This document compiles a great amount of information on different levels of detail. In order to facilitate its use, it contains enabled functions that allows **interactive reading**. This way you can focus on what you want to know in detail, while having a complete overview of the roadmap.

**TIP:** For an improved experience, preview the document on presentation (slide show) mode, so you can navigate through the contents by clicking on:

- **Navigation bar**
- **Sub-sections**
- **Graphics**
- **Hypertext**
CocoaAction started in 2013 as an effort to maximize collective impact in the cocoa sector. Throughout this journey, the World Cocoa Foundation (WCF), the companies within CocoaAction and key partners have worked together towards one common vision: a rejuvenated and economically viable cocoa sector that provides opportunities to cocoa farmers and cocoa communities.

As CocoaAction has evolved, the CocoaAction Board of Directors (BoD) and Technical Working Committee (TWC) have decided to invest in balancing long-term strategy with providing the guidance required for near-term implementation. This effort is referred to as the CocoaAction 5-Year Roadmap, and its result is presented on this document.

As part of this process, we have an overview of where CocoaAction has come from and how it is currently defined (please refer to the CocoaAction Primer), but more importantly, where it needs to go and what is needed to reach its goals.

The document is not intended to be an exhaustive and complex list of all detailed activities. Instead, it is intended to provide those directly and indirectly involved with CocoaAction with an overview of the critical path and main moving parts of CocoaAction, and how these moving parts fit together to lead to CocoaAction being successful.
The Roadmap has five main objectives:

1. **Provide a strategic overview**: main CocoaAction topics, goals, and milestones to align companies’ own strategies.

2. **Allow planning and progress tracking**: clarifying timelines and critical paths; support M&E, reporting, and communications.

3. **Support internal alignment**: clarifying pathways, roles, and responsibilities.

4. **Support external alignment/engagement**: clear overview of what CocoaAction is and does; clear value proposition; enabling effective stakeholder engagement and collaboration.

5. **Improve transparency**: provide stakeholders an in-depth view into the activities of CocoaAction.
In order to meet its objectives, the Roadmap is targeted at a broad audience, including:

1. **CocoaAction companies:** internal alignment within and across companies

2. **WCF Members:** as they consider formal and informal participation in CocoaAction

3. **Governments:** to better align and coordinate complementary interventions and partnerships

4. **Partners and other stakeholders:** to communicate what CocoaAction is and what are its practical moving parts (including relationship to and awareness of topics and trends outside of the scope of CocoaAction)
The contents of the Roadmap are structured in four main sections according to their function: Introduction and context, Implementation elements, Enablers, and Strategic elements.

**Introduction**

CocoaAction in the broader context

**Objectives**

**Audiences**

**Structure of the Roadmap**

<table>
<thead>
<tr>
<th>Overview</th>
<th>Introduction</th>
<th>CocoaAction in the broader context</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objectives</td>
<td>Productivity</td>
<td>Community Development</td>
</tr>
<tr>
<td>Audiences</td>
<td>Monitoring &amp; Evaluation</td>
<td>Learning</td>
</tr>
<tr>
<td>Stakeholder Engagement</td>
<td>Monitoring &amp; Evaluation</td>
<td>Communication</td>
</tr>
<tr>
<td>Government Partnerships</td>
<td>Learning</td>
<td>Stakeholder Engagement</td>
</tr>
<tr>
<td>Companies Expansion</td>
<td>Communication</td>
<td>Government Partnerships</td>
</tr>
<tr>
<td>Geographic Expansion</td>
<td>Additional information</td>
<td>Appendix</td>
</tr>
</tbody>
</table>

**Introduction & context**

Provide a broader context to the roadmap.

**West Africa Implementation Roadmap**

These are the elements required to reach the 2020 goals in productivity and Community Development.

**Enablers**

Enablers facilitate the correct implementation process and help to achieve milestones and goals.

**Strategic Elements**

The strategic elements are topics that touch upon the broader CocoaAction strategy and the vision for the cocoa sector.

**2020 goals:**

300,000 farmers and 1,200 communities reached in West Africa.

**beyond 2020:**

Impact at broader sector/geographic level.

**CocoaAction vision**

A transformed cocoa sector and significantly improved quality of life for cocoa-growing communities.

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The list below contains up-to-date sources and links (where available) related to CocoaAction generally.

<table>
<thead>
<tr>
<th>Title</th>
<th>Author</th>
<th>Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>CocoaAction Primer [link]</td>
<td>WCF</td>
<td>May 2016</td>
<td>Evolving document that provides an overview of decisions and developments leading to CocoaAction today.</td>
</tr>
<tr>
<td>CocoaAction FAQs [link]</td>
<td>WCF</td>
<td>Apr 2016</td>
<td>Overview of the most Frequently Asked Questions regarding CocoaAction, and their answers.</td>
</tr>
<tr>
<td>CocoaAction One-Pager [link]</td>
<td>WCF</td>
<td>Feb 2015</td>
<td>CocoaAction at a glance, providing basic information on what CocoaAction is and what it does.</td>
</tr>
</tbody>
</table>

A more extensive additional reading list is in the appendix, which also includes additional reading for specific sections in this document.
CocoaAction provides a unique opportunity for industry to collectively contribute to the SDGs in cocoa exporting countries. It provides a platform for stakeholders to engage with the private sector on the achievement of specific SDGs including sustainable agricultural production, food security, poverty reduction and gender equality with the aim of empowering smallholder cocoa farming communities. As the backbone organization for CocoaAction, WCF supports its member companies to achieve collective ownership, collective learning and ultimately collective impact through effective public-private partnerships.

On the next pages, an overview is provided of the linkages between the SDGs and CocoaAction topics, and its translation into measurable objectives in the Results Framework.
CocoaAction in the Broader Context > The SDGs (1/2)

### Overview

#### CocoaAction and the SDGs (1/2)

<table>
<thead>
<tr>
<th>SDGs</th>
<th>CocoaAction Results Framework for Farmers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.5 Build resilience against climate related extreme events</td>
<td>1.1 Adopt recommended good agricultural practices*&lt;br&gt;1.2 Adopt rehabilitation techniques using recommended planting materials*&lt;br&gt;1.3 Adopt soil fertility management*</td>
</tr>
<tr>
<td>2.3 Double agricultural productivity</td>
<td>1 Increased cocoa yield for targeted CocoaAction farmers&lt;br&gt;1.1 Adopt recommended good agricultural practices*&lt;br&gt;1.2 Adopt rehabilitation techniques using recommended planting materials*&lt;br&gt;1.3 Adopt soil fertility management*</td>
</tr>
<tr>
<td>2.4 Ensure sustainable food production systems</td>
<td>1.1.1 Farmers trained on recommended practices (GAPs, Rehabilitation, Soil Fertility), with improving inclusion of women farmers</td>
</tr>
<tr>
<td>13.1 Strengthen adaptive capacity to climate-related hazards</td>
<td>1.1 Adopt recommended good agricultural practices*&lt;br&gt;1.2 Adopt rehabilitation techniques using recommended planting materials*&lt;br&gt;1.3 Adopt soil fertility management*</td>
</tr>
<tr>
<td>13.3 Improve awareness on climate change mitigation</td>
<td>1.1 Adopt recommended good agricultural practices*&lt;br&gt;1.2 Adopt rehabilitation techniques using recommended planting materials*&lt;br&gt;1.3 Adopt soil fertility management*</td>
</tr>
<tr>
<td>12.6 Encourage companies to adopt sustainable practices</td>
<td>What is CocoaAction?&lt;br&gt;A voluntary industry-wide strategy that aligns the world's leading cocoa and chocolate companies, origin Governments, and key stakeholders on regional priority issues in cocoa sustainability.</td>
</tr>
<tr>
<td>9.1 Develop sustainable infrastructure</td>
<td>2.1.1 Improved educational infrastructure, equipment, or materials based on community needs</td>
</tr>
</tbody>
</table>

*if required
### CocoaAction in the Broader Context

#### The SDGs (2/2)

<table>
<thead>
<tr>
<th>SDGs</th>
<th>CocoaAction Results Framework</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.7</td>
<td>Eradicate child labor</td>
</tr>
<tr>
<td></td>
<td>Increased child protection in CocoaAction communities and significantly reduced child labor in CocoaAction farming households and CocoaAction communities</td>
</tr>
<tr>
<td>16.2</td>
<td>End child exploitation</td>
</tr>
<tr>
<td></td>
<td>Increased child protection in CocoaAction communities and significantly reduced child labor in CocoaAction farming households and CocoaAction communities</td>
</tr>
<tr>
<td></td>
<td>Increased number of operating child labor monitoring and remediation systems and child protection committees (or similar structure)</td>
</tr>
<tr>
<td>4.1</td>
<td>Ensure primary and secondary education</td>
</tr>
<tr>
<td></td>
<td>Increased number of primary schools, that are &quot;functioning effectively&quot;</td>
</tr>
<tr>
<td>5.5</td>
<td>Ensure women's participation in leadership</td>
</tr>
<tr>
<td></td>
<td>Increased capabilities and opportunities of women to generate increased income and influence decisions</td>
</tr>
<tr>
<td></td>
<td>Increased participation by women in farmer, community and/or women organizations</td>
</tr>
<tr>
<td>17</td>
<td>Revitalize the global partnership for sustainable development</td>
</tr>
<tr>
<td></td>
<td>What is CocoaAction? A voluntary industry-wide strategy that aligns the world's leading cocoa and chocolate companies, origin Governments, and key stakeholders on regional priority issues in cocoa sustainability.</td>
</tr>
</tbody>
</table>

### Communities Development

- **Primary education**
- **Child labor reduction**
- **Women's empowerment**
CocoaAction’s initial focus for 2020 is on Côte d’Ivoire and Ghana, where CocoaAction participating companies have committed to reaching 300,000 farmers and 1,200 communities, with productivity and community development as regional priority issues.

This chapter will clarify the Productivity package in West Africa. This includes challenges, objectives, pathways, critical success factors, main risks and opportunities, and learning topics related to productivity and its main components. The main components of the Productivity Package are shown below.
The main challenges related to cocoa farm productivity in West Africa which inhibit reaching the CocoaAction vision include:

- Lack of synergies between development approaches in the commodity sector due to fragmented approaches by actors, chance of repeating failures
- Resilience challenges related to changing environmental conditions
- Limited (insight into) farmer base-level knowledge on CocoaAction relevant topics
- Lack of information regarding the state of the overall commodity chain due to the inability to inter-operate existing data, lack of trust, and lack of shared frameworks
- Lack of availability of clonal material, and (access to) quality planting materials that are disease resistant and adapted to changing environmental conditions
- Limited farmer capacity for pest and disease management (e.g. CSSV), application of proper planting practices, and structural incorporation of Good Agricultural Practices (GAP) into way-of-working
- Lack of sufficient labor force, aging farmers, limited youth interest
- Illiteracy and/or limited business skills, lack of long-term planning

2020 Goals

Implementation elements and success factors

Risks and opportunities

Learning Topics
Overview

Challenges

• Limited knowledge of fertilizer requirement for region and specific farms, limited access to fertilizer, weak centralized distribution models, high cost of fertilizer

• Outdated farmer training materials, lack of capacity to train farmers to a sufficient level

• Lack of access to finance to fund interventions / bridge post-rejuvenation income gap

• Land tenure and historical land rights issues

• Lack of proper infrastructure to transport materials safely

Addressing these challenges, as CocoaAction participating companies together and in alignment with other sector stakeholders such as governments, NGOs, and other companies, is key to our strategy. The actions to which CocoaAction has committed have been decided based on these challenges.

2020 Goals
Productivity>2020 Goals

CocoaAction companies have committed to realize a yield increase to 700 kg/ha for 300,000 farmers by 2020. A number of objectives have been identified to reach the 2020 Goal. Reaching these objectives will also require complementary actions from stakeholders beyond industry and the CocoaAction companies. These objectives are:

- Sufficient planting material and systems available (clonal material, plantlet production, nurseries, irrigation systems, distribution)
- Increased development and availability of improved planting material varieties (disease- and drought-resistant, high-yielding, responsive to inputs)
- Input distribution improved in terms of quality, access, and price
- Region-appropriate fertilizer varieties known and available to farmers
- Provide improved information on the current state of the cocoa value chain and sustainability interventions to relevant actors
- Farmers adopt rejuvenation, fertilizer use, and other GAP
- Farmers have access to finance and market conditions enable greater financial health

### Implementation elements and success factors

### Risks and opportunities

### Learning Topics
The main pathways and success factors for each element of the productivity package are outlined below. These can in some cases be undertaken in isolation, but in almost all cases they complement each other. Several of these pathways are undertaken with or by other stakeholders and partners.

<table>
<thead>
<tr>
<th>Productivity</th>
<th>Implementation elements and success factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overview</td>
<td></td>
</tr>
<tr>
<td>Challenges</td>
<td></td>
</tr>
<tr>
<td><strong>2020 Goals</strong></td>
<td></td>
</tr>
<tr>
<td>Implementation elements and success factors</td>
<td></td>
</tr>
<tr>
<td>GAP</td>
<td>Knowledge, curricula</td>
</tr>
<tr>
<td>Planting material</td>
<td>Planting material research (inc CSSV)</td>
</tr>
<tr>
<td>Soil management</td>
<td>Soil mapping</td>
</tr>
<tr>
<td>Farm finance</td>
<td>Farmer needs research</td>
</tr>
</tbody>
</table>

* nurseries, seed production

Legend: 
- **Core commitments**
- Complementary actions

2020 goal: 300,000 farmers’ yield increased

Risks and opportunities

Learning Topics
As CocoaAction starts implementation, an evolving view on risks and opportunities will emerge. It is important to recognize these. Some of the opportunities and risks we foresee in relation to productivity are:

<table>
<thead>
<tr>
<th>Risk/opportunity</th>
<th>(Potential) effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ The infrastructure network for farmer services (input supply, training, etc.) expands due to increase of sustained demand</td>
<td>Employment is created → Improved commercial markets for agricultural inputs and services</td>
</tr>
<tr>
<td>✓/✗ Higher productivity requires more labor which can create opportunities or distortions in the labor market</td>
<td>Additional employment opportunities → Risk of increased child labor</td>
</tr>
<tr>
<td>✗ Higher productivity at farm level and higher production volumes on an aggregate level, causing a decrease in market price</td>
<td>No positive income impact for farmers → Endangers trust and collaboration with origin governments → Intervention by origin government bodies</td>
</tr>
<tr>
<td>✗ High taxation reduces farm profitability</td>
<td>Cocoa farming remains unattractive</td>
</tr>
<tr>
<td>✗ Buying structures do not allow companies to create loyalty from farmers</td>
<td>Investment will have a low return without loyalty</td>
</tr>
</tbody>
</table>
As CocoaAction starts implementation, an evolving view on risks and opportunities will emerge. It is important to recognize these. Some of the opportunities and risks we foresee in relation to productivity are:

<table>
<thead>
<tr>
<th>Risk/opportunity</th>
<th>(Potential) effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increasing volume in the availability of inputs</td>
<td>Lack of control: possible counterfeit material and phytosanitary risks</td>
</tr>
<tr>
<td>Low adoption rate of productivity package</td>
<td>Implementation might become slower</td>
</tr>
<tr>
<td></td>
<td>Scale up and targets have to be revised</td>
</tr>
<tr>
<td>Government and other stakeholders do/can not provide prerequisites and amplifiers that are needed to complement industry commitments</td>
<td>Industry commitments have limited/no effect due to lack of enabling environment</td>
</tr>
<tr>
<td></td>
<td>In the longer run, the outcomes remain dependent on industry interventions rather than becoming self-sustaining (owned by farmers, communities, local/national governments, local markets/supply chains)</td>
</tr>
<tr>
<td>CSSV disease management too big for CocoaAction and governments to tackle</td>
<td>Efforts on CSSV disease management may not have desired effect</td>
</tr>
</tbody>
</table>
Below is an overview of the Learning topics related to Productivity (please refer to Learning for more information on the CocoaAction approach towards learning, and the definition of Programmatic and Operational Learning).

Programmatic learning topics include:

- What does a successful farmer look like? Which combination of interventions have the greatest impact on yield?
- Is planting material available to farmers? How is this made available? What are encountered difficulties when distributing?
- Which farmers make use of fertilizer? What are barriers to using fertilizer?
- Which types or aspects of training are resulting in the greatest uptake of practices?
- To what extent and in what ways are CocoaAction activities, which aim to contribute to improved farm productivity, successfully implemented? What’s working and what isn’t? What barriers or challenges are inhibiting improved farm productivity and how are we addressing them?
## Productivity > Learning Topics (2/2)

<table>
<thead>
<tr>
<th>Productivity</th>
<th>Overview</th>
<th>Challenges</th>
<th>2020 Goals</th>
<th>Implementation elements and success factors</th>
<th>Risks and opportunities</th>
<th>Learning Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

### Operational learning topics include:

- For whom (and where) is CocoaAction targeting its productivity-focused activities? To what extent does this distribution of effort represent the greatest opportunity for impact?

- To what extent and how is CA incorporating the existing evidence base and knowledge from stakeholders and partners as well as emerging science into its work?

- To what extent and how are external partnerships contributing to CA’s success, and how can we leverage these better?

- Are companies (and stakeholders) sharing information on successes, failures, best and worst practices? How are learnings used for continuous improvement of the CocoaAction approach?
CocoaAction’s initial focus for 2020 is on Côte d'Ivoire and Ghana, where CocoaAction companies have committed to reaching 300,000 farmers and 1,200 communities, with productivity and community development as regional priority issues.

This chapter will clarify the Community Development package. This includes challenges, objectives, pathways, critical success factors, main risks and opportunities, and learning topics related to Community Development and its main components, which are shown below.

### Challenges

- **Primary education**
- **Child labor reduction**
- **Women’s empowerment**

### 2020 Goals

**Implementation elements and success factors**

**Risks and opportunities**

**Learning Topics**
The main challenges related to the development of cocoa growing communities in West Africa which inhibit reaching the CocoaAction vision include:

- Lack of schools and quality/well-trained teachers in rural cocoa-growing areas
- Weak or absent oversight committees for schools
- High rates of illiteracy in the community (particularly amongst adults)
- Reported child labor in cocoa-growing communities
- Labor shortages on farms; hazardous or labor-intensive work
- Limited options for youth to develop job skills
- Limited women’s empowerment, agency, and (financial) decision making authority
- Poor nutritional options; limited food crops in a community
- Water/sanitation/health challenges, prevalence of communicable diseases

Addressing these challenges in a collaborative way is key to our strategy. CocoaAction participating companies will tackle them together and in alignment with other sector stakeholders such as origin and donor governments, NGOs, and other companies. The actions to which CocoaAction has committed have been decided based on these challenges.
2020 Goals for Education:
- Increased number of primary schools that are ‘functioning effectively’
- Improved educational infrastructure, equipment or materials based on community needs
- School management or equivalent committees are strengthened, and where absent or not functioning, are advocated to be established
2020 goals for Child labor:

• Increased child protection in CocoaAction communities and significantly reduced child labor in CocoaAction farming households and CocoaAction communities

• Increased number of operating child labor monitoring and remediation systems and Child Protection Committees (or similar structure)
### 2020 Goals for Women’s Empowerment:

- Increased capabilities and opportunities of women to generate increased income and influence decisions.
- Increased awareness among community and farmer organizations on women’s empowerment.
- Increased participation by women in farmer and/or community organizations.
- Increased capacity of women to undertake Income Generating Activities.

### Implementation Elements and Success Factors

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
</table>

### Risks and Opportunities

### Learning Topics

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### Overview

#### Challenges

#### 2020 Goals

### Implementation elements and success factors

The main pathways and success factors for each element of the Community Development package are outlined below. These can in some cases be undertaken in isolation, but in almost all cases they complement each other. Several of these pathways are undertaken with or by other stakeholders and partners.

<table>
<thead>
<tr>
<th><strong>Primary education</strong></th>
<th><strong>Formal school constr.</strong></th>
<th><strong>Skill-building of teachers</strong></th>
<th><strong>Education infra. in place</strong></th>
<th><strong>Improved infra., materials &amp; equipment</strong></th>
<th><strong>Formation of comm.-based School Mgmt. System or equivalent structure</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Child labor</strong></td>
<td><strong>Communities engaged &amp; supportive of interventions</strong></td>
<td><strong>Community awareness of child labor</strong></td>
<td><strong>Child Protection Committees in place</strong></td>
<td><strong>Functioning Child Labor Monitoring &amp; Remediation Systems</strong></td>
<td><strong>Functioning national/local CLMS</strong></td>
</tr>
<tr>
<td><strong>Women’s Empower -ment</strong></td>
<td><strong>Gender awareness at coop and community level</strong></td>
<td><strong>Entrepreneurship / business skills training for women</strong></td>
<td><strong>Access to GAP training &amp; finance at coop level for women</strong></td>
<td><strong>Access to income generating activities (IGAs) for women</strong></td>
<td><strong>Support to women’s leadership and financial groups</strong></td>
</tr>
</tbody>
</table>

**Legend:**
- Core commitments
- Complementary actions

**2020 goal:** 1,200 communities reached with Community Development Package
As CocoaAction starts implementation, an evolving view on risks and opportunities will emerge. It is important to recognize these. Some of the opportunities and risks we foresee in relation to community development are:

<table>
<thead>
<tr>
<th>Risk/opportunity</th>
<th>(Potential) effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>✗ Lack of employment opportunities for youth; limited desire to work on cocoa farms</td>
<td>➔ Migration to urban areas</td>
</tr>
<tr>
<td>✓ Women are able to contribute more to farm labor and household income</td>
<td>➔ Positive impact on productivity, reinforces the business case for women’s empowerment beyond women as cocoa farmers</td>
</tr>
<tr>
<td>✓ Emergent IGAs and other initiatives need continued support to be effective (e.g., infrastructure, micro-finance)</td>
<td>➔ MFIs, and other specialized actors get involved in the process</td>
</tr>
<tr>
<td>✓ Success in primary education programs</td>
<td>➔ Focus rises to higher education: secondary education, vocational programs, etc.</td>
</tr>
<tr>
<td>✓/✗ Children no longer work on farms and attend school</td>
<td>➔ Potential labor shortage on farms, which could result in a decreased supply</td>
</tr>
<tr>
<td>❌ Government and other stakeholders do/can not provide prerequisites and amplifiers that are needed to complement industry commitments</td>
<td>➔ Greater demand for secondary schooling options and resources</td>
</tr>
</tbody>
</table>
Below is an overview of the Learning topics related to Community Development (please refer to Learning for more information on the CocoaAction approach towards learning, and the definition of Programmatic and Operational Learning).

Programmatic learning topics include:

- Which combination of interventions are having the greatest impact on well-being of the community? How are livelihoods improved?
- Which specific interventions are having the greatest impact on child labor reduction? As more farmers are covered by an effectively functioning CLMRS are child labor numbers decreasing?
- How many schools are now functioning effectively and is enrollment increasing at these schools? Which intervention is most effective?
- Has the position of women improved? In what way?
Operational learning topics include:

- For whom (and where) is CocoaAction targeting its community development focused activities? To what extent does this distribution of effort represent the greatest opportunity for impact?

- To what extent and how is CocoaAction incorporating the existing evidence base and knowledge from stakeholders and partners as well as emerging science into its work?

- To what extent and how are external partnerships contributing to CocoaAction’s success, and how can we leverage these better?

- Are companies (and stakeholders) sharing information on successes, failures, best and worst practices? How are learnings used for continuous improvement of the CocoaAction approach?
Monitoring and evaluation (M&E) is critical to ensure the effectiveness of CocoaAction. CocoaAction’s approach to M&E includes:

- Measure progress and effectiveness of CocoaAction strategy based on common indicators and a measurement system built on a joint learning agenda.
- Partner with relevant stakeholders to realize best approaches and ensure alignment on the CocoaAction performance indicators.
- Share learnings based on performance against the indicators to help support broader impact across the industry.

**Key activities**

**Milestones**
Monitoring & Evaluation > Key activities

Overview

Key activities

Data collection & reporting summary of activities

**Performed by each company**

- **Collect, Clean Data**
  - Collect data according to M&E Guide for all communities where the company is working and for a representative sample of farmers

- **Convert Data to Required Data Elements**
  - Take raw data and convert to data points required for data submission

- **Submit Data to CocoaAction**
  - Submit all data elements required

**Performed centrally**

- **Consolidate/Analyze CocoaAction Data**
  - Using data submitted by each company, convert data elements into actual results per indicator and aggregate across companies

- **Create CocoaAction Report**
  - Create easy to understand report showing CocoaAction results against indicators

**Company-level verification**

*Company validates data that is submitted aligns with M&E Guide and represents the actual results for that company*

**CA central verification**

*Validates report represents the accurate aggregation of the company submitted data*

Milestones
Monitoring & Evaluation > Milestones

Overview

Key activities

Milestones

The milestones for 2017 for Monitoring & Evaluation are:

- Companies submit verified data (January 2017)
- M&E processes reviewed and updated (April 2017)
- Data/reports reviewed and discussed by CocoaAction partnership (April 2017)
- Annual report issued (May–June 2017)

M&E System adopted and implemented by CocoaAction partners
Learning is critical to effectiveness in the context of collaboration and complexity, for CocoaAction to function as a **purposeful platform**, as well as to have **impact as a strategy**.

Learning thus centers around these two learning areas with different indicators:

- **Platform**
  - CocoaAction is a rather novel approach that aims for sector sustainability, uniting major industry stakeholders for a common goal. It is a fine line between what is competitive and what is not in such a setting. Level of mutual trust, constructive collaboration and shared responsibility are important indicators for success.

- **Strategy**
  - CocoaAction’s aim to change the cocoa sector is quite a bold objective. The sector is not a static state, it is a system on the move. Outcomes of projects can only be predicted to a certain extent. Experimentation and adaptability are essential to design impactful interventions. Monitoring, Evaluation & Learning related to the CocoaAction Results Framework ensures continuous improvement.
CocoaAction learning serves CocoaAction’s objectives for cocoa farmers and their communities that focus on:

- continuously improving and fine-tuning theory of change, strategy, programs and projects
- cultivating best practices on productivity and community development, demonstrate proof of concept and scale-up successes
- staying agile and have swift responses to changing circumstances

Learning is also directed to delivering value to CocoaAction companies and other participating stakeholders by:

- building the business case for the CocoaAction theory of change, strategy, programs and projects
- increasing value and decrease (reputational) risks
- fostering resilience and ensure relevancy of CocoaAction as a cocoa sustainability frontrunner platform and strategy
CocoaAction learning structure is currently under development. The development of this structure is guided by a set of values that enable effective learning.

Values are:

**Leadership**
Industry has an important role in driving cocoa sector sustainability and can fulfil this role by demonstrating thought leadership and pro-active implementation.

**Collaboration**
Sector-wide transformation cannot be achieved alone and constructive partnerships with important stakeholders, including for learning, are key to impact.

**Continuous improvement**
Experimentation and failure provide for valuable lessons-learned in an action-oriented and innovation-focused learning process.

**Transparency**
Sharing experiences openly is essential for quick learning cycles and external accountability.
Effective communications are critical to CocoaAction’s credibility and ability to cooperate and reach its vision. Therefore, the internal and external communication of CocoaAction are an integral part of all topics that CocoaAction focuses on.

Effective communications:

- Promote inclusiveness
- Create credibility and trust within CocoaAction (internal) and with stakeholders and partners (external)
- Improve visibility/transparency and understanding
- Enable more effective collaboration between participating companies (internal) and with stakeholders and partners (external)
- Enable a **learning** culture
External communication includes all official outreach (verbal and written) on CocoaAction, from WCF and CocoaAction participating companies, to partners and stakeholders.

CocoaAction recognizes the crucial role of transparent external communications. To this end, CocoaAction has and will continue to disseminate relevant documentation and guidance externally. This includes for instance the Primer, FAQ, Community Development Manual, and other documents references (and linked to) in this Roadmap.

The key principles of CocoaAction external communication are:

- Two-way communications (see also the stakeholder engagement section)
- Active seeking of feedback
- Collaborative learning (see also the learning section)
- Consistent external messaging content and guidelines
Internal communication consists of the flow of information within WCF, between WCF and CocoaAction companies, and within CocoaAction companies internally.

CocoaAction recognizes the crucial role of effective and consistent internal communications, given the multiple stakeholders and companies involved.

The key priority areas of CocoaAction internal communications going forward are:

- Great connectivity and buy-in at the field level
- Integrated (non-silo) approach to activities and topics
- Continued focus on optimal ways of working

**External Communications**

**Internal Communications**
The yearly recurring key activities during implementation:

- Collect M&E data for each past year, verified by companies’ third-party verifier (starting 2016, from 2017 onwards also verified by CocoaAction external verifier)
- Write and publish Multi-Stakeholder Sustainability Report (also known as the Annual Report)

Milestones

<table>
<thead>
<tr>
<th>Milestone Description</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collect content, develop and write first Multi-Stakeholder Sustainability Report (annual Report)</td>
<td>2016, Q3</td>
</tr>
<tr>
<td>Collect M&amp;E data and content, write annual Report (yearly, Q3-Q4)</td>
<td>Yearly</td>
</tr>
<tr>
<td>WCF Partnership meeting Launch of First CA annual report (2016, Q4)</td>
<td>Yearly</td>
</tr>
<tr>
<td>CocoaAction annual report and PPPP event in CdI (Yearly)</td>
<td>Yearly</td>
</tr>
</tbody>
</table>

It is important to note that the Annual Report is the start of a two-way dialogue and is intended to explicitly invite feedback and further dialogue. In addition to the activities and milestones listed above, this process will therefore also include formal and informal communications such as quarterly webinars, thought leadership at conferences, and expert involvement and validation (see also the stakeholder engagement section).
Engaging with stakeholders is key to the success of CocoaAction for the following reasons:

1. To **build collective ownership** of the CocoaAction strategy, between industry and stakeholders
   - a) Sustainable cocoa is a large and complex undertaking, which requires shared understanding
   - b) Shared trust, time for reflection, and creativity are crucial
   - c) Rather than reactive problem solving, co-create a vision of the future

2. To ensure **relevance** as a sustainable initiative and maintain **credibility**

3. To engage efficiently and with purpose **thoughtfully, opportunistically**, and on **specific issues and themes** at the **appropriate time**
### Stakeholder Engagement > Tactics of engagement

#### Overview

**Tactics of engagement**

CocoaAction plans to engage with stakeholders in 3 ways

<table>
<thead>
<tr>
<th><strong>1. Engage</strong></th>
<th><strong>2. Communicate</strong></th>
<th><strong>3. Inform</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Engage</strong> describes stakeholders with whom more frequent or high-level engagement is necessary.</td>
<td><strong>Communicate</strong> describes stakeholders with a high willingness to engage or a high level of expertise, but who have not yet participated in dialogue. Communicating more helps these stakeholders value engagement and support.</td>
<td><strong>Inform</strong> describes stakeholders who in the short term seek information only (instead of a conversation) but whose involvement could be beneficial in the long term. Examples: Sustainability report, publications, news coverage</td>
</tr>
</tbody>
</table>

Examples:
- **Engage**: Formal partnerships, research collaborations, workshops / summits
- **Communicate**: Surveys, mass emails or newsletters, conferences

#### Next steps:
Within its stakeholder engagement strategy, CocoaAction will continue to seek ways of engaging and involving key stakeholders
### Overview

#### Tactics of engagement

#### Types of stakeholders

Based on the tactics of engagement, the different groups of stakeholders are listed below:

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>• NGOs</td>
<td>• WCF Other Members</td>
<td>• Other Cocoa Industry</td>
</tr>
<tr>
<td>• Implementers</td>
<td>• Private Input Providers</td>
<td>• Banks</td>
</tr>
<tr>
<td>• Advocates</td>
<td>• Learning Partners</td>
<td>• MNOs</td>
</tr>
<tr>
<td>• Critics</td>
<td>• Farmers</td>
<td>• Complementary Industry</td>
</tr>
<tr>
<td>• Learning Partners</td>
<td>• VSS</td>
<td>• Retailers</td>
</tr>
<tr>
<td>• Farmers</td>
<td>• Trade Associations</td>
<td></td>
</tr>
<tr>
<td>• VSS</td>
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</tr>
</tbody>
</table>
Aligning with the efforts of origin governments is critical to achieving success for all of our key stakeholders. Since 2014, coordination with governments has included the following items:

- MOUs signed with governments of Côte d'Ivoire and Ghana
- CocoaAction companies partnered with Côte d'Ivoire and Ghana to align activities and key performance indicators across productivity and community development packages
- Validation of CocoaAction indicators by origin governments
- Sharing of data collection learnings by origin governments
- Development of Good Agriculture Practices Guide in partnership with Côte d'Ivoire’s Agence Nationale d’Appui au Développement Rural (ANADER) (the National Agency to Support Rural Development), le Conseil du Café-Cacao (the Coffee-Cocoa Council), the Sustainable Trade Initiative (IDH) and USAID through WCF’s African Cocoa Initiative
- Alignment of public and private partners on the guide’s fertilizer use and soil fertility training recommendations for cocoa farmers in Côte d'Ivoire.
- Joint development of data collection tools with the government of Ghana
Government Partnerships > MOUs with Origin Governments

**Overview**

<table>
<thead>
<tr>
<th>MOUs with Origin Governments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CocoaAction</strong> companies and the respective Governments of Côte d'Ivoire and Ghana have agreed to:**</td>
</tr>
<tr>
<td><strong>Cooperate</strong> to improve livelihoods and economic opportunities within cocoa-growing communities. The approach combines productivity improvement and community development, integrating primary education, gender equality and working towards the eradication of child labor.</td>
</tr>
</tbody>
</table>

**Establish public-private** partnerships to better align and coordinate activities of CocoaAction companies and Governments

**Align and integrate** CocoaAction with national priorities on cocoa productivity and improvement of livelihoods

**Work together transparently** and share technical, non-confidential data, indicators, etc., to support the partnership

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**Views from Origin Governments**
CocoaAction is welcomed by Côte d’Ivoire as it responds to the appeal of the President of Cote d’Ivoire for industry to work together ... The State urges encourages other industry members to join CocoaAction

Le Conseil du Café-Cacao

We are happy to have finalized the MOU with Cocoa Action in early 2016 which sets out a framework for collaboration and support for our efforts to reduce the menace of CSSV on cocoa production and also complementing Ghana’s program of increasing the supply of improved hybrid seedlings to farmers with increased irrigation

Dr. Stephen Kwabena Opuni
CocoaAction’s 2020 goals are a milestone towards global sector-wide transformation, and over time CocoaAction will need to evolve and grow. CocoaAction’s long term vision is sector-wide, therefore in the long run it requires involving additional companies, in addition to including emerging priority issues, more farmers, and other cocoa producing regions and countries.

Expanding CocoaAction to include additional companies will require new models for participation, to clarify fees, the value proposition, and the required commitment. The initial focus is on increasing participation of companies in CocoaAction before moving to geographic expansion.
## Companies Expansion > Objectives

### Overview

#### Objectives

WCF is working to broaden industry participation in CocoaAction, as a means of reaching even more cocoa farmers with CocoaAction’s combined package of Productivity and Community Development interventions. The expansion of companies participating in CocoaAction has three main objectives:

- **Growing the impact of CocoaAction by bringing on board additional expertise and capacity**

- **Improving the inclusiveness of CocoaAction, ensuring that it is truly a sector-wide initiative**

- **Building the credibility of CocoaAction by representing an increasingly larger and more diverse subset of the cocoa sector**
Expanding the participation base of CocoaAction requires new models for participation, to clarify fees, the value proposition, and required commitment. In the short term, new participating companies will pay a nominal fee to support backbone costs of the organization. Current conditions for formal CocoaAction participation are:

- be a WCF member
- commit to and fund the full productivity and community development interventions for a set number of farmers that are...
  - proportional to company size and
  - incremental to the initial 300,000 farmers that are already being reached by CocoaAction
- directly implement CocoaAction interventions OR implement these activities via a partnership with a value chain partner doing CocoaAction interventions
- sign a letter of commitment with WCF that details the number of farmers to be reached and the willingness of your company to participate in CocoaAction KPI reporting through the shared Results Framework

We will continue to identify the demand signals and the barriers that companies are facing to join CocoaAction.
Over time, CocoaAction hopes to attain greater industry participation. This involves, in the coming months, working on activities such as the following:

1. Speaking to and learning from prospective CocoaAction members on the current value proposition, opportunities, and barriers to participation in CocoaAction;
2. Development of membership models;
3. Development of CocoaAction participation and governance models for broader membership;
4. Pilot launch;
5. Full launch
CocoaAction’s 2020 goals are a milestone towards global sector-wide transformation, and over time CocoaAction will need to evolve. CocoaAction’s long term vision is sector-wide, therefore in the long run it requires global action.

Expanding to other geographies and replicating the CocoaAction approach will require scoping: identification, prioritization and characterization, including identification of regional priority topics.

The initial focus is on increasing participation of companies in CocoaAction before moving to geographic expansion.
CocoaAction will therefore have a replicable component that is consistent globally (mission, vision, and Theory of Change) and geographically-specific components.
The expansion of WCF's geographic focus has four main objectives:

- Increasing the reach and impact of CocoaAction by replicating it in other origins, focusing on regional priorities
- Reflecting the geographic reach of the cocoa sector, ensuring that CocoaAction is a truly sector-wide initiative
- Building the credibility of CocoaAction by demonstrating its replicability in other geographies
- Improving the value of CocoaAction to current participating companies, as well as the value proposition to new participating companies, partners, and donors, by spreading to other relevant origins
Expanding to other geographies and replicating the CocoaAction approach will require geographic scoping. This entails identification, prioritization, and characterization of other geographies, as well as identification of regional priority topics.

Once geographies suitable for replication have been selected, WCF can determine regional priorities and initiate a region specific program. This regional program can serve as precursor to replication of the full CocoaAction strategy.

The region-specific CocoaAction approaches can in turn serve as precursors to replication in other relevant origin countries.

The initial recommendations are to focus on Brazil and Ecuador for Latin America, and to explore a cooperation with CSP in Indonesia.
The key activities for implementation are shown in the timeline below, and might be adapted depending on the process.

The milestones for the geographic expansion are related to the scoping process, and will be adapted as the strategy evolves.

WCF is currently working on a geographic expansion approach for CocoaAction, this is expected to be completed in Q4 2016.
Appendix> Additional information

The list below contains up-to-date sources and links (where available) for all topics in this document.

<table>
<thead>
<tr>
<th>Title</th>
<th>Author</th>
<th>Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>CocoaAction Primer</td>
<td>WCF</td>
<td>May 2016</td>
<td>Evolving document that provides an overview of decisions and developments leading to CocoaAction today.</td>
</tr>
<tr>
<td>CocoaAction FAQs</td>
<td>WCF</td>
<td>Apr 2016</td>
<td>Overview of the most Frequently Asked Questions regarding CocoaAction, and their answers.</td>
</tr>
<tr>
<td>CocoaAction One-Pager</td>
<td>WCF</td>
<td>Feb 2015</td>
<td>CocoaAction at a glance, providing basic information on what CocoaAction is and what it does.</td>
</tr>
<tr>
<td>Community Development Manual v1.0</td>
<td>WCF</td>
<td>April 2016</td>
<td>Implementation manual for the Community Development Package, to provide guidance to companies and implementing partners.</td>
</tr>
<tr>
<td>Monitoring &amp; Evaluation Guide</td>
<td>WCF</td>
<td>April 2016</td>
<td>Direct and clarify the processes that need to be established in order to produce data as consistently as possible across the CocoaAction partnership setting.</td>
</tr>
<tr>
<td>CocoaAction Progress Report November 2015</td>
<td>WCF</td>
<td>Nov 2015</td>
<td>This report conveys the progress that has been made by CocoaAction until November 2015.</td>
</tr>
<tr>
<td>CocoaAction Progress Report March 2015</td>
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<td>Mar 2015</td>
<td>This report conveys the progress that has been made by CocoaAction until March 2015.</td>
</tr>
</tbody>
</table>
For further information, please reach out to:

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Director, CocoaAction
nira.desai@worldcocoa.org