

# CULTIVATE BETTER™

COCOA & FORESTS INITIATIVE  
2019 ACTION PLANS  
CÔTE D'IVOIRE & GHANA





## ABOUT CULTIVATE BETTER™

*Introduced in 2016, Cultivate Better grew out of our relationship with farmers, suppliers and customers. Built on values that have driven our five-generation family business for over 150 years, Cultivate Better sought to elevate our collaborative culture where honorably-sourced ingredients contribute to expertly-crafted chocolate. It's what's driven our business since we opened doors in 1868 and what will propel us forward.*

Cultivate Better embodies our continual journey toward sustainability and responsible business practices. When we launched, Quality, Leadership and Relationships were the guiding forces behind what we did and our journey toward being a better business. Honorable Sourcing and Expert Crafting remain the drivers behind what we do.

Working with an agricultural product demands our involvement in the communities that grow our ingredients. The product that we make is a direct

reflection of the passion, artistry, creativity, and community of those involved throughout the process.

Whether it's creating a new market for high-quality certified cocoa, delivering premiums as a value add to a farmer's income or collaborating with research institutes to assess planting material for flavor, disease resistance and productivity — we're dedicated to inspiring and implementing long-term solutions that make chocolate sustainable for everyone.



# The Three Pillars of Cultivate Better

*As a smaller, premium quality chocolate manufacturer, we focus our work in three areas — Prospering Farmers, Thriving Communities and Environmental Preservation. We've designed a unique set of activations within each of these areas and in collaboration with our on-the-ground partners. We seek to integrate these projects throughout our cocoa supply chain and origins from which we source and continue to identify activities that we, as a family business, are uniquely poised to address.*

*Amidst our journey, collaboration and community are the primary ingredients that remain at the heart of Cultivating Better in all that we do.*

## PROSPERING FARMERS

Poverty is a key contributor to many of the social challenges experienced throughout the cocoa supply chain. We collaborate with governments and supply-chain partners of cocoa-growing countries to create flavor-based market opportunities for farmers. Flavor preservation and recognition builds value. By recognizing the value of flavor, farmers can access premium markets and build long-term relationships, creating the best incentives for investment in their farms. Improved planting material, soil health, crop diversification, and good environmental practices empower farmers to improve their own incomes.

## THRIVING COMMUNITIES

Where we get our ingredients and the social conditions under which they are grown are central to our work – and integral to our definition of quality. In our journey toward sustainability, as we increase our certified – sustainable cocoa usage, we strive to work as closely as possible with our partners and the farming communities to make sure that our cocoa purchases enhance the well-being of the communities from which we source. Focusing on gender empowerment and income diversification and its effect on child rights and education, health and nutrition directly benefits the communities from which we source.

## PRESERVING THE ENVIRONMENT

Climate-smart agricultural practices like agroforestry for shade, soil health and long-term investment along with crop diversification increase farmer incomes as well as provide on-farm carbon storage and reduce greenhouse gas emissions. Conserving forests and providing cocoa farmers with resilience to climate change is key toward long-term sustainability of the cocoa sector.

## WHY CFI?

Guittard's commitments to the Cocoa & Forests Initiative are based on the values of our 5th generation, family-owned business established in San Francisco in 1868. Our viewpoint is one of longevity, value creation and relationships.

We believe that CFI is a critically important initiative as an example of a public - private approach, something that we have focused on working with Ghanaian and Ivorian authorities protecting flavor and building market opportunities for the Ghanaian and Ivorian cocoa farmers.

As this program evolves, we are excited to find ways to expand CFI-related activities to other origins where we work.



**CULTIVATE  
BETTER™**



**Cocoa &  
Forests  
Initiative**



# OUR VISION FOR CFI

## **GUITTARD'S OVERALL VISION FOR THE COCOA & FORESTS INITIATIVE**

Given the importance of forest cover and biodiversity to local communities and to creating value and income diversification, we are committed to building zero deforestation – agroforestry systems throughout our cocoa supply chains globally, including the fine and flavor cocoas of Latin America and the Caribbean. We will build on this commitment with the support of our consumers, customers and suppliers. To achieve these goals, we are working with existing partnerships and exploring new ones including with 1% For The Planet.

Guittard's Cultivate Better platform establishes a framework for this commitment through the founding principles of Quality, Leadership and Relationships and our Honorable Sourcing approach. Through our work with producer governments, civil society partners, suppliers and farmers we strive to fulfill our commitments in our three key areas of Prospering Farmers, Thriving Communities and Environmental Preservation.

As a smaller, premium quality chocolate manufacturer, we believe that by preserving and supporting that flavor, creating value and with strong community engagement, we can help increase farmer incomes and preserve and restore cocoa forests.





# BOLD PUBLIC-PRIVATE ACTION: THE COCOA & FORESTS INITIATIVE

The governments of Côte d'Ivoire and Ghana and the world's leading cocoa and chocolate companies signed landmark agreements in November 2017 to end deforestation and promote forest restoration and protection in the cocoa supply chain.

This new public-private partnership – called the Cocoa & Forests Initiative (CFI) – has been organized by the World Cocoa Foundation (WCF), IDH - the Sustainable Trade Initiative, and The Prince of Wales's International Sustainability Unit (ISU). The Prince of Wales launched CFI in March 2017 in London.

The Frameworks for Action for Côte d'Ivoire and Ghana define core commitments, verifiable actions, and timebound targets required for a deforestation-free and forest-positive supply chain.

The Governments of Côte d'Ivoire and Ghana play a critical leadership role in establishing the national strategy, enabling policy environment, and governance structure for CFI implementation. They ensure that CFI is linked to similar initiatives with other commodities, and fully aligned with the national REDD+ Strategy and other relevant national strategies and plans. They provide key operational guidance, and baseline economic, environmental, and social data, to help companies identify and plan the most effective and efficient private investment activities for CFI.

The Governments have prepared comprehensive national implementation plans (Côte d'Ivoire, Ghana) that outline key public sector priorities, actions and timelines, following extensive consultation with all stakeholders. During the first year of CFI, the Governments have launched work on the key building blocks for successful CFI implementation, including important revisions to the legal framework for sustainable forest management, preparation of up-to-date boundary maps of protected areas, and collection of socio-economic and land use data for the priority investment areas.

Thirty-three companies[1], accounting for about 85% of global cocoa usage, have now joined CFI. Each company has agreed to prepare a detailed individual action plan that spells out the specific actions it will take in 2018-2022 to deliver the commitments set out in the Framework. Each company will decide for itself how to best support the achievement of the Framework objectives, based on their role in the supply chain, their corporate strategic priorities, and their cocoa sustainability goals.

Almost all companies have now completed initial action plans. These initial plans will be updated and finalized in 2019 after the governments have completed the ongoing legal and operational policy changes, the mapping of protected areas, baseline data collection, and other building blocks needed for full investment programming.[2]



CFI has been supported by several global development partners, including the United Kingdom's Department for International Development, the Dutch Ministry of Foreign Affairs, the German Federal Ministry of Economic Cooperation and Development, the World Bank, the International Finance Corporation, the Global Environment Facility, and the Green Commodities Program of the United Nations Development Program.

CFI is coordinated closely with a wide range of global and local environmental organizations and partnerships, including the Tropical Forest Alliance 2020, Amsterdam Declaration Partnership, Partnerships for Forests, the Rainforest Alliance, and World Resources Institute.



[1] Arysta Callivoire, Barry Callebaut, Blommer Chocolate Company, Cargill Cocoa and Chocolate, Cémoi, Chocolats Halba, Cocoanect, Cococo Chocolatiers, ECOM Group, Fazer, Ferrero, General Mills Inc., Godiva Chocolatier Inc., Guittard Chocolate Company, The Hershey Company, Indcresa, Lindt & Sprüngli Group, Marks & Spencer Food, Mars Wrigley Confectionery, Meiji Co. Ltd., Mondelēz International, Nestlé, Olam Cocoa, PBC Limited, Sainsbury's, SIAT, Tesco, Toms Group, Touton, Tree Global, Unilever, Valrhona, and J.H. Whittaker & Sons

[1] The actions pending further information are marked "to be determined" in the initial company action plans

# WHAT ARE THE KEY COMMITMENTS IN CFI?

The Frameworks are structured around three critical themes of (1) forest protection and restoration, (2) sustainable production and farmers' livelihoods, and (3) community engagement and social inclusion.

The first priority is the protection and restoration of forests that have been degraded. To this end, the governments and companies have pledged no further conversion of forest land for cocoa production, and have committed to the phased elimination of illegal cocoa production and sourcing in protected areas.

Both countries are introducing a differentiated approach for improved management of forest reserves, based on the level of degradation of forests. Up-to-date maps on forest cover and land-use, socio-economic data on cocoa farmers, and detailed operational guidelines covering forest management and land-use are being developed and will be publicly disclosed.

To ensure effective implementation and monitoring of these commitments, companies have pledged to develop verifiable monitoring systems for traceability from farm to the first purchase point for their own purchases of cocoa, and to work with governments to ensure an effective national framework for traceability encompassing all traders in the supply chain.

The next critical priority is sustainable agricultural production and increased farmer incomes. These are essential pre-requisites for reducing pressure for agricultural encroachment into forests and strengthening the resilience of cocoa farmers to climate change.

The governments and companies have agreed to accelerate investment in long-term productivity of cocoa in order to grow "more cocoa on less land." Key actions include: provision of improved planting materials, training in good agricultural practices, soil fertility, land tenure reform, and capacity building of farmers' organizations. Sustainable livelihoods and income diversification for cocoa farmers will be accelerated through food crop diversification, agricultural inter-cropping, and development of mixed agro-forestry systems and shade-grown cocoa.

The final area of focus is strong community engagement and social inclusion, with a particular focus on women and youth. The governments and companies have committed to full and effective consultation and participation of cocoa farmers in the design and implementation of key actions, and promotion of community-based management models for forest protection and restoration. The governments will assess and mitigate the social impacts and risks of any proposed land-use changes on affected communities.

The set of public-private actions represent unprecedented commitments on forest protection and restoration, and sustainable cocoa production and farmer livelihoods. These combined actions, which are aligned with the Paris Climate Agreement, will play a crucial role in sequestering carbon stocks and thereby addressing global and local climate change.



# OVERVIEW OF OUR ACTION PLAN: CÔTE D'IVOIRE

The Ivory Coast cocoa has a unique, elegant chocolate flavor that has led it to become the world's leading producer. We believe that by focusing on this historical flavor and quality we can help establish the foundations for prospering farmers, thriving communities and environmental preservation through agroforestry models.

Sustainability in any business or endeavor requires a consistent, quality product. Achieving sustainability in the cocoa sector to improve farmer income and protect and restore forest systems requires cocoa farmers and suppliers to have high quality cocoa with the flavor and physical quality that has gained them the traditional markets the sector relies on. For us, value comes not only in having cocoa to sell but also in having flavorful cocoa.

For these reasons, we have partnered with Le Conseil du Café - Cacao and the WCF -USAID /Africa Cocoa Initiative to establish a Cocoa Sensory Lab (Flavor Lab) at the national agricultural research center, CNRA. Together with CNRA, project and cooperative partners, we are working to protect the historical flavor of Ivory Coast cocoa and assure its quality through best harvest and post-harvest practices. By protecting and improving quality, Ivory Coast's cocoa farmers will be able to access better markets, creating the best incentives to invest in their farms, in agroforestry, biodiversity and income diversification.

Guittard began a Fair Trade program over 10 years ago. Fair Trade's gold standard for premium payment and democratic decision making have established it as an important component of our sustainable cocoa program. We also work with Rainforest Alliance as well as organic cocoa.

To continue to build our sustainable cocoa usage, Guittard is piloting Cultivate Better programs with strategic partners and suppliers to address our three keys areas of focus. The farms in these programs are Utz Certified thus our impact will be third-party verified and our activations supplemented by those in the certification.

We consider our CFI Action Plans living documents that will be updated periodically based on updated forest maps and policies, farmer data and as sector-wide traceability systems are deployed. This initial CFI Action plan will be implemented with the support of our suppliers, program partners and grow based on the support of our customers.



THE IVORY COAST COCOA HAS A UNIQUE, ELEGANT CHOCOLATE FLAVOR THAT HAS LED IT TO BECOME THE WORLD'S LEADING PRODUCER.

# PRIMARY ACTIVITIES & INVESTMENTS



Guittard's commitment to zero deforestation and building biodiverse and income diverse agroforestry systems is based on working hand-in-hand with our growers, suppliers, partners and with our customers.

Through our commitment to Fair Trade, we are working closely with Ecookim, a leading union of cooperatives. With the support of its customers and partners, Ecookim has established strong governance and farmer services among its cooperative members. Through its ASIS information system, Ecookim has mapped 98% of its farmer base with corresponding traceability through the first point of purchase.

To focus our impact, with the support of Ecookim and Fair Trade USA, Guittard has developed a Beneficiary Coop model with their CAVA cooperative, located in Vavua, Northern Huat Sasandra Province with 582 farmers and approximately 1,500 MT of production.

To achieve our mutual development goals, including CFI commitments, Ecookim and Guittard will be partnering with CNRA-USDA/MOCA, Solidaridad, MINADER-AFOR, CNREDD and IMPACTUM.

To build our sustainable cocoa supply, Guittard is partnering with FarmStrong Foundation, a formally recognized Swiss Not-for-Profit public-interest organization, audited by Price Waterhouse Coopers as per ISA 900. FarmStrong Foundation and its private sector associates, such as Agrifer SA, StrongWoods Sarl, PCR Ltd and Mobile Telephone Networks (MTN) make it an excellent partner. Our long-term relationship and FarmStrong's practicality, commitment to farmers, impact and action gives us great confidence in achieving our goals and commitments.

We will be piloting our work with FarmStrong in 2019 with "Société Coopérative Simplifiée Binkadi d'Aké Douanier" or SCOOP BINKADI D'AKE DOUANIER, (SCOOBAD), located in the Agboville, Agnebi Province. SCOOBAD is a cooperative in its 10th year in operation after being formed in May 2008. SCOOBAD holds 3 certificates: Rainforest Alliance (3 years), Starbucks' Cocoa Practices (4 years) and UTZ (6 years) which started in 2012. The certified production is at 2,450 MT with 700 farmer members.



## FOREST PROTECTION & RESTORATION

The CAVA cooperative, in Vavua, is 100% mapped with full traceability from the farm level to through tot the creation of export or domestic sales. Deforestation Risk Assessments are ongoing and the numbers of farms or farmers potentially within national parks or forest clase pending updated maps from the authorities.

Ecookim and CAVA will be working with CNRED and IMPACTUM to assess the potential and ROI for their farmers to establish agroforestry systems and implement the same.

SCOBAD will complete the mapping of all their member's farms by October 1st, 2019. Deforestation Risk Assessments are ongoing. Working with Scobad, FarmStrong and StrongWoods in the Agboville area offers a unique opportunity to both protect and to study the nearby Yapo Forest.

FarmStrong and SCOBAD will develop community nurseries operated by women the cooperative will supply the diverse, indigenous forestry seedlings to be planted in and around cocoa farms as well as in the communities to provide shade and beautification. During the 2019/2020 season, this nursery will produce 4,500 native forestry species.

## LIVELIHOODS & SOCIAL INCLUSION

Activities in these important areas, driven by quality, value and long-term relationships, will be well supported through Ecookim/CAVA's Fair Trade Development Plans.

With FarmStrong and Scobad, we are working closely together on effective programs, including a school garden to support farmer, children and community nutrition.



# OVERVIEW OF OUR ACTION PLAN: GHANA

Ghana is an important origin for Guittard and in premium markets for its rich, base chocolate flavor that is often married with fine flavor cocoa from around the world.

We believe that sustainability in any business or endeavor requires a consistent, quality product. Achieving sustainability in the cocoa sector to improve farmer income and protect and restore forest systems requires cocoa farmers and suppliers to have high quality cocoa with the flavor and physical quality that has gained them the traditional markets the sector relies on. For us, value comes not only in having cocoa to sell but also in having flavorful cocoa.

For these reasons, we have partnered with Cocobod and the WCF -USAID /ACI-1 & ACI-2 programs to establish a Cocoa Sensory Lab (Flavor Lab) at the Cocoa Research Institute of Ghana (CRIG) in Tafo. Together with CRIG, the Ghana Cocoa Board's Cocoa Health & Extension Division (CHED) and cooperative partners, we are working to protect the historical flavor of Ghana cocoa and assure its quality through best harvest and post-harvest practices. By protecting and improving quality, Ghana's cocoa farmers will be able to access better markets, creating the best incentives to invest in their farms, in agroforestry, biodiversity and income diversification.

Guittard began a Fair Trade program over 10 years ago. Fair Trade's gold standard for premium payment and democratic decision making have established it as an important component of our sustainable cocoa program.

To continue to build our sustainable cocoa usage, Guittard is piloting Cultivate Better programs with strategic partners and suppliers to address our three keys areas of focus. The farms in these programs are Utz Certified thus our impact will be third-party verified and our activations supplemented by those in the certification.

We consider our CFI Action Plans living documents that will be updated periodically based on updated forest maps and policies, farmer data and as sector-wide traceability systems are deployed. This initial CFI Action plan will be implemented with the support of our suppliers, program partners and grow based on the support of our customers.



GHANA IS AN IMPORTANT ORIGIN FOR GUITTARD AND IN PREMIUM MARKETS FOR ITS RICH, BASE CHOCOLATE FLAVOR THAT IS OFTEN MARRIED WITH FINE FLAVOR COCOA FROM AROUND THE WORLD.



# PRIMARY ACTIVITIES & INVESTMENTS

In Ghana, our Cultivate Better commitment to quality and helping build higher value, long-term market access has led us to support over the last 8 years the establishment of premium “Fine Flavor” Trinitario cocoa with unique flavor characteristics that are very distinct from Ghana’s traditional, more Amelonado - Forastero type cocoa. With the support of Cocobod, CRIG, WCF/USAID Africa Cocoa Initiative as well as project partners, Guittard helped establish the Fine Flavor Cocoa Cooperative and Marketing Society Ltd in the Ashanti Region. Currently we have approximately 60 fine flavor farmers and 60 acres. In 2017 the cooperative was fair trade certified for all of the 150 MT of cocoa that their 200 members produce, both fine flavor and traditional varieties.

The Fine Flavor Cocoa Project is one of the few authorized grafted cocoa programs in the country and the only where farmers have been trained as grafters. Grafted material, together with Good Agricultural Practices and Good Environmental Practices, offer farmers the best opportunity to produce cocoa consistently across their farms as compared to hybrid seedlings. Our contracts with the coop for fine flavor cocoa represent the highest premiums paid to farmers in Ghana. This long-term partnership offers the farmers and their communities strong, market driven incentives to invest in their farms and communities through biodiverse and income diverse agroforestry systems.

With the support of Cocobod and CRIG, this partnership is expanding the production of Ghana fine flavor cocoa to the Eastern Region. With a strong farmer organization and committed farmers, they should establish 50 acres in the coming year and quickly grow from there. The partnership is supporting this work by helping these pioneering Fine Flavor Cocoa Farmers obtain Utz certification for its traditional Fine cocoa to support farmers and continue the transition to fine flavor cocoa. This market driven approach and long-term relationship will help drive sustainable agroforestry based fine flavor cocoa production.

Through our Fair Trade program, we are also partnering with the well-respected cooperative union, Kuapa Kokoo. To focus our impact, with the support of Kuapa and Fair Trade USA, Guittard has developed a Beneficiary Coop model with the Nkawie Cooperative in the central - Eastern part of Ashanti Region with over 1,000 farmers, over 2,000 acres and approximately 800 MT of certified cocoa.

## FOREST PROTECTION & RESTORATION

In addition to our Fair Trade premiums, we are helping support management and extension services for the Fine Flavor Project to further refine mapping, pruning and farm conditions.

We will initiate this work in 2019, beginning with 2,000 agroforestry seedlings thus taking a first step in a initializing an important program for this northern Ashanti Region transition zone. With our support, the Fine Flavor Farmers Association will plant 3,000 agroforestry seedlings in 2019.

We are exploring with Kuapa the reactivation of a successful Agroforestry program they ran together with France based Pur Projet, which included some communities within the Nkawie Cooperative.

Further mapping, forest risk assessment and community based land-use approaches will all be part of the work developed together.

## LIVELIHOODS & SOCIAL INCLUSION

Activities in these important areas, driven by quality, value and long-term relationships, will be well supported through the Ghana fine flavor cocoa, Kuapa Kokoo's strategic plan and Nkawie Cooperative's Fair Trade Development Plans.

The founder and President of the Fine Flavor Cocoa Association is a leading woman cocoa farmer in Ghana's Eastern Region and actively incorporating her work with on on behalf of women into the association.





Guittard CFI Initial Acton Plan Côte d'Ivoire 2018-2022

F4A Core Commitment	Cdi - Framework Language	Company Actions	Target Indicators	#	Risks & Assumptions	Timeline	Implement Directly	Implement via partner	Partner(s)
<b>F4A - Forest Protection and Restoration Commitments</b>									
1. There will be no further conversion of any forest land (as defined under national regulations and using methodologies such as High Carbon Stock (HCS) and High Conservation Value (HCV) approach) for cocoa production.		1.1 Conduct farm mapping within direct supply chain to identify and collect cocoa farm boundaries polygon data to ensure cocoa is not being sourced from forest lands, National Parks and Reserves, and Classified Forests	# and % of farms mapped	100%	Company mapping and subsequent sourcing actions are subject to national regulations that adequately define (map) forest lands, including National Parks and Reserves and Classified Forests, where conversion for cocoa production is prohibited	Dec-21		Y	FarmStrong & Ecookim
		1.2 Conduct deforestation risk assessments in all direct sourcing areas	# hectares included in deforestation risk assessment	TBD		Dec-21		Y	FarmStrong & Ecookim
2. Signatory companies and Government commit to the elimination of all cocoa production and sourcing in National Parks and Reserves in line with the promulgation and enforcement of the prevailing national forest policy and the development of alternative livelihoods for affected farmers. A plan of action will be put in place by end-2018 to ensure fulfillment of this commitment.		2.1 A system will be adopted and published for excluding farmers in the direct supply chain with cocoa production in protected areas		100%	1) Company actions are contingent on the Government putting forth adequate social safeguards as part of the national forest policy. 2) WCF-Government established system to report farmers found in National parks and Reserves.	Dec-21		Y	FarmStrong & Ecookim
		2.2 All farms found in National Parks and Reserves will be reported to the Ministry of Water and Forests	% of farms in National Parks and Reserves reported to government	100%		Dec-21		Y	FarmStrong & Ecookim
		2.3 Support cocoa farmers' transition to alternative livelihoods via technical assistance for on- and off-farm enterprises	# and % of total farmers in protected areas receiving assistance for alternative livelihoods	TBD		Dec-21		Y	FarmStrong & Ecookim
3. Signatory companies commit to no sourcing of cocoa from National Parks and Reserves through their traceable direct sourcing programs, including farmer organizations and cooperatives, by 1 January 2018. A plan of action will be put in place by January 2018 to ensure fulfillment of this commitment.		3.1 Implement traceability tools/technology to ensure no cocoa purchases originate from National Parks or Reserves (all forest areas)	% of direct sourced cocoa is traceable to farm-level	100%	National Traceability System to be introduced by December 2019.	Dec-21			
4. A differentiated approach based on the level of degradation of forests for the current Classified Forests will be developed by Government and translated into a national forest restoration strategy, by end-2018. The characteristics, the number of hectares, timeline, roles and responsibilities will be progressively specified in the land use plans.		4.1 Support the restoration of Classified Forests by working with cocoa farmers and partnering with SODEFOR and the forestry industry to implement contracts for mixed agroforestry as a restoration and livelihoods intervention	# farmer 'agroforestry restoration' contracts signed	TBD	Company actions are contingent on the Government developing a differentiated approach via a national forest restoration strategy that assigns responsibilities and parameters to the private sector	Dec-21		Y	FarmStrong & Ecookim
			# hectares restored in Classified Forests	TBD		Dec-21		Y	FarmStrong & Ecookim
5. A legal protection and management status will be given by Government to the remaining forests of Côte d'Ivoire in the Rural Zone, in particular to the sacred forests by 30 June 2018.		5.1 Cooperate with Ministry of Water and Forests on enforcement to prevent deforestation in the legally protected forest estate (rural domain)	# hectares of forest in rural domain protected	NA	Company action subject to the Government granting legal protection and management status to the remaining forests of Côte d'Ivoire in the Rural Zone	Dec-21		Y	FarmStrong & Ecookim
<b>Forest Protection and Restoration Actions</b>									
6. Up-to-date maps on forest cover and land-use for the different forests, and socio-economic data on cocoa farmers and their communities who depend on these forests, will be developed and publicly disclosed by Government by 31 December 2018, and detailed operational guidelines by 30 June 2019, with input as relevant from the private sector, civil society organizations, and other stakeholders.		6.1 Support the government's forthcoming adaptive management plans for different forest areas to benefit the livelihoods of forest-dependent cocoa communities		NA					
		6.2 Participate in the development and operation of land-use and land-use planning at national and regional levels by sharing existing land use maps with government		NA					
7. Public enforcement of the new Forest Code and its subsequent guidelines, and public sector governance will be strengthened, including, inter alia, awareness raising campaigns, capacity building of forest institutions, stronger surveillance and monitoring, and application of immediate sanctions for any new infringement, as of the date of promulgation of the new Forest Code but no later than June 2018.		7.1 Promote and participate in awareness-raising campaigns to educate farmers on the new Forest Code	# farmers reached at awareness events	100%	Company action is subject to the publication of the revised Forest Code decrees	Dec-21		Y	FarmStrong & Ecookim
			7.2 Update farmer engagement materials and training with the revised Forest Code			100%	Dec-21		Y
8. Public-private collaboration to mobilize more technical and financial resources for forest protection and restoration, including, inter alia, support for innovative financial mechanisms (the appropriate financing mechanisms will be defined in the operational document) to assure Payment of Environmental Services, alternative livelihoods for cocoa farmers affected by land-use changes, implementation of the current government contractualization approach, and development of mixed agro-forestry systems.		8.1 Mobilize finance for forest protection and restoration such as: new financing mechanisms (to be specified), contribution to conservation funds, development of payments for environmental services (PES) schemes	Amount of \$ mobilized towards forest protection and restoration	TBD					
			# of hectares with forest protection and restoration financing	TBD					
			# of farmers participating in PES contracts	TBD					
9. Public-private collaboration to identify good practices, technical guidance and incentive mechanisms for forest restoration, and mixed agro-forestry systems. The Government is developing management models for sustainable agro-forestry development, in consultation with all stakeholders.		9.1 Support distribution and planting of multi-purpose trees for on-farm restoration via mixed agroforestry	# of multi-purpose trees distributed for on-farm planting	TBD	Company actions assume the timely dissemination of agroforestry management models from the Government will complement other agroforestry models being pursued and not restrict which management models are permissible in Cote d'Ivoire	Dec-21		Y	FarmStrong & Ecookim
			# hectares cocoa agroforestry developed	TBD		Dec-21		Y	FarmStrong & Ecookim
			9.2 Support distribution and planting of native trees for off-farm restoration (reforestation)	# native trees planted off-farm		TBD	Dec-21		
			# hectares of forest area restored	TBD		Dec-21			
10. The Government, in collaboration with all stakeholders, will create a public-private fund to support the long-term financing of the protection and restoration of high conservation value forest areas. All stakeholders will be encouraged to support this fund.		10.1 Support the creation of the public-private forest conservation and rehabilitation fund	\$ contributed to fund	NA	Company action assumes the creation of the public-private forest conservation and rehabilitation fund				
<b>Forest Protection &amp; Restoration 2018-2022 Financial Contribution Through Company Actions</b>									
<b>Total</b>	<b>TBD</b>								

Forest Protection & Restoration

Guittard CFI Initial Acton Plan Côte d'Ivoire 2018-2022

F4A Core Commitment	Cdi - Framework Language	Company Actions	Target Indicators	#	Risks & Assumptions	Timeline	Implement Directly	Implement via partner	Partner(s)		
<b>Sustainable Production and Livelihoods</b>	<b>F4A - Sustainable Production and Livelihoods Commitments (to Joint Actions)</b>										
	11. Promote investment in long-term productivity of cocoa in environmentally suitable areas in order to grow "more cocoa on less land," through provision of optimal planting materials, training in good agricultural practices, crop nutrition and soil fertility, crop protection, and development and capacity building of farmers' organizations, are critical enabling factors for sustainable agriculture development.	11.1 Distribute improved cocoa planting material	# improved seedlings distributed to farmers	NA							
			% average productivity improvement on farms receiving improved planting materials	NA							
		11.2 Establish and/or provide cocoa nurseries with improved cocoa planting material	# of nurseries with improved cocoa seedlings	NA							
			# of farmers trained in GAPs	TBD			Dec-21		Y	FarmStrong Foundation & Ecookim	
	11.3 Train farmers and producer organizations in the latest Good Agriculture Practices (GAPs)	% average productivity improvement on farms trained in GAPs	TBD			Dec-21		Y	FarmStrong Foundation & Ecookim		
		12.1 Promote farm-level crop diversification  <i>See Company Action 9.1</i>	# and % of farmers applying crop diversification	TBD			Dec-21		Y	FarmStrong Foundation & Ecookim	
	# of multi-purpose trees distributed for on-farm planting		TBD			Dec-21		Y	FarmStrong Foundation & Ecookim		
	# hectares cocoa agroforestry developed		TBD			Dec-21		Y	FarmStrong Foundation & Ecookim		
	13. Promote financial inclusion and innovation to deepen farmers' access to working capital and investment funds required for production and farm renovation	13.1 Support creation of savings groups (e.g. VSLA model)	# and % of farmers in supply chain with a savings account	NA							
		13.2 Offer financial products to farmers	# and % of farmers offered a financial product	NA							
	14. Improve supply chain mapping, with the goal of 100% of cocoa sourcing traceable from farm to first purchase point. The private sector, in collaboration with the Government, will develop an action plan for traceability with clear timelines, which will be implemented step-by-step to achieve full traceability and verification, applicable to all by end-2019.  Signatory companies are putting in place verifiable monitoring systems for traceability from farm to the first purchase point, operational policies and control systems that effectively monitor the associated risks, including high quality verification.	<i>See Company Action 1.1</i>	# and % farms mapped within direct supply chain	100%		Company actions will benefit from Government collaboration to develop a traceability action plan but it is assumed company actions are not dependent on Government	Dec-21		Y	FarmStrong Foundation & Ecookim	
		14.2 Implement traceability system to farm level in direct supply chain	% cocoa supply traceable from individual farms to first purchase point	100%			Dec-21		Y	FarmStrong Foundation & Ecookim	
	<b>Sustainable Production and Livelihoods 2018-2022 Financial Contribution Through Company Actions</b>										
<b>Total</b>	<b>TBD</b>										



Guittard CFI Initial Acton Plan Côte d'Ivoire 2018-2022

F4A Core Commitment		Cdi - Framework Language	Company Actions	Target Indicators	#	Risks & Assumptions	Timeline	Implement Directly	Implement via partner	Partner(s)	
<b>Community Engagement and Social Inclusion</b>	<b>F4A - Community Engagement and Social Inclusion Commitments</b>										
		15. Full and effective information sharing, consultation, and informed participation of cocoa farmers and their communities who are affected by proposed land-use changes under the Framework.	15.1 Organize cocoa community consultations on the implementation of the Frameworks for Action	# of communities with consultation sessions and # of participants per community (male/female & <40yrs)	TBD		Dec-21		Y	FarmStrong Foundation & Ecookim	
		16. Promote community-based management models for forest protection and restoration, including engagement of local communities and farmers in awareness raising campaigns on the status of National Parks and Reserves, and Classified Forests and the critical role that forest plays in climate regulation, soil fertility and water circulation.	16.1 Establish and/or support community-based natural resource management programs for forest restoration/protection	# of cocoa communities with active forest restoration and protection program	TBD		Dec-21		Y	FarmStrong Foundation & Ecookim	
				# of hectares under CBNRM	TBD		Dec-21		Y	FarmStrong Foundation & Ecookim	
		17. Development of action plans for forest protection and restoration, and sustainable agricultural intensification that are gender and youth sensitive.	17.1 Develop forest protection & restoration and agriculture intensification action plans that are youth and gender sensitive	# of cocoa communities with gender-focused programs	TBD		Dec-21		Y	FarmStrong Foundation & Ecookim	
				# of cocoa communities with youth-focused programs	TBD		Dec-21		Y	FarmStrong Foundation & Ecookim	
		18. For National Parks and Reserves, and Classified Forests, Government will assess and mitigate the social impacts and risks of proposed land-use changes on affected farmers and their communities, and ensure provision of alternative livelihoods and restoration of standard of living of affected parties, in line with reasonable standards to be agreed upon.			TBD		Dec-21		Y	FarmStrong Foundation & Ecookim	
	19. Government will prepare operational guidelines covering resettlement and livelihood restoration of affected parties by 31 December 2018, with input as relevant from private sector, civil society organizations, and other stakeholders, in line with reasonable standards to be agreed upon.	19.1 Support the development of operational guidelines on resettlement and restoring living standards		TBD		Dec-21		Y	FarmStrong Foundation & Ecookim		
<b>Community Engagement and Social Inclusion</b>											
<b>2018-2022 Financial Contribution Through Company Actions</b>											
<b>Total</b>	<b>TBD</b>										

Guittard Initial CFI Action Plan Ghana 2018-2022

F4A Core Commitment	Ghana - Framework Language	Company Actions	Target Indicators	#	Risks & Assumptions	Timeline	Implement Directly	Implement via partner	Partner(s)
<b>F4A - Forest Protection and Restoration Commitments</b>									
Forest Protection & Restoration	1. There will be no further conversion of any forest land (as defined under national regulations and using methodologies such as High Carbon Stock (HCS) and High Conservation Value (HCV) approach) for cocoa production as of 1 January 2018.	1.1 Conduct farm mapping within supply chain to ensure cocoa is not being sourced from forest land	#and % of farms mapped	100%	Company sourcing actions are subject to national regulations that adequately define forest lands where conversion for cocoa production is prohibited.	Dec-21			Kuapa Kokoo & Transroyal / Solidaridad
		1.2 Conduct deforestation risk assessments in all direct sourcing areas.	#hectares included in deforestation risk assessment	100%		Dec-21			Kuapa Kokoo & Transroyal / Solidaridad
	2. There will be no production and sourcing of cocoa from National Parks, Wildlife Sanctuaries, and Wildlife Resource Reserves, except from farms with existing legal status, as of 1 January 2018.	2.1 All farms found in protected areas will be reported to the Ministry of Land and Natural Resources			Company actions are subject to the accuracy of maps provided by the government for the location and boundaries of National Parks, Wildlife Sanctuaries, and Wildlife Resource Reserves	Dec-21			Kuapa Kokoo & Transroyal / Solidaridad
		2.2 A system will be adopted and published for excluding farmers in the supply chain with cocoa production in protected areas.	% of cocoa is traceable to farm-level	100%		Dec-21			Kuapa Kokoo & Transroyal / Solidaridad
	3. A differentiated approach for Forest Reserves will be adopted by Government by 31 December 2018. It will be based on the following categories and will specify the number of hectares, timeline, roles and responsibilities, budget and fund-mobilization strategy for each category:  - Category 1: The less degraded Forest Reserves (classified as condition 1, 2, and 3 in the national system) will be managed under a strict protection status by 31 December 2019, which will exclude cocoa production and sourcing, timber extraction, or other types of productive and extractive activities. Signatory companies will stop sourcing cocoa from these forests as of 31 December 2019.  Category 2: In the more degraded Forest Reserves (classified as condition 4 and 5 in the national system), cocoa production and sourcing will continue for a period up to 25 years (the cocoa tree lifecycle) through the Modified Taungya System (MTS). Government will sign contracts with farmers that include tree benefit sharing arrangements, targeted restoration and reforestation programs with the end goal of progressively restoring the forest to a healthy intact state, and cessation of cocoa farming (but allowing some sustainable economic use of the forest, including non-timber forest products).	3.1 End sourcing from all farms identified within Category 1 Forest Reserve areas by 31 December 2019.			Company actions are subject to the Government providing the necessary information (specified in the F4A) on Category 1 Forest Reserves - including operational guidelines				
		3.2 Support farmers in Category 2 Forest Reserve areas in their restoration and reforestation programs	#hectares of Category 2 Forest Reserve areas restored			Company actions are subject to the Government providing the necessary information (specified in the F4A) on Category 2 Forest Reserves - including operational guidelines			
	4. In highly degraded off-reserve forest lands (which are held under the customary land ownership sector), cocoa production and sourcing will continue, supported by substantial investment and adoption of best practices in climate smart cocoa and MTS.	4.1 Train farmers in off-reserve forest lands in CSC production including cocoa agroforestry systems	# of farmers trained in CSC best practices #farmers that have adopted CSC best practices	TBD	Company actions are subject to the finalization of the Ghana Climate Smart Cocoa Standard		Dec-21		
		4.2 Train farmers in Modified Taungya System (MTS)	# of farmers trained in MTS #farmers that have adopted MTS	TBD		Company actions are subject to the Forestry Commission administering the legally binding arrangements whereby the benefits are shared between the Forestry Commission, the farmers, the traditional landowners, and the forest-adjacent community.	Dec-21		
	5. In all these areas, a multi-stakeholder landscape approach will form the basis for the interventions, with an initial focus on the six Climate-Smart Cocoa Hotspot Intervention Areas (HIAs) as defined under the Ghana Cocoa Forest REDD+ Program (GCFRP). The process starts with establishment of consortiums of key stakeholders, followed by development and implementation of integrated landscape management plans with a strong focus on climate-smart cocoa initiatives.	5.1 Join one/several HIA(s) in the cocoa-sourcing area	#of HIA(s) joined in the cocoa sourcing area	TBD			Dec-21		
		5.2 Implement GCFRP CSC Good-Practice Guidelines with farmers within the HIAs	# farmers within HIAs that have adopted CSC best practices	TBD		Dec-21			Kuapa Kokoo & Transroyal / Solidaridad
<b>Forest Protection and Restoration Actions</b>									
6. Up-to-date maps on forest cover and land-use for these areas, socio-economic data on cocoa farmers and their communities in these areas, and detailed operational guidelines covering forest management in Category 1 Forest Reserve, and the mixed-use approach in Category 2 Forest Reserve, will all be developed and publicly disclosed by Government by 31 December 2018, with input as relevant from the private sector, civil society organizations, and other stakeholders. In particular, this will include the development of a national registry of any farms with legal status in Forest Reserves.	6.1 Share maps and data with appropriate government bodies								
	6.2 Participate in the development of operational guidelines for Category 1 and 2 Forest Reserves								
7. Land and tree tenure reforms, and benefit sharing arrangement to incentivize land owners and users to retain naturally regenerated trees on off-reserve farmlands and in the farming landscape of MTS will be accelerated by Government. This will include approval of the Community Resource Management Area (CREMA) mechanism, which will help secure land owners and users' rights to manage and derive economic benefits from forest resources.	7.1 Support farmers with tree registration	# of trees registered on cocoa farms	TBD	Company actions are subject to Government making the necessary land and tree tenure reforms	Dec-21			Kuapa Kokoo & Transroyal / Solidaridad	
	7.2 Support cocoa farmers to acquire land (tenure) documentation	#and % of farmers in supply chain with secure land titles	TBD		Dec-21			Kuapa Kokoo & Transroyal / Solidaridad	



	8. Public sector forest law enforcement and governance will be strengthened, including awareness raising campaigns, capacity building of forest institutions and community policing, stronger surveillance and monitoring, and application of stronger sanctions for infringement, covering forest encroachment and degradation from agriculture, logging and galamsey, as of 1 January 2018.	8.1 Promote and participate in awareness-raising campaigns to educate farmers on forest law enforcement and tree tenure provisions	# farmers reached at awareness events	TBD		Dec-21			Kuapa Kokoo & Transroyal / Solidaridad
	9. Public-private collaboration to mobilize new sources of funding for forest protection and restoration, and to incentivize farmers adoption of environmentally sustainable cocoa production will be developed. Key opportunities include inter alia, support for innovative financial mechanisms (such as payments for environmental services, carbon finance, and public-private trust funds), implementation of MTS and phased approach to land-use change, alternative livelihoods for cocoa farmers affected by land-use change, development of shade-grown cocoa systems, climate-smart cocoa production.	9.1 Mobilize finance for forest protection and restoration such as: new financing mechanisms (to be specified), contribution to conservation funds, development of payments for environmental services (PES) schemes.	Amount of \$ mobilized towards forest protection and restoration	TBD					
			# of hectares with forest protection and restoration financing	TBD					
			# of farmers participating in PES contracts	TBD					
	10. Public-private collaboration, in partnership with local and global experts, will be enhanced to identify good practices and technical guidance for forest conservation and restoration, shade grown cocoa, and MTS in Forest Reserves.	10.1 Support distribution and planting of multi-purpose trees for on-farm restoration via mixed agroforestry	# of multi-purpose trees distributed for on-farm planting	TBD		Dec-21			Kuapa Kokoo & Transroyal / Solidaridad
			# hectares cocoa agroforestry developed	TBD		Dec-21			Kuapa Kokoo & Transroyal / Solidaridad
		10.2 Support distribution and planting of native trees for off-farm restoration (reforestation)	# native trees planted off-farm	TBD		Dec-21			Kuapa Kokoo & Transroyal / Solidaridad
			# hectares of forest area restored	TBD		Dec-21			Kuapa Kokoo & Transroyal / Solidaridad
		See Company Action 4.2							
	<b>Forest Protection &amp; Restoration</b>								
<b>2018-2022 Financial Contribution Through Company Actions</b>									
<b>Total</b>	<b>TBD</b>								

Guitard Initial CFI Action Plan Ghana 2018-2022

F4A Core Commitment	Ghana - Framework Language	Company Actions	Target Indicators	#	Risks & Assumptions	Timeline	Implement Directly	Implement via partner	Partner(s)	
<b>F4A - Sustainable Production and Farmers' Livelihoods Commitments (to Joint Actions)</b>										
<b>Sustainable Production and Livelihoods</b>	<p>11. Promote investment in long-term productivity of high quality cocoa in environmentally sustainable manner and grow "more cocoa on less land," through intensification of farming practices, provision of improved planting materials, introduction of yield-enhancing methods, training in good agricultural practices, crop protection, and crop nutrition and soil fertility. Continued land tenure reform to strengthen farmers' land and property rights, and development and capacity building of farmers' organizations, are critical enabling factors for sustainable agriculture development.</p>	11.1 Distribute improved cocoa planting material	# improved seedlings distributed to farmers	TBD		Dec-21		Y	Kuapa Kokoo & Transroyal / Solidaridad	
			% average productivity improvement on farms receiving improved planting materials	TBD		Dec-21		Y	Kuapa Kokoo & Transroyal / Solidaridad	
		11.2 Establish and/or provide cocoa nurseries with improved cocoa planting material	# of nurseries with improved cocoa seedlings	TBD		Dec-21		Y	Kuapa Kokoo & Transroyal / Solidaridad	
		11.3 Train farmers and producer organizations in the latest Good Agriculture Practices (GAPs)	# of farmers and organizations trained in GAPs	TBD		Dec-21		Y	Kuapa Kokoo & Transroyal / Solidaridad	
			% average productivity improvement on farms trained in GAPs	TBD		Dec-21		Y	Kuapa Kokoo & Transroyal / Solidaridad	
	12. Develop implementation plans, including mapping of exact areas to intensify establishment of shaded cocoa landscapes in line with the Ghana Cocoa Forest REDD+ Programme (GCFRP), with the promotion of Climate Smart Cocoa and the national Climate Smart Cocoa Standard in environmentally suitable areas, with a first focus on Climate Smart Cocoa Hotspot Intervention Areas (CSC HIAs).	12.1 Promote the Climate Smart Cocoa Standard Inclusive of Indicator 4.2	# of farmers adopting CSC	TBD	Company actions are partly subject to the Government providing the mapping of areas to intensify establishment of shaded cocoa landscapes	Dec-21		Y	Kuapa Kokoo & Transroyal / Solidaridad	
	13. Promote sustainable livelihoods and income diversification for cocoa farmers, including diversification, agricultural inter-cropping, development of shade-grown cocoa, and other income generating activities designed to boost and diversify household income.	See Company Action 10.1		# of multi-purpose trees distributed for on-farm planting	TBD		Dec-21		Y	Kuapa Kokoo & Transroyal / Solidaridad
			# hectares cocoa agroforestry developed	TBD		Dec-21		Y	Kuapa Kokoo & Transroyal / Solidaridad	
		13.1 Promote farm-level crop diversification	# and % of farmers applying crop diversification	TBD		Dec-21		Y	Kuapa Kokoo & Transroyal / Solidaridad	
	14. Promote financial inclusion and innovation to deepen farmers' access to working capital and investment funds required for production and cocoa farm rehabilitation and renovation.	14.1 Support creation of savings groups (e.g. VSLA model)	# and % of farmers in supply chain with a savings account	TBD		Dec-21		Y	Kuapa Kokoo & Transroyal / Solidaridad	
		14.2 Offer financial products to farmers	# and % of farmers offered a financial product	TBD		Dec-21		Y	Kuapa Kokoo & Transroyal / Solidaridad	
	15. Improve supply chain mapping, with 100% of cocoa sourcing traceable from farm to first purchase point by 31 December 2019. Private sector and Government will develop a joint action plan that maps out key principles, steps, and milestones to achieve this step, encompassing all national and international traders, by 30 June 2018. Government will adopt regulations that require verifiable traceability from farm to first purchase point by end-2019, and ensure compliance by national and international traders thereafter. Signatory companies are putting in place verifiable monitoring systems for traceability from farm to first purchase point, operational policies and control systems that effectively monitor the associated risks, including high quality verification, by 31 December 2019.	15.1 Conduct mapping to identify and collect cocoa farm boundaries polygon data	# and % farms mapped within direct supply chain	TBD	Company actions are partly subject to Government adopting regulations on traceability			Y	Kuapa Kokoo & Transroyal / Solidaridad	
		15.2 Implement traceability system to farm level in 100% of direct supply chain by end-2019	% cocoa supply traceable from individual farms to first purchase point	TBD					Y	Kuapa Kokoo & Transroyal / Solidaridad
	<b>Sustainable Production and Livelihoods 2018-2022 Financial Contribution Through Company Actions</b>									
	<b>Total</b>	<b>TBD</b>								

Guittard Initial CFI Action Plan Ghana 2018-2022

F4A Core Commitment	Cdi - Framework Language	Company Actions	Target Indicators	#	Risks & Assumptions	Timeline	Implement Directly	Implement via partner	Partner(s)
Community Engagement and Social Inclusion	F4A - Community Engagement and Social Inclusion Commitments								
	16. Full and effective information sharing, consultation, and informed participation of cocoa farmers and their communities who are affected by proposed land-use changes under the Framework.	16.1 Organize cocoa community consultations on the implementation of the Frameworks for Action	# of communities with consultation sessions and # of participants per community (male/female & <40yrs)	TBD		Dec-21		Y	Kuapa Kokoo & Transroyal / Solidaridad
	17. Promote community-based management models for forest protection and restoration, including engagement of local communities and farmers in awareness raising campaigns on the status of protected areas and the critical role that forest plays in climate regulation.	17.1 Establish and/or support community-based natural resource management (CBNRM) programs for forest restoration/protection in cocoa communities	# of cocoa communities with active forest restoration and protection program	TBD	Company actions are partly subject to the Government approval of the Community Resource Management Area (CREMA) mechanism	Dec-21		Y	Kuapa Kokoo & Transroyal / Solidaridad
			# of hectares under CBNRM	TBD		Dec-21		Y	Kuapa Kokoo & Transroyal / Solidaridad
	18. Development of action plans for forest protection and restoration, and sustainable agricultural intensification that are gender and youth sensitive.	18.1 Develop forest protection & restoration and agriculture intensification action plans that are gender and youth sensitive	# of cocoa communities with gender-focused programs	TBD		Dec-21		Y	Kuapa Kokoo & Transroyal / Solidaridad
			# of cocoa communities with youth-focused programs	TBD		Dec-21		Y	Kuapa Kokoo & Transroyal / Solidaridad
	19. For the approach in Forest Reserves, Government will assess and mitigate the social impacts and risks of proposed land-use changes on affected cocoa farmers and their communities, and ensure provision of alternative livelihoods and restoration of standard of living of affected parties, in line with global standards.								
20. Government will prepare operational guidelines covering resettlement and livelihood restoration of any affected parties by 30 June 2018, with input as relevant from private sector, civil society organizations, and other stakeholders, in line with global standards.	20.1 Support the development of operational guidelines on resettlement and livelihood restoration								
Community Engagement and Social Inclusion 2018-2022 Financial Contribution Through Company Actions									
Total	TBD								