

**NESTLE CAM MAPPING ASSESSMENT'S CORRECTIVE ACTION PLAN**

BY THE FLA			BY THE COMPANY				
Findings	FLA's recommendations	Description	Nestlé response / Outputs	Outcomes	Outcomes indicators	Responsible	
<b>To Nestle and Cargill-Telcar</b>							
The CLMRS program has not established output and outcome targets that will help evaluate the performance (impact) of the program overtime.	Defining of progress output and outcome indicators for the CLMRS	Establish CLMRS outcome and output targets that will help evaluate the performance (impact) of the program overtime	<p>A CLMRS logical framework will be developed and shared with clearly defined output and outcome progress indicators including the following:</p> <p>Output</p> <ul style="list-style-type: none"> <li>• Identification of agencies and cooperatives to participate in CLMRS</li> <li>• Identification of producers to be monitored</li> <li>• Identification of farmer coaches to conduct monitoring</li> <li>• Consultation of stakeholders including cooperatives, agencies, Cargill/Telcar staff, government authorities, NGOs, certification actors, among others.</li> <li>• Adapt CLMRS data collection tools to Cameroonian context</li> <li>• Training of Telcar staff on child labour concepts and CLMRS setup</li> <li>• Training of farmer coaches on data collection and child labour awareness raising</li> <li>• Training of cooperative leaders on CLMRS management</li> <li>• Monitoring at household and farm level</li> <li>• Awareness raising at household and community levels</li> </ul> <p>Outcome</p> <ul style="list-style-type: none"> <li>• Number of cooperatives covered by CLMRS</li> <li>• Number of producer households targeted and reached by CLMRS</li> <li>• Number of producers and relevant actors trained on child labor</li> <li>• Number of incidents of child labor identified</li> </ul>	CLMRS program is evaluated based on clear output and outcome indicators	<p>List of CLMRS output and outcome indicators is established and available to evaluate the program</p> <p>2021 outcome: CLMRS output and outcome indicators available</p>	Cargill/ICI	Janv 21 to Mar 21

			<ul style="list-style-type: none"> <li>• Number children under remediation (disaggregated by time)</li> <li>• Number of children out of child labor</li> </ul>					
<p>Some interviewed producers and cooperative management are not clear about what constitutes hazardous work for children.</p> <p>None of the cocoa producers received any awareness building training on other labor standards covering topics such as employment contracts, wages, hours of work, health and safety, forced labor etc. even though 18 percent of the producers engage with hired workers in their farms.</p>	Training of internal staff and supplier trainings on labor standards	Awareness raising and training on other labour standards covering topics such as employment contracts, wages, hours of work, health and safety, forced labor etc	<p>Since the CLMRS has recently been established in Cameroon, not all trainings were completed when FLA visited the country. Additional training sessions are still planned as part of ongoing awareness raising on child labor. There are also planned training sessions on productivity improvements as part of coaching of producers and farmer field schools.</p> <p>Regarding child labor trainings, Cargill/Telcar staff were initially trained on child labor concepts and setting up the CLMRS. Cooperatives, agencies, communities and authorities were also participated in introduction sessions of CLMRS. Farmer coaches were trained on data collection and awareness raising at household and community levels. Each farmer coach has a training pack to perform awareness training on child labour issues at farmer level and at community level.</p> <p>Regarding productivity, producers participate in one-to-one coaching sessions and farmer field schools that cover topic such as Good Agricultural Practices and proper use of agrochemicals and fertilizers. The fact that some farmers reported not participating in training of agrochemical usage will be examined.</p> <p>Regarding training around hired labor, forced labor will be integrated into the CLMRS in 2021. This will include awareness raising for and data collection from cooperatives, producers and hired workers around fair working conditions and establishment of grievance mechanisms.</p>	All interviewed producers and cooperative staff participate in training and awareness raising sessions on child labour	<p>Number of farmers and cooperative staff trained on child labour</p> <p>2021 outcome: 2,372 farmers trained and 158 cooperative staff (coaches, supervisors and leaders) trained on child labour concepts</p>	Cargill/ICI	Apr 21 To Aug 21	Apr 22 to Aug 22
	Development of an annual training calendar and pre-and post-evaluation system	Develop Annual Training Calendar describing the number of trainings for internal staff, Agency	<p>Cargill and ICI will develop a training calendar including planned and completed trainings covering:</p> <ul style="list-style-type: none"> <li>• Training of Cargill/Telcar staff, agencies and</li> </ul>	All training and awareness raising sessions on child labour and labour	Number of training and awareness raising sessions	Cargill	Janv 21 To Mar	Janv 22 To Mar

		staff, cooperatives management and the producers	cooperatives on child labor concepts, child protection and CLMRS setup <ul style="list-style-type: none"> <li>• Training of farmer coaches on child labor, child protection concepts, interview techniques, data collection, and community sensitization methods</li> <li>• Household awareness raising on types of child labor and topics directly linked with the hazardous work identified in the household.</li> <li>• Community awareness raising linked with most child labor cases identified in their members</li> <li>• Training sessions on remediation plan development and implementation for cooperatives</li> <li>• Coaching and farmer field school trainings</li> </ul>	standards are evaluated	conducted and evaluated  2021 outcome: 45 community awareness raising sessions have been conducted 825 households participated in follow up awareness raising sessions on child labour		21	22
The existence of the grievance mechanism is not sufficiently communicated and known to the producers.  The Cargill-Telcar grievance mechanism does not currently cover the workers employed at the farms and is not communicated to them. Hence, the only grievance mechanism available to workers is the community-level grievance mechanism (see more explanation in the following section).	Introduction of a functioning grievance mechanism for producers and workers in association with the Agency and the cooperatives	Include awareness building around its existing grievance mechanism in its producers' trainings.  Conduct a dialogue with a sample of existing hired workers at the farm level to identify the grievance redressal channels that are currently available to them, and discuss with them what grievance channel will be most appropriate for them	Forced labor will be integrated into the CLMRS in 2021. Cargill/Telcar and ICI will first collect data based on forced labor risk indicators to identify incidents of forced labor in cocoa farms and raise awareness about labor rights. Based on findings, remediation actions will be determined including establishing an effective grievance mechanism. A grievance mechanism will be setup with the cooperatives and communicated to assist identified vulnerable workers, providing support to potential victims, and referring them to the appropriate services or agencies	A grievance mechanism for producers and workers is introduced and available at the cooperative level	Number of farmers and workers informed about grievance mechanism process  2021 Outcome: Grievance mechanism under development	Cargill/ICI	Jul 22 To Sept 22	
None of the three assessed cooperatives have a formal written contract with Cargill-Telcar.	Clearly map Nestlé farmers who are in CLMRS Program	Select a certain number of cooperatives with in the Obala agency to execute the CLMRS program. Or if Nestle continues working at the Agency level, the system should be evenly applied	The Obala agency includes cooperatives supplying to Nestlé, as well as to other customers. The report includes the following information for clarification:  In 2018–2019, Cargill-Telcar has 11 certified Agencies covering 46,773 certified producers, including 3,388 from the Obala Agency supplying	All the farmers supplying to Nestlé mapped and covered by CLMRS	The list of all the farmers supplying to Nestlé and covered by the CLMRS is available at IMS level.	Cargill/Nestlé	Jan 21 to Mar 21	

		to all the farms with in the agency, ensuring that no matter where the cocoa is coming from all the producers are part of the CLMRS systems with the same conditions.	<p>4,838 tons of certified beans. Among these 3,388 suppliers, 2368 are members of 12 cooperatives from which Nestlé sourced 2000 tons (41 percent) of the total certified volume.</p> <p>All producers that are part of the Obala Agency are part of CLMRS including those that are supplying to Nestlé. Once CLMRS data is analyzed, it will be reported by customer indicating number of farmers supplying to Nestlé that were monitored, and number of children identified in child labor in Nestlé's supply chain in Cameroon. This analysis will be shared in 2021.</p>		2021 Outcome: List of Nestlé farmers available for Obala and Ntui		
<p>Amongst the interviewed producers in SOCOPROCAM, none of the them had written contracts with their workers. Even though 29 percent of the producers mentioned having a written contract with their workers, none were able to present a copy to the FLA. The contracts are mostly verbal agreements between the producer and the worker on the basis of the prevailing market wages and conditions set by the community.</p> <p>Majority of the interviewed producers in SOCAEZICA (75 percent) do not have a written contract with their workers.</p> <p>In SOCAMAK all the interviewed producers</p>	Introduce Worker Profiling Form, and Simplified Written Worker Contract	CLMRS introduces a Worker Profiling Tool at the farm level where information on hired labor (adult, young, and/or children) is reported	As part of the integration of forced labor into Cargill's CLMRS in 2021, risk profiles related to forced labor will be developed using a Worker Profiling Tool. Taking into consideration the results of this analysis, Cargill's monitoring methods and data collection tools will be reviewed and adapted to reflect latest findings on forced labor risks in cocoa sector; and a revision of the farmers' groups existing policies and practices related to labor rights and recruitment will be conducted with a view to increase detection and prevention of forced labor cases. Cargill-Telcar will also develop a worker contract template to be shared with the producers so they can use it to formalize the working relationship with hired workers.	Hired workers have a written contract with producers	<p>Number of hired workers with written contracts</p> <p>2021 Outcome: contracts to be introduced</p>	Cargill/ICI	Aug 22 to Sep 22

mentioned they have no written contracts with their workers.							
<p>The FLA noticed that currently the sustainability department does not have a complete and updated data on the various pillars of the Cargill-Telcar sustainability program. For example, the certification is part of sustainability program. Yet the sustainability department at Cargill-Telcar headquarter could not provide information such as the total number of certified producers, or the total volume of certified cocoa sourced during the previous campaign because only only the marketing department could provide such a data.</p> <p>With respect to the CLMRS data set in Cargill's Source Trace the data processing has yet not started and the type of data analysis undertaken will be reviewed in subsequent FLA assessments.</p>	Enhance data sharing among various departments at Cargill-Telcar	Build an internal mechanism for the management of sustainability activities' data so that it is readily available at any time to all the departments and during external assessment such that of the FLA	Cargill has developed a Data Platform to improve its internal mechanism of data management and reporting of sustainability programs across countries. The Cargill Data Platform links indicators on cocoa farmers, communities and landscapes in a central repository. A wide range of digital tools have been introduced to collect farm and household data including surveys that are part of CLMRS. This enables the monitoring of sustainability challenges in supply chains holistically and combining information on sustainability issues and connect these to specific cocoa farms. Interdependent sustainability challenges will be also analyzed, such as child labor incidence in relation to household income data	Data platform (FarmForce) includes all data for producers including CLMRS data as well as production information	Data platform available with all data of producers monitored through CLMRS  2021 Outcome: all CLMRS data has been introduced on Farmforce (Cargill Data Platform)	Cargill	Janv 21 to Mar 21
No remediation efforts are yet visible at the cooperatives or the farm level. The Cocoa Promise Program currently does	Define concrete remedial activities and develop standard operating procedures	Start building remediation plan, guidelines, articulating the roles and responsibilities of	The CLMRS has recently been setup in Cameroon and remediation plan development is the next step in implementation. The data collected in Obala is currently being validated, and will be then analyzed by ICI and Cargill-Telcar Sustainability	Remediation plans developed and implemented for children in child labour and	Remediation plans developed  2021 Outcome:	Cargill/ICI	May 21 to Jul 21

<p>not include a concrete remediation system on labor standards at the farm level.</p> <p>Even if the Agency is certified, the Agency does not have a system in place to put in place remediation activities at all farms under the Agency. The role and responsibility and the types of remediation activities that the Agency can undertake is not clear to the interviewed producers.</p>		<p>Agency, Cooperative, Producers</p>	<p>team. This analysis will allow to identify the number, type and causes of identified cases of child labor. Based on this, a remediation plan will be developed including direct remediation activities for the identified cases of child labor and broader activities to address potential root causes. A workshop will be organized by Cargill and ICI to present findings to the agency, cooperatives and local authorities, and to agree on the roles and responsibilities for the implementation of remediation activities. Remediation will be provided at both the household level (birth certificates, school kits, equipment for heavy loads, VSLAs/IGAs) and community levels (School support, Child Protection Committees, Community Service Groups). Cargill will collaborate with the Government, NGOs and other supply chain actors to build synergies with ongoing programmes and initiatives for reduced child labor.</p>	<p>at risk at the buying station level</p>	<p>Remediation plan is available</p>		
<p>None of the three assessed cooperatives have a formal written contract with Cargill-Telcar.</p>	<p>Introduce written purchasing agreements with producers including requirements around child labor and other decent work principles</p>	<p>Ensure that all producers have purchasing agreements with the agencies. Testing of integration of labour standards into agreements.</p>	<p>Contracts between producers and Cargill/Telcar buying stations already exist including obligations of both the producer and Telcar based on UTZ certification requirements, and duration and terms of contract. A contract example will be shared with FLA. Cargill/Telcar will investigate the reason why several certified farmers interviewed by FLA reported not having a written contract with the agency and address the issue</p>	<p>All producers have purchasing agreements with the buying stations</p>	<p>Number of producers with purchasing agreements with buying stations</p> <p>2021 Outcome: Producers have purchasing agreements with buying stations</p>	<p>Cargill</p>	<p>Janv 22 to Mar 22</p>
<p>None of the cocoa producers received any awareness building training on other labor standards covering topics such as employment contracts, wages, hours of work, health and safety, forced labor etc. even though 18 percent of the producers engage with</p>	<p>Strengthen producer trainings</p>	<p>Integrate other labor standards in the training and awareness activities for Nestlé cooperatives and the producers.</p>	<p>Several awareness raising activities and training sessions will be organized with the agencies, cooperatives and producers around forced labor in 2021. Based on the findings from the data collected on forced labor, a grievance mechanism will be designed at cooperative level for affected producers and hired workers. Producers will also participate in awareness raising activities on labor rights, and they will be informed about the existence of the grievance mechanism. Cargill will</p>	<p>All interviewed producers and cooperative staff participate in training and awareness raising sessions on labour standards</p>	<p>Number of farmers and cooperative staff trained on labour stanards</p> <p>2021 Outcome: Labour standards have been</p>	<p>Cargill/Agency</p>	<p>Aug 21 to Dec 21</p>

hired workers in their farms			also explore developing and distributing an illustrative Code of Conduct including a toll-free confidential hotline number to report violations, aligned to Nestlé's Code of Conduct in Côte d'Ivoire.		introduced to the cooperatives/buying stations as part of Rainforest Alliance certification Assess & Address approach			
Given that the Agency is certified, the certification body's Code of Conduct requires that the Agency carries out at least one annual inspection on all the producers' farm to ensure that the producers are meeting the certification requirements. The majority of producers including those of certified cooperatives did not receive inspection visit at their farm level. Even if the Agency is certified, the Agency does not have a system in place to monitor the farms.	Strengthen farm-level assessment system	Put a robust system in place to verify if the producers are fulfilling the labor standards and certification requirements.	In Cameroon, the agencies are the certificate holders and as part of the certification process they conduct regular internal inspections. Each agency has an internal management system responsible for monitoring the farms and helping them remain compliant with the certification body code of conduct. The team consists of internal inspectors who perform unannounced internal inspections at all farms within a farmer group. Given that a substantial number of farmers reported not having participated in an inspection to FLA, Cargill/Telcar will assess the functioning of the IMS at agency level and strengthen its internal monitoring capacities to ensure that all farmers receive regular visits to confirm that certification requirements are being followed. The IMS team also has an active role in the coordination and validation of CLMRS data collection and will make sure that the internal inspection and the CLMRS (including forced labor) complement each other.	IMS of agencies organizes annual internal inspection for all producers on certification standards	Number of producers that participated in internal inspection  2021 Outcome: Internal inspection completed for 2,372 farmers	Cargill/Agency	Jul 21 to Sep 21	Aug 22 to Sep 22
No remediation efforts are yet visible at the cooperatives or the farm level. The Cocoa Promise Program currently does not include a concrete remediation system on labor standards at the farm level.  Even if the Agency is certified, the Agency does	Strengthen producer level remediation system	Agency to work closely with Cargill-Telcar and the cooperatives to define and implement remediation activities	The next step of the CLMRS is developing remediation plans for children in child labor and at risk based on findings from collected data. Afterwards, Cargill-Telcar and ICI will work together with the Agencies, cooperatives and other stakeholders in defining roles and responsibilities for its implementation. The remediation activities will be provided at the producer and community levels, depending on the number and type of child labor incidents identified over a period of 12 months.	All children identified in child labour or at risk of child labour receive remediation assistance at individual and community levels	Number of children under remediation 2021 Outcome: 835 children under remediation	Cargill/Agency	Aug 21 to Dec 22	

<p>not have a system in place to put in place remediation activities at all farms under the Agency. The role and responsibility and the types of remediation activities that the Agency can undertake is not clear to the interviewed producers</p>							
<p>The Cargill-Telcar grievance mechanism does not currently cover the workers employed at the farms and is not communicated to them. Hence, the only grievance mechanism available to workers is the community-level grievance mechanism (see more explanation in the following section).</p>	<p>Strengthen grievance mechanism for workers and introduce written worker contract Strengthen grievance mechanism for workers and introduce written worker contract Strengthen grievance mechanism for workers and introduce written worker contract</p>	<p>Agency and cooperatives to update their grievance mechanism by adding provisions for workers</p>	<p>Once forced labor is integrated into the CLMRS in 2021, Cargill-Telcar will support the Agencies and the cooperatives to setup a tailored grievance mechanism at the cooperative level. Producers and hired works will receive awareness raising on labor rights and will be informed about the grievance mechanism available to report labor violations.</p>	<p>Grievance mechanism works effectively with farmers and workers raising concerns and receiving support as needed</p>	<p>Number of farmers and workers raising concerns and supported through grievance mechanism process</p> <p>2021 Outcome: Grievance mechanism being developed</p>	<p>Cargill/Age ncy</p>	<p>Aug 22 to Sep 22</p>