



FLA Member/Affiliate Update

Nestle ended its membership as an FLA Participating Company in April 2025. The company's reports can still be found at Fairlabor.org

ADDRESSING CHILD LABOR IN NESTLÉ'S COCOA SUPPLY CHAIN IN CÔTE D'IVOIRE

Stakeholder Consultation

November 26, 2012

Nestlé R&D Center, Yopougon, Abidjan

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The Fair Labor Association, Nestlé and FLA’s Global Forum for Sustainable Supply Chains jointly organized a stakeholder consultation at Nestlé’s R&D Center in Yopougon, Abidjan. This report was prepared by the FLA.



EXECUTIVE SUMMARY

On November 26, 2012, FLA, Nestlé and FLA's Global Forum for Sustainable Supply Chains jointly organized a stakeholder consultation at Nestlé's R&D Center in Yopougon, Abidjan. The consultation was an important part of the Action Plan on the Responsible Sourcing of Cocoa from Côte d'Ivoire, developed by Nestlé in response to the FLA Assessment on Nestlé's cocoa supply chain in Côte d'Ivoire.

Representatives from Nestlé, FLA and the International Cocoa Initiative joined 38 local and 1 non-local stakeholders for this consultation, which focused on addressing child labor in Nestlé's cocoa supply chain in Côte d'Ivoire. In particular, the consultation sought to solicit advice and guidance from local stakeholders on Nestlé's child labor monitoring and remediation system, with an emphasis on 1) identifying Key Performance Indicators (KPIs) to measure the effectiveness of the system; and 2) the role that stakeholders can play in supporting Nestlé's efforts.

After introductory presentations by the FLA, Nestlé and the International Cocoa Initiative (ICI), participants had the option to give their initial feedback and impressions, raise concerns, and make proposals on the child labor monitoring and remediation system in general. The afternoon breakout sessions in three groups then left more time for discussing specific proposals for KPIs and means of collaboration.

The participants came up with a lot of useful and supportive suggestions, which will provide Nestlé with a base for further improvements of their activities in Côte d'Ivoire, and foster collaboration amongst the different actors. This report summarizes the outcomes of the consultation, and provides insight into Nestlé's progress in addressing child labor on cocoa farms in Côte d'Ivoire.

I. INTRODUCTION

Nestlé S.A. became the first food company to affiliate with the Fair Labor Association (FLA) in February 2012. At the beginning of 2012, the FLA conducted an assessment of Nestlé's cocoa supply chain in Côte d'Ivoire and issued a report that included recommendations to Nestlé and the Government of Côte d'Ivoire to improve working conditions in cocoa supplier farms.¹ In response, Nestlé developed an Action Plan on the Responsible Sourcing of Cocoa from Côte d'Ivoire (hereafter the Nestlé Action Plan or Action Plan)² and began to implement the plan in May 2012. One of the key activities in the action plan was a multi-stakeholder convening in Abidjan in the last quarter of 2012 to solicit feedback from relevant local stakeholders on the Action Plan to further strengthen it and to identify locally relevant strategies and resources.

FLA, Nestlé and FLA's Global Forum for Sustainable Supply Chains jointly organized the consultation on November 26, 2012, at Nestlé's R&D Center in Yopougon, Abidjan. Besides representatives from Nestlé, FLA and the International Cocoa Initiative, 38 local and one non-local stakeholders attended the consultation. Participants included representatives from government institutions, inter-governmental institutions, civil society organizations, development

¹ The Assessment Report is at www.fairlabor.org/report/assessment-nestle-cocoa-supply-chain-ivory-coast

² The Action plan is at www.fairlabor.org/report/assessment-nestle-cocoa-supply-chain-ivory-coast

organizations and foundations, trade unions, industry organizations and associations, industry partners, exporters, extension service providers, producer groups, cooperatives and farmer associations.³

To stimulate frank discussion and participation, the consultation was held under Chatham House rules. Specific comments are therefore not attributed to organizations or participants in this report.

II. OBJECTIVES

The FLA and Nestlé recognize that there are a number of issues in the cocoa sector that merit attention. However, this convening focused on child labor and what Nestlé specifically can do, within its sphere of influence and action, to improve the situation on the cocoa farms in Côte d'Ivoire particularly with respect to the use of child labor. In particular, the consultation sought advice and guidance from local stakeholders on Nestlé's child labor monitoring and remediation system, with an emphasis on:

- 1) Defining Key Performance Indicators (KPIs) to measure the effectiveness of the child labor monitoring and remediation system developed by Nestlé and the International Cocoa Initiative (ICI); and
- 2) Discussing the role that stakeholders can play in supporting Nestlé's efforts to address child labor in its supply chain.

The morning session included presentations from FLA, Nestlé and ICI to inform participants about the activities conducted thus far as part the Nestlé Action Plan, and to provide opportunities for participants to ask questions about the methodology and approach. In the afternoon, participants discussed the following topics:⁴

Topic 1: Child labor monitoring and remediation system, and discussion of Key Performance Indicators (KPIs)

Topic 2: Collaboration with stakeholders: What do we want to achieve together and how?

Each session was facilitated and started with a brief presentation of the content and objectives, followed by discussions. Nestlé and ICI representatives were on hand to provide additional information if necessary. Rapporteur notes from each session are summarized in this report.

The facilitators provided a set of guidelines⁵ for the breakout sessions aimed at stimulating discussion and providing an opportunity for all participants to present their views. Participants were urged to be open, candid, constructive, willing to listen, tolerant, and respectful of the opinions of others, and to concentrate on offering solutions of common interest rather than focusing on the identification of problems alone.

³ For a complete list of participants see Annex.

⁴ For the discussion sessions, participants were divided into three groups, one group consisted of representatives of Government and institutions, the second of Civil Society and Development Organizations, and the third of supply chain actors.

⁵ Please see also the preparation documents in the Annex.

III. MORNING SESSION – GENERAL PRESENTATIONS

1. WELCOMING REMARKS

The Country Manager of Nestlé Côte d'Ivoire welcomed the participants. He restated Nestlé's commitment to ensure the sustainable production of cocoa. Within this context, Nestlé wants to engage with stakeholders to share ideas and find solutions to improve the livelihoods of cocoa farmers and labor conditions in their supply chain. He wished all participants a successful consultation. This was followed by general presentations to provide participants with information on the activities that have been undertaken and are being planned by the FLA, Nestlé and ICI.

2. PRESENTATIONS

A. The Fair Labor Association (FLA) and its collaboration with Nestlé

FLA's Global Manager for Agriculture introduced the FLA, a multi-stakeholder initiative founded in 1999 and headquartered in Washington DC, with offices in Switzerland, China and Turkey. The mission of the FLA is to improve working conditions globally through adherence to internationally recognized labor standards based on International Labor Organization (ILO) conventions. Originally focused on the apparel and footwear sectors, FLA's work now extends to sectors such as electronics, agriculture and artisan clusters. Syngenta was the first company with agricultural supply chains to affiliate with the FLA, followed by Nestlé in February 2012, and most recently Olam International, an integrated supply chain management company supplying various commodities to Nestlé. Companies affiliated with the FLA are required to commit to ten Principles for Responsible Sourcing and to uphold the FLA Workplace Code of Conduct throughout their supply chains.

FLA's collaboration with Nestlé started with an assessment of the hazelnut supply chain in Turkey in the second half of 2011, and an assessment of the cocoa supply chain in Côte d'Ivoire in 2012. A public report issued by the FLA in June provided the main results of the cocoa assessment together with recommendations to the government of Côte d'Ivoire, Nestlé, and other industry members. Based on this report, Nestlé developed an Action Plan. FLA's role going forward is to monitor the progress made by Nestlé to improve labor conditions on cocoa farms from which they source in Côte d'Ivoire by conducting Independent External Monitoring visits and publishing the results. Eventually, FLA will also measure the impact of the remedial intervention programs put in place by Nestlé on the cocoa farmers and workers at Nestlé supplier farms.

B. Nestlé's Action Plan and progress to date

The Cocoa Manager at Nestlé Center (headquarters) in Vevey presented the Nestlé Cocoa Plan – Nestlé's sustainability plan for cocoa. The Nestlé Cocoa Plan started with nine cooperatives in 2009 in Côte d'Ivoire and currently covers 10 percent of Nestlé's worldwide cocoa procurement.⁶ In line with Nestlé's sustainability strategy, the goal of the Nestlé Cocoa Plan is to create shared value together with and for all actors in the supply chain. The main elements of the program are: 1) improving productivity at the farm level; 2) strengthening

⁶ Besides Côte d'Ivoire, the Nestlé Cocoa Plan was also launched in Ecuador, Venezuela, Indonesia and Ghana.

farmer organizations (cooperatives); 3) improving relationships along the supply chain, including consumer communication; and 4) improving social standards.

In 2012, more than 21,000 cocoa farmers have been trained in good agricultural practices worldwide, including social and environmental standards. More than one million improved cocoa plants have been distributed in 2012. Nestlé announced a plan to build forty schools in Côte d'Ivoire in four years in partnership with the Empowering Cocoa Households with Opportunities and Education Solutions (ECHOES) program of the World Cocoa Foundation.

The Cocoa Plan Manager at Nestlé's R&D Center in Abidjan provided a detailed account of the various activities undertaken in Côte d'Ivoire:

- In 2010, 1,400 farmers were trained and 135,000 plants were distributed; in 2011, 6,400 farmers were trained and 604,000 plants were distributed; in 2012, 11,600 farmers have been trained and 860,000 plants have been distributed
- Water Sanitation (WATSAN) project together with the Red Cross
- In 2011, three primary schools were built; the ECHOES project started in 2012
- Procurement of beans sourced through Nestlé Cocoa Plan were increased from 5,000 tons in 2010 to 30,000 tons in 2012
- Nestlé has created a 30ha experimental and demonstration farm in Zambakro for cocoa, coffee and cassava

The Human Rights Specialist at Nestlé Center discussed the relationship with the FLA as part of the overall Nestlé's Human Rights Due Diligence Programme. Through this partnership, Nestlé strives to eliminate child labor from its cocoa supply chain in Côte d'Ivoire and improve other working conditions. Regarding the Nestlé Action Plan, the following achievements were shared with the participants:

- Four meetings with Nestlé Cocoa Plan tier 1 (direct) suppliers (ADM, Cargill, Olam and Noble) held at Nestlé Center in Vevey to inform them about the Action Plan and discuss collaboration
- Joint project with the International Cocoa Initiative (ICI) to conduct eight child labor trainings for Nestlé staff and its tier 1 suppliers for more than 150 participants
- Development of an illustrated version of the Nestlé Supplier Code to be distributed to all actors in the supply chain
- Ten of the planned forty schools in the ECHOES program have been built or are under construction
- A partnership with Syngenta A.G. for distribution of plant protection products to four pilot cooperatives, including training on safe chemical usage and on personal protective equipment (PPE)
- Establishment of a Côte d'Ivoire Nestlé Cocoa Plan Committee, including representatives from Nestlé Côte d'Ivoire, Nestlé R&D Center and Nestlé Center to co-ordinate and monitor activities in the country

- Together with ICI, development of a child labor monitoring and remediation system. It will be pilot tested in two cooperatives in the 2012/2013 harvesting season. The cooperatives are now in the recruitment process for suitable personnel to implement the program at the cooperative and community level

C. Child labor monitoring and remediation system

The International Cocoa Initiative (ICI) Program Manager for Côte d'Ivoire, based in Geneva, described the history and objectives of the organization. ICI was established in 2002 with the aim of involving all stakeholders to combat child labor on cocoa farms. ICI is developing a child labor monitoring and remediation system for Nestlé that focuses on supporting farmers in resolving identified issues rather than on auditing. ICI wants to “de-demonize” child labor so that the farmers discuss their issues more openly.

This philosophy is embodied in the child labor monitoring and remediation system presented by ICI's staff responsible for implementing the project in Côte d'Ivoire. The project strategy is based on identifying relevant actors at each level of the supply chain; training them; and providing them with appropriate tools to ensure effective implementation.

- At the community level: A community liaison person is chosen from within the community, who will be responsible for raising awareness amongst his/her peers and the farmers, as well as implementing the project locally.
- At the cooperative level: A monitoring and remediation agent is in charge of consolidating the data received from the community liaison person and organizing remediation.
- At the supplier level (exporter): The suppliers will collect information from the monitoring and remediation agents, consolidate data and communicate to Nestlé.
- At the Nestlé level: The Cocoa Plan Committee will coordinate and oversee the project.
- At the ICI level: ICI ensures the overall management of the project and provides technical support and supervision to the different actors involved in its implementation.
- Activities undertaken so far were highlighted:
- A joint mission was carried out by ICI, Nestlé and the relevant suppliers in September and October 2012 to share project plans with the local authorities and cooperatives involved in the project.
- Securing commitment of the authorities to support the project implementation.
- The selection of two pilot cooperatives for the child labor monitoring and remediation system.
- A baseline study was conducted to further understand the child labor issues in the two pilot cooperatives and to inform the design of the monitoring and remediation system.
- Collaboration with the pilot cooperatives for the recruitment procedure of the cooperative agents in charge of remediation.

3. DISCUSSION FOLLOWING THE PRESENTATIONS

A. General discussion: contributions, concerns and proposals

The floor was opened for the participants to share their impressions, concerns, contributions and proposals.

Contributions: A number of participants congratulated Nestlé on its commitment and efforts at transparency. Others highlighted that in addition to building schools, Nestlé can also build contacts and some supervising and related structures in the intervention zones. Participants recognized Nestlé's efforts in trying to identify root causes of issues in a participative way, so that relevant intervention plans could be developed. Some participants underlined that the child labor issue is closely linked to the labor shortage faced by the cocoa sector in Côte d'Ivoire.

Concerns: Participants raised questions about the methodology used by the FLA to approach the farmers and workers during the assessment. There were questions regarding the coverage of Nestlé Supplier Code and its legal basis and the value-added that Nestlé is bringing to Côte d'Ivoire. There were questions about how the FLA defines problem solving using a bottom-up approach, which is one of the recommendations made to Nestlé. Some participants raised the importance of ensuring that the activities and benefits of the program reach the target beneficiaries (farmers and workers) and asked questions about the kind of remedial activities Nestlé and ICI plan to undertake. Participants also raised concerns about Nestlé's lack of engagement with the labor unions in findings solutions for the elimination of child labor. Participants inquired about the selection criteria for the two cooperatives for the pilot and for the community liaison people; they also expressed concerns about the security of the agents appointed to manage the projects in the communities, especially the community liaison people. In addition, some participants questioned the idea of financial support provided to the community liaison people, arguing that such practices undermine the sustainability of the project once the donor withdraws from the community; the suggestion was made that the program provide action for the benefit of the whole village. Some participants wanted to know more about the project with Syngenta. Finally participants wanted to clarify the link between the Nestlé monitoring and remediation system and the government's Système d'observation et de suivi du travail des enfants en Côte d'Ivoire (SOSTECI) – a national program of integrated actions to improve efficiency in the field to combat child labor.

Proposals: A number of proposals were brought forward, including: 1) Nestlé collaborating directly with SOSTECI; 2) Enhancing the role of community liaison people by assigning awareness activities to a local committee (group) rather than to a single person; 3) professionalizing the agricultural sector by educating youth in order to cope with the current labor shortage and make agriculture an attractive business in the future.

B. Reactions from the presenters

- Regarding the methodology used by the FLA in its assessment of Nestlé's supply chain in Côte d'Ivoire: farmers, workers and community members were consulted in individual interviews and focus group discussions. No direct questions on child labor were asked

during the announced visits of the assessment, as previous FLA research has shown that asking direct questions – such as “do you employ children?” – does not yield desired results.

- The Nestlé Supplier Code sets out the minimum requirements in business integrity, sustainability, labor standards, safety and health, environment, and supplying farmers. Nestlé suppliers are legally bound as it is embedded in their contracts. The Nestlé Supplier Code is applicable to all commodities globally.
- The illustrated supplier code is used for communication of the code to cocoa farmers in Côte d'Ivoire.
- Mass training of farmers to foster productivity and increased income is an example of added value that the Nestlé program brings to Côte d'Ivoire's cocoa farmers. Nutrition, access to drinking water for the communities, and rural development are some additional direct benefits. Putting the communities at the center of the monitoring and remediation system will bring about sustainable changes at the community level.
- Problem solving using a bottom-up approach seeks to encourage consultation with the beneficiaries to develop remediation policies, procedures and programs. In order to find sustainable solutions to farmers' issues, beneficiaries must be integrated in the decision-making process and programs need to start from their real needs so that communities can take ownership of the process and responsibility of the tasks.
- The partnership with Syngenta will provide services such as distribution and training on use of PPE and the provision of phytosanitary products to four pilot cooperatives.
- Responding to criticism of not involving unions in discussions around child labor, the consultation facilitator responded that this consultation is a first step towards filling this gap.
- Nestlé's monitoring and remediation system is not the same as SOSTECI, as Nestlé's is a supply chain specific internal monitoring and remediation system, while SOSTECI's is a system for the entire country. However, they are complementary. All efforts against child labor are rooted in ILO Conventions 182 and 138. As such, SOSTECI and Nestlé's monitoring and remediation system pursue coherent and convergent objectives and the Nestlé monitoring and remediation system can be seen as a contribution to the implementation of the National Action Plan against child labor.
- Regarding the safety of agents involved in the monitoring and remediation system, it was explained that since these individuals will come from and be chosen by the community, it greatly reduces the security risks they may face. In addition, coordination with local authorities makes it safer for the actors of the monitoring and remediation system.
- With respect to the remedial activities to be implemented within the scope of the Nestlé plan, the focus will be on individual actions to support working or at-risk children and their families. Exact actions will be more precisely determined after the analysis of the baseline assessment results.

- Community liaison people will be recruited in the communities concerned based on the following criteria: integrity, respectability, influence, collegiality and independence. These persons will not be remunerated with an employee salary, but will receive compensation for their involvement in the project.
- The two cooperatives chosen for the pilot have been in partnership with Nestlé since the start of the Nestlé Cocoa Plan. The chosen cooperatives are of different sizes, which can be useful in testing the system in different contexts.

IV. TOPICAL DISCUSSIONS – BREAKOUT SESSIONS

In the afternoon session, participants were split into three groups and asked to discuss Key Performance Indicators (KPI) and means of collaboration. Group I consisted of representatives from the government and institutions such as the ILO, ANADER, industry associations and the trade union. Group II was composed of members of national civil society organizations and local representatives of international development organizations. Group III comprised actors directly involved in the supply chain such as exporters, farmer associations, cooperatives and industry partners. Each group met in a different room and sessions were facilitated by a person who was prepared before the consultation on the objectives and expected outcomes of the breakout sessions.⁷ Each breakout sessions took one hour. The conclusions of the three groups were presented by a participant selected from each working group and are summarized below.

1. KEY PERFORMANCE INDICATORS (KPIs)

The groups were asked to deliberate and identify five KPIs to be measured in the field.

Group I: Group I focused on indicators for the monitoring and remediation system, and identified the following five KPIs:

Indicators at the community level

1. Number of farms visited
2. Number of people made aware of the issues (awareness raising/training)
3. Number of children identified and removed from child labor

Indicators at the cooperative level

4. Number of children referred (in schools, health centers, with judicial authorities where applicable, etc.)
5. Number of remedial activities undertaken

⁷ Please see the Annex for the preparatory documents the participants received. Facilitators received an extended version describing the methodologies of the breakout sessions.

Group II: The discussions in Group II resulted in the following five KPIs (a mix between results-oriented and process indicators):

1. Number of classes set up and in operation
2. School enrollment ratio and attendance
3. Number of children with birth certificates
4. Number of vulnerable households that have received support
5. Number of farmers made aware of child labor issues

Group III: In Group III, the indicators were associated with the causes of child labor, as shown below:

1. Main cause: Shortage of skilled adult labor
KPI: Number of farms with sufficient adult workers in relation to size of farm and quality of product
2. Main cause: Poor knowledge of children's rights
KPI: Number of community members trained (men and women)
3. Main cause: Lack of infrastructure
KPI: School coverage rate
4. Main cause: Lack of involvement of women
KPI: Number of women's committees in villages/camps
5. Main cause: Child labor⁸
KPIs: Number of children under 14 years helping on farms during school time; Number of children between 14 and 18 years conducting hazardous tasks on the farms

2. MEANS OF COLLABORATION

In this session, participants were asked to come up with suggestions for contributing to Nestlé's monitoring and remediation system.

Group I: After views were discussed around the table, the institutional representatives proposed the following contributions they could offer:

- Provide information to ICI to obtain synergies with the government's efforts and in order to have coherent and coordinated results; synergy of activities and sharing of experiences

⁸ Participants mentioned difficulties with measuring these indicators appropriately, as defining the age of a child will be very challenging in light of lack of birth certificates.

- Lobby with the authorities to strengthen the regulatory framework
- Harmonize activities and programs on a platform of public-private partnerships
- Help to improve training facilities for producers and the communities
- Make data (studies) available and share experiences from other projects undertaken
- Incorporate the Nestlé/ICI plan into the national action plan
- Facilitate the acquisition of administrative documents and the allocation of teachers in the schools built by Nestlé
- Support awareness campaigns in communities

Group II: Civil society and development organizations proposed to offer services in the following areas:

- Information sharing about the child labor situation as well as means to improve the situation
- Awareness raising and training about child labor at different levels in the communities
- Training of community committees
- Data gathering and monitoring
- Organization and implementation of remedial activities (for example, setting up children's clubs, building schools, tackling adult illiteracy)
- Monitoring the remediation activities

Group III: The group comprised of various actors directly involved in the supply chain offered the following suggestions:

- Exporters and industry partners:
 - Raising awareness among suppliers
 - Setting up monitoring committees
 - Reinforcement of training programs for farmers
 - Support in the development of cooperatives
 - Help training farmers in the application of plant protection products
- Cooperatives and Farmers:
 - Raising awareness among farmers
 - Continuation of the assistance for orphans in certain cases
 - Raising awareness among families

3. FINAL REMARKS

Responding to the various proposals by the working groups, Nestlé thanked the participants for their candid feedback and contributions and expressed satisfaction that the consultation successfully brought together local stakeholders. Nestlé welcomed the spirit of sharing and collaboration amongst the stakeholders and indicated that there would be more occasions for stakeholder engagement in the future. ICI stated that they were pleased with the richness of indicators identified and now their task would be to select the most appropriate indicators to be measured and reported. Finally, FLA welcomed the initiative by Nestlé and the serious work and conclusions of the working groups. The feedback and indicators will be of great use to the FLA while conducting assessment work in Côte d'Ivoire and around the world.

V. THE WAY FORWARD

The outcomes from the stakeholder consultation in Abidjan will serve Nestlé as a base for further improving their program to eliminate child labor on cocoa farms from which they are sourcing in Côte d'Ivoire. As a next step, FLA and Nestlé will consult using as input the results of the current consultation with a number of additional stakeholders and experts to select the most appropriate indicators to be measured and reported in the future.

ANNEXES

I. Agenda

AGENDA

26th November 2012, Nestlé R&D Center Abidjan

“Addressing Child Labor in Nestlé’s Cocoa Supply Chain in Côte d’Ivoire”

08:30 – 09:00:	Registration
09:00 – 09:20:	Welcoming remarks
09:20 – 09:40:	Introduction
	Setting the scene
	Presentation of the workshop objective and agenda
09:40 – 10:00:	The FLA and its work with Nestlé
10:00 – 10:30:	Overview of Nestlé’s Action Plan and progress to date
10:30 – 10:45:	Coffee Break
10:45 – 11:15	Child labor monitoring and remediation system
11:15 – 12:00	Q&A and feedback from participants
12:00 – 12:15:	Break-out sessions: Objectives and approach
12:15 – 14:00	Lunch, including Nestlé R&D Center tour
14:00 – 15:00	Break-out session 1: Child labor monitoring and remediation system: Discussion of KPIs
15:00 – 16:00:	Break-out session 2: Collaboration with stakeholders: What do we want to achieve together and how?
16:00 – 16:15	Coffee Break
16:15 – 17:45	Plenary session to present and discuss working group results
	Response from Nestlé
17:45 – 18:00:	Way forward; Closing remarks

II. List of participants

NOM	ORGANISATION
ABOULE Jacques	Fair Trade Côte d'Ivoire
ADOM Evelyne	Afrique Secours Assistance
AKA Euphrasie	International Cocoa Initiative
AMANY Yao	Comité national de surveillance de la lutte contre le travail des enfants
AMBROGGI Marie Pierre	Nestlé
ASSAHOURE Denis	UCDG (union des coopératives)
ASSI-AGUIA Elisabeth	ONG AICD
ASTOLFI Patricio	Nestlé Côte d'Ivoire
BELLO Nathan	Nestlé R&D
BROOKS Andrew	Outspan Ivoire
BOSSON Kevin	Fair Labor Association
BOSSON Sabrina	Fair Labor Association
BROU Allatin	International Cocoa Initiative
COULLOUD Jean Yves	World Cocoa Foundation
COURBET Philippe	CRN Nestlé
DELBE Narcisse	Conseil Général de Daloa / Facilitateur
DIAKITE Siriki	Cargill
DIBY Peggy	Nestlé Côte d'Ivoire
DIOP Seyni	World Education
DJE-BI KOUYA Michel	Cefca
DJI Florent	Solidaridad Côte d'Ivoire
DON MELLO Rose	Union des Grandes Entreprises Industrielles de Côte d'Ivoire (UGECI)
DOUKA Christophe Auguste	Syndicat des producteurs individuels de café et cacao en C.I. CCI-CI du Sud-Bandama (DIVO-LAKOTA-FRESCO-GUITRY)
DOUMBIA Siaka	Système de Suivi du Travail des Enfants (SSTE)
DOWA Agathe	Association des Femmes Productrices de Café-Cacao du Sud-Bandama (AFPCC-SB)
FADIGA Mdeye	Conseil café-cacao
GUEYE Tihiti Emerson	ECOYA
HENDRIKSZ Michiel	ADM
HIGH Darrell	Nestlé
KABLAN Alexandre	ANADER
KAMAGATE Amadou	ADM
KANGA N'Zore	ANADER
KASSI Murielle	Nestlé Côte d'Ivoire
KOFFI Florent	Resources Humaines sans Frontières / Facilitateur

KOFFI Konan	UCDG (union des coopératives)
KOIHO Alice	Afrique Secours Assistance
KONE DOU Kitien	ISSA SSTE
LAGUIAN Colette	Nestlé Côte d'Ivoire
LANGE Matthias	International Cocoa Initiative
LIKPA Eric	Horizons Lumières
LOMBARDO Cédric	BeDevelopment
LUETGEMEIER Martin	Nestlé
MBOUP Cheick	Nestlé R&D
MEKOUAKOU Me	Conseil café-cacao
MOCKIE Signi	BIT (ILO)
N'GUESSAN Joseph	Fraternité Sans Limites
POLLARD Duncan	Nestlé
RABET Jean Claude	FESACI (Syndicat)
RINGO Augustin	Cargill
SEKA Olivier	ONG RENFCAP
SHIPPAM Kate	GIZ
THERIEZ Amélie	Syngenta Agro AG
TOURE Natarie	Solidaridad Côte d'Ivoire
TRAN QUAN Olivia	Cocaf Ivoire (Noble)
VERA Beatriz	Fair Labor Association
WAIBEL Piera	Fair Labor Association
WAYOU Daniel	Horizons Lumières
WEATHERILL Nick	International Cocoa Initiative
WYSS Yann	Nestlé
YAPI Dorothée	ONG FEMAD
YAO Maxime	Winrock International

III. Background information document for participants

Overall information about stakeholder convening

Background Document

Dear participants,

These documents provide more detailed information about the event and the different breakout sessions in the afternoon of our stakeholder convening. They will help you to understand the purpose of the sessions in general and to inform you about the different sessions.

We are looking forward to fruitful, inspiring and open discussions!

The organization team

Context for the Convening

Nestlé became a member of the Fair Labor Association (FLA) in March 2012. Earlier in 2012, Nestlé invited the FLA to conduct an assessment of Nestlé's cocoa supply chain in Côte d'Ivoire. The assessment report concludes with recommendations to Nestlé and the Government of Côte d'Ivoire. Nestlé developed an Action Plan in order to address the recommendations and has started its implementation. In this Action Plan, Nestlé stated that they would organize a stakeholder convening in Abidjan in the 4th quarter of 2012 in order to solicit feedback from relevant local stakeholders on the plan.

The FLA report and Nestlé's Action Plan, which are the basis for this convening, can be accessed on the FLA website.⁹ We therefore highly recommend that all participants read the report and the Action Plan before the stakeholder convening.

Purpose of the Convening

The main purpose of the convening is to obtain guidance from local stakeholders on: (1) Key Performance Indicators (KPIs) to measure the effectiveness of the child labor monitoring and remediation system; and (2) how they can contribute to Nestlé's efforts to address child labor in its supply chain. Specific focus will be put on identification of KPIs as well as on collaboration with other stakeholders for remediation strategies.

Topical breakout sessions: Each session will start with a brief introduction about the content and goals of the session, followed by discussions led by a facilitator. Participants will split up into three groups and discuss in the following topics:

Topic 1: Child Labor Monitoring and Remediation System: Discussion on Key Performance Indicators (KPIs)

⁹ The FLA Report in French is at: http://www.fairlabor.org/sites/default/files/documents/reports/fla_rapport_cacao_final_francais.pdf

The Nestlé Action Plan in French is at: http://www.fairlabor.org/sites/default/files/documents/reports/fla_report_-_plan_daction_de_nestle_final.pdf

If you have problems downloading the documents, please contact Beatriz Vera (bvera@fairlabor.org).

Topic 2: Collaboration with stakeholders: What do we want to achieve together and how?

Two experts will be present in each session to provide more details if necessary. A rapporteur will take notes to capture inputs.

Follow up after the event

A summary report of the results will be distributed after the convening. As a next step, the FLA and Nestlé will use the report to consult with additional stakeholders and experts who could not attend on the convening. The results of the consultations will be taken into account by Nestlé in improving their program for the elimination of child labor on cocoa farms from which they are sourcing.

Guidelines and rules for the convening

- Only one person talks at a time. Listen to other inputs, be tolerant, respect different opinions, and reflect on solutions of common interest.
- We know that there are a lot of other issues in the cocoa sector which merit attention. However, this convening is focused on child labor and what Nestlé specifically can do within its sphere of action to improve the situation on the farms. Please focus on inputs related to that.
- The summary report distributed will follow Chatham House Rules, meaning that comments made will not be attributed to individual participants.
- Discussions are most productive when everyone is honest, open and constructive. There are no irrelevant questions.
- Nestlé plays an important role in improving the lives of the cocoa farmers in Côte d'Ivoire. Guidance and support from their stakeholders is essential to ensure the success of their approach to improve working conditions. Please keep this in mind while providing your input.

IV. Topical breakout session 1: KPIs

Child Labor Monitoring and Remediation System: Discussion of Key Performance Indicators (KPIs)

Background Document for Participants

Objective of this session

The objective of this session is to discuss and agree on a set of Key Performance Indicators (KPIs) for the child labor monitoring and remediation system Nestlé is developing together with the International Cocoa Initiative (ICI) to assess the child labor situation and related improvements on cocoa farms in Côte d'Ivoire, from which Nestlé is procuring its cocoa. Ideally, the outcome will be a maximum of 5 KPIs that will help Nestlé measure and publicly report on the progress made on a periodic basis.

Content of this session

- Brief introduction of participants
- Discussion about different elements which will help Nestlé achieve its objectives
- Discussion about how to measure progress with KPIs

Background information

Key Performance Indicators (KPIs) help an organization to define and measure progress toward organizational objectives.¹⁰ KPIs are (usually) quantifiable measurements, agreed to beforehand, that reflect the critical success factors of an organization.

Some important factors to consider when developing KPIs include:

- KPIs should be SMART (specific, measurable, attributable, realistic, and targeted).
- Before choosing indicators, it is good to think about what data are available and what data can be collected given resources and feasibility constraints.
- The level (individual, household, community, facility) at which the KPI should be measured needs to be determined.

¹⁰ The objective in this case is the elimination of child labor on cocoa farms in Côte d'Ivoire from which Nestlé is sourcing.

V. Topical breakout session 2: Collaboration with stakeholders

Collaboration with stakeholders: What do we want to achieve together and how?

Background Document for Participants

Objective of this session

The objective of this session is to consult stakeholders on linkages between their programs/ activities, and Nestlé's child labor monitoring and remediation activities.

The main questions to be addressed are:

- What are existing programs, activities and initiatives that can help Nestlé reach its objectives?
- What can you, as a participating organization/institution, contribute to Nestlé's objectives?
- How can Nestlé collaborate with stakeholders?

Content of this session

- Recapitulation of elements and KPIs defined in breakout session 1
- Discussion about existing activities, solutions and initiatives to work towards the KPIs that were defined in breakout session 1
- Discussion about potential additional activities, solutions and initiatives needed, and what your organization/institution can contribute

Background information

In order to successfully address child labor issues in its cocoa supply chain, Nestlé depends on other governmental and non-governmental stakeholders, their activities, programs, initiatives and support.¹¹

The Government of Côte d'Ivoire has taken several steps to address child labor within the country, especially with regard to the cocoa sector. The Government of Côte d'Ivoire has set up specialized agencies to deal with the worst forms of child labor (WFCL) and trafficking of children in the cocoa sector; developed frameworks to deal with WFCL; issued a National Action Plan that comprehensively addresses child labor across various economic sectors; and conducted population-based surveys to determine the nature and extent of WFCL in the production of cocoa. The Government of Côte d'Ivoire will conduct national representative surveys during the 2013-2014 harvest season as per the Framework of Action. The Government has been working on

¹¹ For a list of governmental and non-governmental stakeholders involved into the improvement of farmers' livelihoods and the eradication of child labor, please see the FLA assessment report.

developing child labor monitoring systems that would also serve the function of linking children in need of remediation with appropriate services.

At the same time, various actors from the cocoa and chocolate industry, from organizations such as the World Cocoa Foundation or the International Cocoa Initiative, from intergovernmental organizations such as the ILO or UNICEF, and from various other NGOs, have their own programs – mostly aligned with governmental programs – to additionally help eliminate child labor on cocoa farms, or in other sectors.

To have an effect and to be scaled up, it is crucial that strategies, programs and activities be aligned with each other. Different stakeholders need to work together to address child labor in agricultural settings.