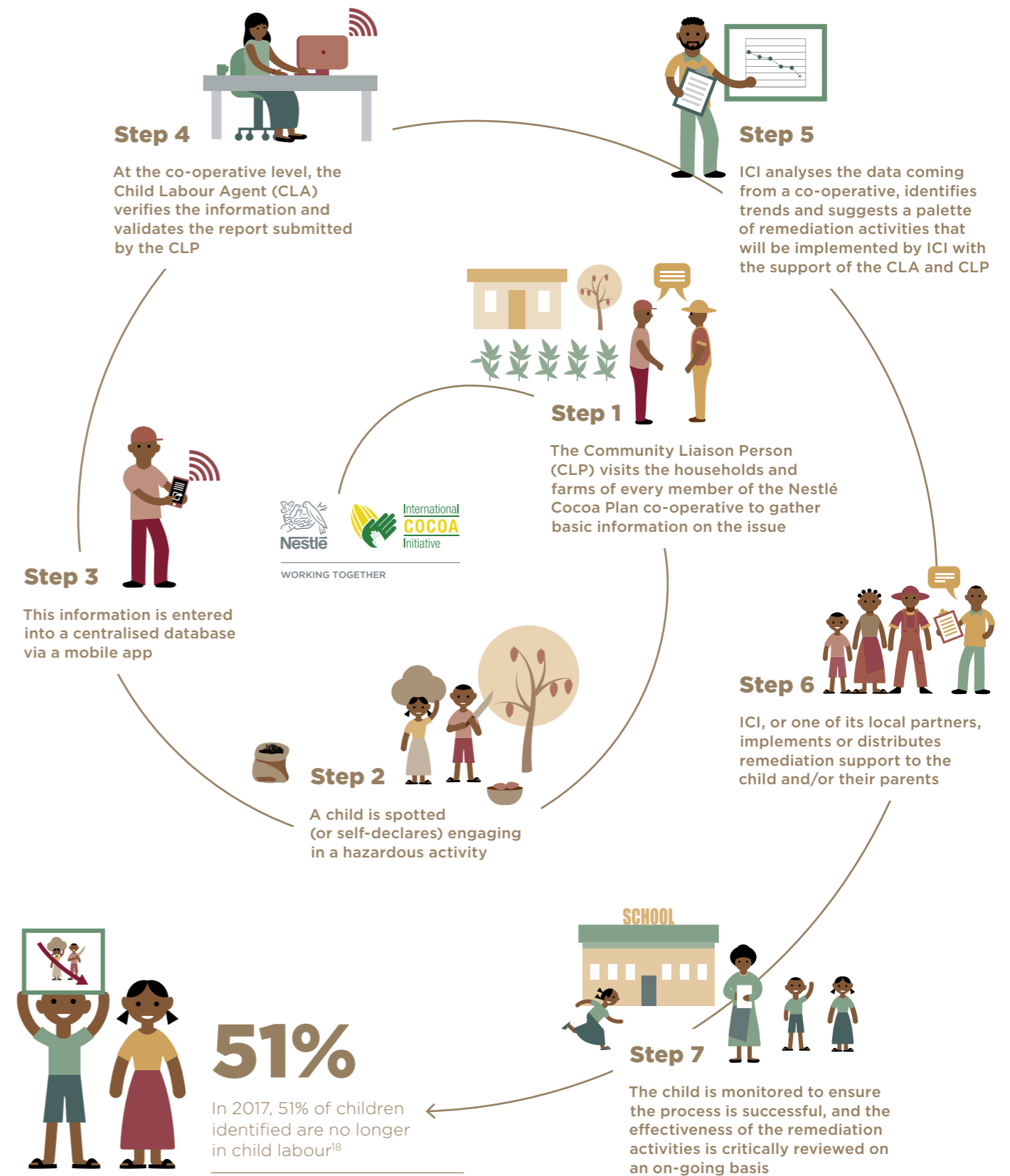
Community-driven, holistic and embedded into the heart of our supply chain, the Child Labour Monitoring and Remediation System (CLMRS) is a new way to approach the problem of child labour.

In the short time since its launch, the system has proved to be highly effective. An internal evaluation conducted in 2017 (with a sample of 1,056 children) in co-operatives where the system was set-up between 2013 and 2015 indicates a reduction in child labour of 51%. This means that over half of the children engaged in child labour from this sample were no longer doing so in July 2017.

This is the first programme of its kind in the cocoa industry.

## Child Labour Monitoring and Remediation System

How it works



## Focus of the work to date

### Going beyond certification

Nestlé's initial response to the problem was to try and end child labour by placing significant downward pressure on our supply chain. We used the highly reputable certification bodies Fairtrade and UTZ to audit and verify that child labour was not present in our suppliers' fields. Farmers' certification bonuses were in fact dependent upon them conforming to this.

In time, we came to find that without additional support for farmers on the ground, certification alone tended to drive the issue underground. Put simply, when the auditors came, the children were ushered from the fields and when interviewed the farmers denied they were ever there.

This is not to put the blame on the certification system, but it merely highlights that it has its limitations. We needed to get closer to the problem ourselves and tackle its causes.

In response, in 2011 we commissioned the FLA to investigate and report on the issue of child labour in our supply chain.<sup>19</sup> The FLA subsequently recommended that we develop our own CLMRS to tackle the issue. To do so, we worked closely with ICI, whose expertise has backstopped the entire effort since day one. The project started in Côte d'Ivoire in 2012, with our first activities in Ghana beginning in 2016. We are pleased that UTZ has adapted its certification standard to accommodate the system.

The size of the CLMRS is substantial, with over 75 co-operatives and 48,000 farmers covered, representing over 130,000 tonnes of cocoa supply.

The main achievement of the CLMRS to date has been to interview these farmers and identify which of their children are actively engaged in (or at risk of) child labour. As the Nestlé Cocoa Plan continues to expand, this will remain a key focus in new areas.

Not only has this information allowed us to start taking more targeted action, it has also supplied a baseline of data, against which we can monitor the long-term success of the programme.

By using local people (the CLPs) to gather the information, farmers are reassured that they will not face commercial sanctions for admitting to child labour when they have no realistic alternatives. Consequently, more farmers acknowledge that their children are in fact working in the fields than would otherwise be the case. Moreover, they are much more candid about discussing why their children are there in the first place.

This gives us a vastly improved understanding of both the scale of the problem and the conditions that produce it. As a direct result of this insight, 7,327 children have been identified as being in child labour since the programme began in 2012. Allowing for children turning 18 and successful remediation, 7,002 children are deemed as being presently in or at risk of child labour. The CLMRS has so far followed up with 5,232 of these children, with the rest to follow once we have more closely analysed their situation and identify, together with our local partners, the best course of action in each case.

This number of child labourers is significant. It is precisely because the Nestlé Cocoa Plan has a system in place that these children have been successfully identified and that we are therefore able to support them.

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# 40,728

5–17 year olds currently being monitored by the Nestlé Cocoa Plan CLMRS, with scale-up continuing

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# 5,232

Children being helped to date by the Nestlé Cocoa Plan CLMRS

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# 5.5m

CHF spent on tackling child labour in 2016, covering the CLMRS and school building<sup>20</sup>

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# 1,553

Number of communities in which the system is operating

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### Case study

# Nurturing change

Mathilde Koua N'Godo Sokoty,  
Nestlé Cocoa Plan  
Human Rights Manager, Côte d'Ivoire

## Nestlé's Mathilde Koua N'Godo Sokoty admits to working as a child labourer herself when she was growing up.

She recalls how difficult it was to concentrate in the afternoons because she was so hungry and the school didn't have a canteen. She would run home and head straight to the fields to help her parents work just so she could get her next meal faster.

As an adult, Mathilde met a young girl of around 13 during one of her village visits. Though clearly very bright, the girl had, however, stopped going to school. Given her personal situation, the girl was deemed as being at high risk of child labour.

Mathilde took the time to talk to her. After about an hour the girl was brave enough to mention that she secretly wanted to go back to school but felt that it was impossible. She was also worried about having fallen so far behind that her friends would laugh at her.

Mathilde followed the case up herself, speaking to the girl's father and getting his support for the idea of a return to school. She also organised a school kit with all the materials, like pens and books, that the girl would need. Mathilde then encouraged the father to go with the local Community Liaison Person to speak to the director of the school.

During the meeting, the pair managed to convince the director to allow the girl to re-enter the school even though it was the middle of the academic year.

"It turned out she didn't need to worry as she is very intelligent and soon caught up," said Mathilde. "Her results one year on are really quite brilliant. I still follow the case personally and when I see her grades come in, it really moves me. We were able to make a huge difference to her thanks to the system."

Now working as the Nestlé Cocoa Plan Human Rights Manager in Côte d'Ivoire, Mathilde feels it is particularly hard for girls here to study after school, as their mothers expect them to help with chores around the home for hours. That leaves them too tired to do homework and they often start to fall behind the boys.



**In summary**

Our CLMRS approach is an effective way of identifying, monitoring and addressing child labour in cocoa-growing regions. Many challenges remain, however we are learning from our experience and are continuously improving the way we tackle this issue.





OUR COMMUNITIES

## **Educating people**

about the dangers  
of child labour

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A lack of awareness about the negative effects of child labour can play a role in perpetuating it. To address this, we are investing in Community Liaison People (CLPs) to work with and educate their own communities.

# 163,407

Community members educated on child labour issues

Our CLPs are chosen directly by their communities. Because this happens in a traditional way, they are trusted and respected by the people they represent.

This makes them ideal not just to identify cases of child labour but also to raise awareness levels and foster a change in attitudes. To this end, CLPs are taught how to run awareness-raising sessions as part of their job training and are provided with materials to support these activities.

These awareness-raising sessions are either run at a community-wide level or with small groups of people, such as particular families depending on the circumstances. Topic areas covered include clarifying what tasks children can and cannot do and taking a detailed look at each of the specifically prohibited tasks for children in cocoa production.

At first the community sessions are well-attended, animated affairs, which function as community forums, where general questions, points and concerns are raised and shared by the farmers and their families. However, if after a while the enthusiasm drops off, this is the right time to begin concentrating on more targeted sessions with individual families.



Notably, these efforts dovetail with other work being done by the Nestlé Cocoa Plan, such as farmer education, where 57,000 farmers have been educated on better farming practices.<sup>21</sup> This programme is creating a more professional body of farmers, who are less likely to use their children as child labourers.



## 1,246

Community Liaison People (CLPs)

## 75

Child Labour Agents (supporting CLPs)

## 4,917

Community awareness-raising sessions conducted since 2012

## 5,877

Small group awareness-raising sessions conducted since 2012

### Walking through the small village of Koffessou in Côte d'Ivoire, Community Liaison Dibi Konan spotted two children doing something he didn't like the look of.

As an experienced cocoa farmer himself, Dibi had been chosen by the elders to work with the Nestlé Cocoa Plan in the village to help tackle child labour.

Since the village is so small, Dibi knew the two boys personally. They were the sons of a local cocoa farmer.

The youngest was just six years old and the eldest still only eight. Approaching them he saw they were setting a rat trap—*Agouti* or the Greater Cane Rat is considered something of a delicacy in this part of Africa.

Tending to a trap is viewed as hunting, which is counted as child labour by the Ivorian government. Since traps are dangerous, Dibi immediately stopped the boys and sent them home.

As soon as he could, he visited the boys' father for an explanation. In this particular case, it actually transpired that the father was unaware that the boys had been hunting. They had taken it upon themselves to try setting the trap,

having watched their father do it many times before. Dibi helped the father explain to the boys why what they had done was dangerous. Having first gotten the approval of the father, he showed the boys a real picture from his teaching materials of a child that had been bitten by a snake while setting a rat trap.

"They were really shocked," commented Dibi, "they swore they would never do it again and I could tell they meant it." While this was not cocoa-related child labour, what they were doing was dangerous and needed to be stopped. The Nestlé Cocoa Plan's system provided a mechanism to do this and to prevent it happening again.

# A snake in the grass!

Case study



Dibi Konan  
Nestlé Cocoa Plan  
Community Liaison

"It's a story I like, one that really touches me, because those children won't hunt anymore and they'll be safe."



## Educating mothers

Our education efforts in the community are not only limited to awareness-raising and supporting schooling for children as a direct remediation activity. We also support other initiatives. For example, pilot schemes have been launched in some communities to teach mothers basic literacy and numeracy skills. Where offered, these courses have proved extremely popular (often being oversubscribed). Not only does this help empower the women themselves, but it also allows them to better help their children with homework and impress upon them that education is valued by their family and society. We hope that efforts like these will gradually help to increase adult literacy in the communities we work in. However, there is a challenge here: whilst women are extremely interested in the programme, their heavy workloads mean that in reality they often drop out. The questions going forward are how to structure the programme to minimise dropout, and what else can be done to make women's lives easier so that they have more time.

By the end of 2016, 300 women were reached by these activities with a further 600 expected to participate throughout 2017 and 2018.

### In summary

Increased community awareness supports efforts to reduce child labour. We believe that appropriate and well-targeted educational initiatives can shift attitudes.





## OUR ACTIONS

# Fostering improvement in West Africa

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Helping children by removing them from child labour is at the heart of our actions, but there is no one-size-fits-all solution. By investigating individual situations, testing different methods to offer support and rolling out those that work the best, we are taking children out of risk.

## Finding the right solutions

# 9,869

Remediation actions undertaken

In some cases, remediation is highly individualised and focused on the specific needs of a particular child. In others, it can cast its net wider and aim to tackle broader problems that affect the whole community. We are trying various forms of remediation across this spectrum and are continually refining our approach as we learn which actions are most effective. We are also committed to reporting publicly on how successful these approaches are, to accelerate the learning curve of others.

Here we detail some of the remediation activities we have tried so far.

# 42

Schools built or refurbished

# 17

'Bridging classes' running

# 4,517

Birth certificates provided

# 5,578

School kits handed out



### Educational remediation

If children should not be working, where should they be? The obvious answer is school. School provides children with significant advantages. It increases their future potential and reduces their chances of being in child labour. However, our data also indicates that being in school does not completely eliminate the risk of a child working in hazardous conditions after school hours or during weekends.

Nonetheless, facilitating access to education is clearly an important piece of the puzzle. In a move warmly welcomed by Nestlé, the Ivorian government made primary school education compulsory in 2015. However, the government still faces an enormous task to provide schools to every community. While school-building is the role of government, Nestlé has played its part by building or refurbishing 42 schools in Côte d'Ivoire at a cost of CHF 2.1 million.<sup>22</sup> This has improved access to education for over 10,000 children and young people.



### Birth certificates

Aside from the educational facilities themselves, another major obstacle frequently faced by children is the lack of a birth certificate, which is compulsory for entry to secondary education. Since the start of the programme we have enabled 4,517 children to continue their education by providing them with a birth certificate. We also welcome the recent initiative by the Ivorian government to begin providing birth certificates on a large scale to those who need them, which could benefit 1.5 million Ivorian children.

Another obstacle to education that we attempt to remove is related to the costs of providing children with the necessary materials for school. To this end, 5,578 school kits have been handed out to children over the last three years.



### Supporting those who have dropped out of school

In addition to supporting mainstream schools, the Nestlé Cocoa Plan is piloting 17 'bridging classes'. When children who have dropped out of education subsequently attempt to re-enter school, they often find they have fallen too far behind to keep up. A 'bridging class' is specifically designed to help children make up lost ground without the social stigma that comes with having fallen behind. This effort would not be possible without the significant support of the Jacobs Foundation, which is funding part of the project.



**A partnership for water, sanitation and hygiene**

Nestlé's longstanding partnership with the International Federation of Red Cross and Red Crescent Societies (IFRC) is delivering clean drinking water, sanitation facilities and hygiene training for more than 200,000 people in Côte d'Ivoire's cocoa communities between 2014-2018.

**Why toilets can help girls' education**

Many schools in Côte d'Ivoire do not have toilets. Girls find this particularly difficult as they have to go further into the bush to relieve themselves. There, they are at greater risk of being bitten by snakes or insects, and there have also been cases of girls being harassed. As a result, many are obliged to walk several kilometres back home or to a relative's house to go to the toilet. Some even report needing to take the bus to do this. This is an unpleasant experience, which in itself can discourage school attendance. Even for those who persevere however, they are forced to miss some schooling simply to go to the bathroom, impacting grades and further discouraging attendance.

Having identified this issue, the Nestlé Cocoa Plan has financed the construction of hygienic, modern toilets for girls, boys and staff in every school it has been directly involved with refurbishing or building. It is a simple measure, but one that makes a significant difference.



**1,305**

Number of women supported with income generating activities

**11x**

Increases in income are 11 times more likely to impact children's welfare if they are in women's hands than men's<sup>25</sup>

**Other initiatives**

Unfortunately, improving access to education is only half the battle – 61% of all child labourers identified actually attend school.<sup>23</sup> That means we need to take a broader approach to tackling the issue.

**Community Service Groups**

In order to support farmers with hazardous tasks and reduce their need to ask their children for help, we have formed Community Service Groups. Made up mostly of young people, we equip and train these groups, which also provide valuable employment to young adults. The cost of their labour is divided between the Nestlé Cocoa Plan and the farmer, so that farmers only pay half price for the help received.

An additional advantage of the system is that it works on credit, so if a farmer needs to wait for their crop to be sold to have enough cash, the Community Service Group is willing to wait for payment until the farmer is ready. The efficiency, reduced price and credit facilities offered by these groups make them an attractive proposition for local farmers. To date, 411 families have used groups like these so that their children no longer need to work in the fields. The groups also help ensure that Nestlé is supplied by a reliable, high-quality source of cocoa.

**Empowering women**

Another way to help children is through the empowerment of women. Our initial research in the area indicates that women tend to spend more of their income on supporting their children than men, and that they may be less inclined to allow their children to become involved in child labour. We approach this topic in two ways: labour-saving devices and income-generating activities. Both involve bringing women together in groups.

Labour-saving devices such as cassava-grating machines introduced to the community have saved women hours of time preparing food every week (see case study) as have the 171 water pumps refurbished in the framework of the Nestlé Cocoa Plan.<sup>24</sup> These initiatives leave mothers with more time to complete other household chores or farm work. We hope this will have a significant impact on their children, particularly young girls, who are often required to help with chores at home. Reducing the burden on them should facilitate school participation and reduce the risk of involvement in child labour. Moreover, as family income increases, there may be more disposable income available to pay for farm hands and less likelihood of parents having to rely on their children to work.

The voices rise from the field in harmony. One woman sings a lyric and the choir of women farmers chant it back like an echo as they work the land with smiles on their faces...

# Bah yô kpa

...they intone:  
'For the children's sake.'



## “We do it for the children.”

Aya Kouadio, President of the Koffessou Women's Group

Late, under the shade of a thatched roof made of branches and leaves, Aya Kouadio mixes her cassava one last time. Grated down to the consistency of couscous, this particular bowl is due to be cooked for a village celebration, but on another day, it would have been heading to the nearest market to be sold. Aya is proud of the product. As President of the Koffessou Women's Group, she helped hand-plant the cassava field along with the other women in the group.

The group was suggested by a member of the Nestlé Cocoa Plan team who helped the women negotiate with the village chief to set aside a small section of land for them to work collectively.

Traditionally, it is the men who plant the cash crops, while the women help their husbands and tend to small patches of land to grow vegetables or spices to vary the family's diet. But the new group allowed the women to grow their own vegetables commercially – their collective effort giving them the scale they needed.

“Before this group existed, we only used to work in our husbands' fields, now we have something that belongs to us,” Aya explains. “Even though we still work with our husbands, I think that having our own project helps us.”

The proceeds are split evenly or channelled to a particular person in need as required. “It means that if a child needs a pen, pencil or chalk to go to school, [and can't afford it] the group can buy it for them,” Aya says.

“It means that all the children can go to school now.”

The encouragement from Nestlé to diversify the village's range of crops in this way is also welcomed by Aya. “Cocoa cannot always cover all the costs,” she says, “so having another source of income is valuable to us.”

In addition to proposing and setting up the group, the Nestlé Cocoa Plan also provided a petrol-driven cassava-grating machine.

“The machine saves the women hours,” says Darrell High, Head of the Nestlé Cocoa Plan. “It can take up to two hours to manually grate a cassava down into a couscous-like substance called *Attiéké*, which is a very popular way of eating it here.”

Darrell continues: “The machine not only gives the women that time back, it also means that they can charge to grate cassava for other women or sell the finished product in other villages in addition to the raw vegetables.”

Aya and the other women visibly enjoy being part of the group because they have a clear motivation. “We do it for the children,” says Aya, “we want to help the children and we want to help their mothers too.”

To date 1,305 women have benefitted from the development of revenue-generating activities such as this.



**Despite the major strides that the CLMRS has taken, significant challenges remain.**

### Awareness-raising

Attendance at community awareness-raising sessions diminishes over the long term as subject-fatigue begins to kick in.

### Time constraints

Seeing the impacts of our remediation efforts takes time. It can be weeks or even months before bureaucratic processes can be completed and birth certificates can be issued, or women's groups can be engaged with to discuss food crop growing initiatives.

### Resistance to change

If children have been practising certain hazardous activities for years they and their families are often resistant to change. This is especially true when they have few alternatives, and when working like an adult brings them status amongst their peers.

### Motivating everyone

It is challenging to continually follow up on the work of 1,246 CLPs (especially given their remote locations) to ensure they all continue to spend time on CLMRS activities.

### Remediation limitations

Not all remediation activities attempted have proven successful. For example, where other crops have been trialled as an income-generating activity, sometimes they have been lost due to weather-related issues beyond our control. Where community groups are founded and supported by the Nestlé Cocoa Plan, there is always a risk that internal group disagreements might inhibit their effectiveness.

### Constant flux

Co-operative membership is rather fluid. People join and leave (and re-join again) on a constant basis. Ensuring changes to members' status is communicated, updating the data base, and visiting and re-training them is a difficult endeavour in isolated villages, which can sometimes be hours away from the nearest tarmacked road.

### Maintaining equipment

The equipment provided at the beginning of the system set-up in a co-operative (e.g. bikes, cell phones) can easily fall into disrepair in rural Côte d'Ivoire. The maintenance and replacement of equipment for CLPs is a huge and constant logistical burden.

### Underlying infrastructure

Simply 'sending the child back to school' is rarely an option. Even when schools exist, they are often too far away or already at capacity. Nestlé has supported the Ivorian government by building schools, but many more need to be built and teachers found to staff them.

### Reaching people

The sheer isolation of some of the farms and villages is a challenge in itself. Supplying school kits, providing literacy classes to women, offering 'bridging classes' to children, are all more difficult as a result.

### Individualisation limitations

Every case is unique but a programme this size needs a certain degree of standardisation, so it is difficult to provide a perfectly personalised solution to all.

### Social limitations

The lack of a comprehensive social welfare system is a limiting factor in finding a complete solution.

### System costs

The CLMRS has cost implications. Working to make it as effective as possible is essential if the system is to be sustainable at scale and in the long term. For example, when the CLMRS was launched, the CLAs were newly hired co-operative employees. A more cost-effective approach is to give someone in the current workforce the additional responsibility, as has been done more recently.



## In summary

Remediation is at the very heart of our efforts to tackle child labour. Education is an important component but must be accompanied by activities that reduce the need for children to work with their parents in the fields. Not all remediation activities we have attempted have proven successful. When the right remediation activity is applied to the right problem however, the results can change lives.





OUR AMBITIONS

## **Sustaining cocoa**

into the future

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We are determined to end child labour in cocoa and other supply chains. Although many challenges remain, one way we can make progress is through expanding the Nestlé Cocoa Plan.



## Increasing impact across the cocoa supply chain



### Expanding the Nestlé Cocoa Plan

Nestlé is currently sourcing around a third of its total global supply of 400,000 tonnes of cocoa through the Nestlé Cocoa Plan, but in order to completely eradicate child labour from our supply chain, we need to further expand our reach.

The Nestlé Cocoa Plan will continue to expand globally and within West Africa. With new co-operatives expected to implement the CLMRS within a year of joining the Nestlé Cocoa Plan, our efforts to tackle child labour will expand in parallel.

Specifically, over the next 12 months we will focus on rolling out the CLMRS in co-operatives covered by the Nestlé Cocoa Plan in Ghana.

Maintaining the high-quality and efficacy of the system as it expands is another key concern, as is improving stakeholder understanding and increasing the number of partnerships we have on the ground.

Bringing other organisations into the fold and sharing our learnings with our industry peers will be an important stepping stone in increasing our collective impact. We will also seek to support and encourage change beyond our own supply chain.

### Collective action

Certification bodies are especially important in this regard and we are very supportive of the work of Fairtrade and UTZ. In particular, UTZ has adapted its certification standard, and now requires certifying entities to set up a child labour monitoring and remediation system.

CocoaAction, a voluntary industry-wide strategy that works to align key stakeholders on regional priority issues in cocoa sustainability, has adopted a version of our CLMRS into its community development pillar. Equally, in an example of reciprocal learning, we are running holistic community development programmes in over 30 communities in parallel to the CLMRS, following a CocoaAction proposal.

In order to make the programme more sustainable, we intend to ingrain it into the supply chain more deeply and hand over more responsibility to the co-operatives.

They already manage the certification system, the costs of which are paid through the certification premium.

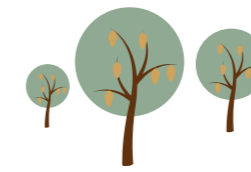
We are progressively moving towards this approach for covering the costs of running the CLMRS at co-operative level. Our figures show that the premium paid for certification can cover these costs, while the costs of remediation will continue to be covered by Nestlé.

### Challenges

### Ambitions

#### Nestlé Cocoa Plan

Increase our reach



By end 2017

**Source 150,000 tonnes of cocoa through the Nestlé Cocoa Plan**

All co-operatives in Côte d'Ivoire will adopt the CLMRS within a year of joining the Nestlé Cocoa Plan



By end 2018

**Source 175,000 tonnes of cocoa through the Nestlé Cocoa Plan**



By end 2020

**Source 230,000 tonnes of cocoa through the Nestlé Cocoa Plan**

Around 57% of total anticipated supply



### CLMRS

**Maintain the efficacy of our CLMRS as we increase its scale**

**Engage with an ever-wider circle of stakeholders, including competitors**

**Continue to observe and learn from remediation successes and failures**

**Continue to show leadership on the issue**

- Implementing best practices throughout the system
- Continuing to find solutions that improve the cost effectiveness of the system

- Assisting other organisations, including ICI members, in efficiently adopting and expanding CLMRS as a principle of responsible supply chain management
- Reaching beyond the industry and engaging with interested stakeholders from other sectors
- Sharing learnings to help tackle child labour in the broadest sense possible

**In summary**

We will expand our CLMRS through the Nestlé Cocoa Plan. We will continue to take a lead on tackling the problem and making progress in eliminating child labour from our supply chains.





## The beginning of our journey

**Child labour has no place in our supply chain. However, as we have shown, it is a complex and challenging issue to tackle.**

It has multiple and varied causes, which make remediation difficult. Although we are proud of the significant progress we have made, we know we are still at the beginning of our journey.

The main success of the programme to date has been to work with over 48,000 farmers and their children to identify which of them are at risk and to put in place measures to improve their situations. Allowing people to open up about the issue has been a significant factor in this, and a notable success in its own right.

We have tightened our definition of what it means to be 'taken out of child labour.' Consequently, it is too early in most cases to state categorically that a child has been completely removed from child labour without risk of a relapse. However, ICI statistical evaluations show that we have had a significant impact across a representative sample, giving us a strong sense of optimism. We can state categorically that our remediation efforts are already improving the lives of over 5,000 children, in over 1,500 communities.

Although we need to wait for the long-term trends to emerge before we can truly judge the success of our efforts, we have created a system that is beginning to have an impact in tackling the problem. Having established a baseline of statistical evidence since 2012, we can now start to comprehensively report our progress against this as we move forward.

Finally, we are proud to be the first company in the industry to have taken such a robust and comprehensive approach to dealing with child labour and to report in such detail on our efforts.

We believe the system has been successful, but are open and honest about the challenges we face, from running the system itself to finding appropriate remediation methods and dealing with difficult cases.

Through ICI's forum, we have been able to share the results and challenges of our experience in an open and constructive way with our peers. As a result, the model has been accepted as industry best practice and is being adopted by seven other ICI member companies. Moreover, as other ICI members learn and innovate based on their own experiences, it will begin to fuel an ongoing, industry-wide collective learning process.

The greater the number of organisations committed to tackling child labour in cocoa, the greater the impact we will collectively have.

We will work closely with others in the cocoa and chocolate industry as part of CocoaAction,<sup>26</sup> the World Cocoa Foundation's strategy for cocoa sustainability, certification bodies like UTZ, as well as NGOs, and national and local governments, to help drive change beyond our supply chain.

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We hope this report helps drive more effective and transparent responses to the issue of child labour in cocoa, right across the industry.

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