The Changing Consumer and the Transparency Imperative

March 2017

Deb Arcoleo
Director, Product Transparency
A little about Hershey

Consumer perspective

The trust issue in the food industry

The imperative for transparency

Implications
~ $7.4B Net Sales
18,000 Employees
Products available in over 70 countries around the world
Products made in 7 countries

85% of products sold in the U.S. are manufactured in the U.S.
We are a purpose-driven organization
We approach sustainability broadly

- Environmental sustainability
- Engaging workplace
- Responsible sourcing
- Ethics and integrity

- Global giving
- Volunteerism

- Education and nutrition for children
New goals announced in late 2015

**OUR WORKPLACE OBJECTIVES:**

**BECOME A GLOBAL INDUSTRY LEADER**
in diversity and inclusion by 2020

**OUR ENVIRONMENTAL GOALS:**

**REDUCE GREENHOUSE GAS (GHG) EMISSIONS**
50% by 2025, compared to 2009 baseline, augmenting the 23% reduction we have already achieved

**EXPAND THE UTILIZATION OF ELECTRIC VEHICLES**
in our corporate fleet and continue to purchase carbon credits to offset unavoidable emissions in our sales and corporate fleet of vehicles while concurrently reducing these emissions

**ACHIEVE ZERO-WASTE-TO-LANDFILL STATUS**
at all wholly owned Hershey facilities by 2025, building on our existing roster of 11 zero-waste-to-landfill facilities

**IMPROVE OUR COMPANY-WIDE RECYCLING RATE**
to 95% by 2025, up from our 2009 baseline of 72%

**REDUCE ABSOLUTE WATER USE**
by an additional 25% by 2025, building on our existing progress of reducing water use by 70% since 2009

**SAVE AN ADDITIONAL 25 MILLION POUNDS OF PACKAGING MATERIAL**
by 2025, augmenting the 16 million pounds we have already saved since 2009

**OUR RESPONSIBLE SOURCING COMMITMENTS:**

**ACHIEVE 100% CERTIFIED AND SUSTAINABLE COCOA**
in all our chocolate products worldwide by 2020. By 2017, source at least 75% certified and sustainable cocoa, enough to supply five of our most popular global chocolate brands: Hershey’s, Hershey’s Kisses, Reese’s, Kit Kat® (U.S. only) and Brookside

**TRACE 100% OF OUR PALM OIL PURCHASES**
to the plantation level by 2016, striving to ensure the palm oil we purchase is deforestation-free and grown and processed sustainably, in alignment with the 2014 New York Declaration on Forests

**ENROLL 70,000 FARMERS**
by 2019 in Hershey’s Learn to Grow programs

**SOURCE 100% VIRGIN FIBER**
in any pulp and paper from certified sources by 2017

**SOURCE 100% CAGE-FREE EGGS**
for products in the United States by 2020
We are working extensively to support cacao farmers in West Africa

70% of the world’s cocoa is grown in West Africa, primarily on farms of 5-10 acres

- Good farming practices, farm safety, labor practices and health information delivered to any farmer in Ghana and Côte d’Ivoire via mobile phone text
We are working extensively to support cacao farmers in West Africa

- Farmer training started in 2012 on best practices in sustainable cocoa farming to improve farmer livelihoods and promote their incomes
- Touches 464 communities in Ghana, Cote D’Ivoire and Nigeria and 31,000 farmers enrolled (goal is 70,000)
- Leads to UTZ certification as a producer of sustainable cocoa, which means premium payments for their cocoa

https://youtu.be/koc3QW3jbsl
We focus on childhood education and hunger in Ghana and the U.S.
A little about Hershey

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Implications
Quiz: Who eats chocolate confection?

81% of adults in the U.S., and Millennials more than any other age group.
How is it changing?
Consumers are increasingly concerned about what goes into their food and where it comes from.
Top drivers of demand for transparency

- Allergens and cross-contamination
- Use of pesticides
- GMOs
- Animal welfare
- Sustainability and responsible ingredient sourcing
- Farmers' and farm workers' financial well-being
62% of consumers have recently sought information on **sustainable products** – they increasingly read packaging labels on the products they purchase and turn to the internet for more in-depth information.
These trends are not limited to the coasts, but are mainstream

- **67%** think it’s important to understand how their food is produced
- **65%** want to know more about where their food comes from
- **66%** would like to see the food industry take more action in educating people on how food is produced
Over a third of consumers say they do not have access to all of the food-related information they need
For decades, taste, convenience and price have been the purchase drivers in food.
Now, 50% of consumers make purchase decisions beyond those traditional factors.
Across all demographic groups, a majority of people believe a product with fewer ingredients is healthier.

The top ten claims consumers would most like to see

Foods with free-from claims perceived to be healthier, more natural, less processed

- Trans fat-free: 27% Rank 1, 15% Rank 2, 13% Rank 3, 12% Rank 4, 11% Rank 5 (78%)
- Preservative-free: 11% Rank 1, 14% Rank 2, 18% Rank 3, 16% Rank 4, 13% Rank 5 (71%)
- Growth hormone-free: 11% Rank 1, 17% Rank 2, 15% Rank 3, 13% Rank 4, 13% Rank 5 (69%)
- GMO-free: 13% Rank 1, 11% Rank 2, 11% Rank 3, 11% Rank 4, 11% Rank 5 (58%)
- Sodium-free: 16% Rank 1, 14% Rank 2, 10% Rank 3, 8% Rank 4, 8% Rank 5 (57%)
- Nitrate/nitrite-free: 4% Rank 1, 7% Rank 2, 9% Rank 3, 13% Rank 4, 13% Rank 5 (47%)
- Cage-free/Free range: 6% Rank 1, 8% Rank 2, 9% Rank 3, 10% Rank 4, 10% Rank 5 (43%)
- Lactose-free: 5% Rank 1, 6% Rank 2, 5% Rank 3, 6% Rank 4, 7% Rank 5 (29%)
- Allergen-free: 6% Rank 1, 5% Rank 2, 6% Rank 3, 6% Rank 4, 6% Rank 5 (29%)

Food companies must pay close attention to consumers perceptions and desires

<table>
<thead>
<tr>
<th>Top Ingredients AVOIDED</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cholesterol</td>
<td>61%</td>
</tr>
<tr>
<td>Saturated fat</td>
<td>61%</td>
</tr>
<tr>
<td>Trans fat</td>
<td>58%</td>
</tr>
<tr>
<td>Sodium/Salt</td>
<td>56%</td>
</tr>
<tr>
<td>Preservatives</td>
<td>50%</td>
</tr>
<tr>
<td>High fructose corn syrup (HFCS)</td>
<td>50%</td>
</tr>
<tr>
<td>MSG</td>
<td>49%</td>
</tr>
<tr>
<td>Artificial flavors</td>
<td>47%</td>
</tr>
<tr>
<td>Artificial colors/dyes</td>
<td>44%</td>
</tr>
<tr>
<td>Aspartame (e.g., Equal)</td>
<td>44%</td>
</tr>
<tr>
<td>Saccharin (e.g., Sweet N' Low)</td>
<td>44%</td>
</tr>
<tr>
<td>Growth hormones</td>
<td>43%</td>
</tr>
<tr>
<td>Refined sugar</td>
<td>41%</td>
</tr>
<tr>
<td>Caffeine</td>
<td>39%</td>
</tr>
<tr>
<td>Partially hydrogenated vegetable oils</td>
<td>37%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Top Ingredients SOUGHT</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Fiber</td>
<td>71%</td>
</tr>
<tr>
<td>Calcium</td>
<td>66%</td>
</tr>
<tr>
<td>Whole grains</td>
<td>62%</td>
</tr>
<tr>
<td>Vitamin D</td>
<td>60%</td>
</tr>
<tr>
<td>Protein</td>
<td>58%</td>
</tr>
<tr>
<td>Olive oil</td>
<td>56%</td>
</tr>
<tr>
<td>Omega 3</td>
<td>52%</td>
</tr>
<tr>
<td>Antioxidants</td>
<td>52%</td>
</tr>
<tr>
<td>Fish oil</td>
<td>45%</td>
</tr>
<tr>
<td>Oat bran</td>
<td>44%</td>
</tr>
<tr>
<td>Iron</td>
<td>43%</td>
</tr>
<tr>
<td>Wheat flour</td>
<td>33%</td>
</tr>
<tr>
<td>Omega 6</td>
<td>31%</td>
</tr>
<tr>
<td>Flaxseed oil</td>
<td>29%</td>
</tr>
</tbody>
</table>
Food products are being reformulated in response to consumer demands

- Clean labels and shorter ingredient lists with simple, familiar ingredients are the new standard, coupled with a rise in “nothing artificial” and “free-from” claims.

- Major brands and food service providers have announced or pledged to remove artificial ingredients, colors, flavors and/or preservatives from their products, including Kellogg, General Mills, Nestle, Hershey, and Kraft as well as McDonalds, Panera Bread and Chipotle.

- In the US, 22% of food and drink product launches had a no additives or preservatives claim, a 31% increase since 2011
• Removal of artificial flavors and reduction in sodium in frozen pizza and snacks

• Whittled down ingredient list in Stouffer’s Lasagna from 19 to 15

• Commitment to source cage-free eggs by 2025

• Removal of artificial preservatives from Chicken McNuggets

• Debuing new buns without high-fructose corn syrup
• New *Old El Paso* taco shells made with three simple ingredients

• *Lärabar* uses only fruit, nuts, and spices

• *Häagen-Dazs* uses only fresh cream and other high-quality natural ingredients

• Synthetic dyes removed from *Trix* cereal
• David Simply Seeds with reduced sodium and no artificial flavors or preservatives
• Snack Pack Naturals made with simple ingredients and no artificial flavors or colors
Since 2015, we have transitioned more than 500 product SKUs to simple ingredients, including the iconic Hershey’s Kisses Milk Chocolates and Hershey’s Milk Chocolate Bars.

- Introduced new Hershey’s Simply 5 Syrup made with five simple ingredients and no high-fructose corn syrup or artificial preservatives and flavors.

- Reformulated all varieties of chocolate baking chips to contain no artificial colors, no artificial flavors and no artificial preservatives.
PURCHASE, N.Y. — G Organic, a line of U.S.D.A. certified organic Gatorade brand sports drinks, is debuting this fall from PepsiCo, Inc.

Available in lemon, strawberry and mixed berry varieties, the beverages contain seven ingredients, which include water, organic cane sugar, citric acid, organic natural flavor, sea salt, sodium citrate and potassium chloride.
Consumer perspective

The trust issue in the food industry

The imperative for transparency

Implications
Consumers primarily hold food companies responsible for transparency across all food topics

<table>
<thead>
<tr>
<th>Food Companies</th>
<th>Farmers</th>
<th>Grocery Stores</th>
<th>Restaurants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impact of food on health</td>
<td>41</td>
<td>28</td>
<td>16</td>
</tr>
<tr>
<td>Food safety</td>
<td>37</td>
<td>28</td>
<td>17</td>
</tr>
<tr>
<td>Environmental impact</td>
<td>38</td>
<td>37</td>
<td>13</td>
</tr>
<tr>
<td>Labor &amp; human rights</td>
<td>40</td>
<td>32</td>
<td>15</td>
</tr>
<tr>
<td>Animal well-being</td>
<td>49</td>
<td>30</td>
<td>11</td>
</tr>
</tbody>
</table>

Respondents allocated 100 points across the groups responsible for providing information in each transparency topic. The numbers shown are the average number of points allocated to each group, across all respondents.
### Groups more likely to trust:

<table>
<thead>
<tr>
<th>Types of food you should be eating</th>
<th>Food safety</th>
<th>Groups more likely to trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registered Dietitian/Nutritionist</td>
<td>70%</td>
<td>Age 50-80</td>
</tr>
<tr>
<td>Your personal healthcare professional</td>
<td>57%</td>
<td>Age 18-49</td>
</tr>
<tr>
<td>US government agencies</td>
<td>52%</td>
<td>Age 18-49</td>
</tr>
<tr>
<td>Health-focused Website, such as WebMD</td>
<td>31%</td>
<td>Age 18-49</td>
</tr>
<tr>
<td>A friend or family member</td>
<td>19%</td>
<td>Age 18-49</td>
</tr>
<tr>
<td>Fitness professional</td>
<td>17%</td>
<td>Age 18-49</td>
</tr>
<tr>
<td>Farmer</td>
<td>18%</td>
<td>Age 18-34, Lower income</td>
</tr>
<tr>
<td>A food expert on TV</td>
<td>11%</td>
<td>Age 18-34</td>
</tr>
<tr>
<td>Health, food and nutrition bloggers</td>
<td>14%</td>
<td>Age 18-34</td>
</tr>
<tr>
<td>Food company or manufacturer</td>
<td>10%</td>
<td>Men</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Groups more likely to trust:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age 50-80, Women</td>
</tr>
<tr>
<td>Age 50-80, Higher income, Higher BMI</td>
</tr>
<tr>
<td>Men</td>
</tr>
<tr>
<td>Age 18-49</td>
</tr>
<tr>
<td>Age 18-34, Lower income</td>
</tr>
<tr>
<td>Age 18-34</td>
</tr>
<tr>
<td>Men</td>
</tr>
</tbody>
</table>

2016 n=1,003

*International Food Information Council Foundation, 2016 Food and Health Survey*
A “big is bad” bias among consumers is creating trust issues

Likely to Put Their Interests Ahead of Consumers’ Interests

<table>
<thead>
<tr>
<th>Large Food Companies</th>
<th>57%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small Food Companies</td>
<td>29%</td>
</tr>
<tr>
<td>Large Commercial Farms</td>
<td>47%</td>
</tr>
<tr>
<td>Family Farms</td>
<td>27%</td>
</tr>
</tbody>
</table>
The agriculture industry would benefit by being more transparent.

As a whole, the agriculture community is transparent about how food is produced.

- **Strongly Agree**: 5% (2012), 9% (2014)
- **Somewhat Agree**: 17% (2012), 25% (2014)
- **Neutral**: 33% (2012), 40% (2014)
- **Somewhat Disagree**: 32% (2012), 18% (2014)
- **Strongly Disagree**: 13% (2012), 8% (2014)

34% of Americans feel the agriculture industry is transparent.
Likewise, food companies need to focus on transparency.

As a whole, food companies are transparent about how food is produced:

- **2012**:
  - Strongly Agree: 5%
  - Somewhat Agree: 14%
  - Neutral: 29%
  - Somewhat Disagree: 35%
  - Strongly Disagree: 17%

- **2014**:
  - Strongly Agree: 8%
  - Somewhat Agree: 22%
  - Neutral: 36%
  - Somewhat Disagree: 22%
  - Strongly Disagree: 12%

30% feel food companies are transparent about food production practices.
For one-third of consumers, “healthy” defined by what food does NOT contain

How do you define a healthy food? (Open-ended response)

- Does not contain (or has low levels of) certain components: 35%
  - Good for you: 18%
  - Contains certain foods/components: 17%
  - No artificial ingredients or additives: 14%
  - Natural: 10%
  - Unprocessed/unadulterated: 10%
  - Simple/few ingredients: 7%
  - Organic: 7%
  - Fresh: 6%
  - Nutritious: 5%
  - Other: 17%
  - Don't know/Refused: 8%

Does not contain certain components:
- Low/no fat: 19%
- Low/no sugar: 13%
- Low/no calories: 9%
- Low/no sodium: 8%
- Low/no carbs: 2%
- Low/no cholesterol: 1%
- Other: 3%

2016 n=1,003
Coded for multiple responses

International Food Information Council Foundation, 2016 Food and Health Survey
Nearly one quarter of consumers have their own definition of “healthy eating”

<table>
<thead>
<tr>
<th><strong>Definition</strong></th>
<th>Ranked #1</th>
<th>Ranked #1-3</th>
</tr>
</thead>
<tbody>
<tr>
<td>The right mix of different foods</td>
<td>23%</td>
<td>51%</td>
</tr>
<tr>
<td>Limited or no artificial ingredients or preservatives</td>
<td>11%</td>
<td>41%</td>
</tr>
<tr>
<td>Natural foods</td>
<td>17%</td>
<td>37%</td>
</tr>
<tr>
<td>Can easily be incorporated into my daily routine</td>
<td>11%</td>
<td>36%</td>
</tr>
<tr>
<td>Flexible and easy to maintain over time</td>
<td>5%</td>
<td>26%</td>
</tr>
<tr>
<td>Organic foods</td>
<td>8%</td>
<td>25%</td>
</tr>
<tr>
<td>Eating only foods I define as healthy</td>
<td>9%</td>
<td>23%</td>
</tr>
<tr>
<td>Can include higher calorie treats in moderation</td>
<td></td>
<td>17%</td>
</tr>
<tr>
<td>Everything you eat over a long period of time</td>
<td>5%</td>
<td>17%</td>
</tr>
<tr>
<td>Non-&quot;GMO&quot; foods</td>
<td>4%</td>
<td>16%</td>
</tr>
<tr>
<td>None of the above</td>
<td></td>
<td>4%</td>
</tr>
</tbody>
</table>

International Food Information Council Foundation, 2016 Food and Health Survey
The perfect storm in the food industry

- CONFUSION
- LACK OF TRUST
- CONSUMER DEMANDS
A little about Hershey

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Implications
Hershey began transparency work in late 2013

Sourcing ingredients the right way involves the entire value chain. Our value chain is an interdependent group of producers, cooperatives, suppliers and service providers who rely on each other to create value for each link along the way. Everyone involved in making Hershey products works together to ensure mutual prosperity and a sustainable future for our communities and commodities. At Hershey, we’re part of a growing effort around the world that’s committed to doing all the right things to preserve, nurture and grow what matters most.

GLOSSARY OF INGREDIENTS

Ever turn over a product and find yourself wondering what those ingredients listed are? Or why they’re used? We want to take the guesswork out of that experience. Many ingredients have scientific names, but are more commonly known by another name you’re probably familiar with. Others are used for reasons that you might not have guessed. The list below shares ingredients used across our 80+ brands, what they are and why we use them. We hope you find it helpful.

Looking for special dietary needs or allergens?

› Gluten-Free  › Kosher  › Sugar-Free  › Allergens
We launched an internal effort to develop a better transparency tool in 2014

Lead/catalyze the development of an aligned industry solution for product transparency, leveraging mobile and web technology
We started by exploring with consumers

PACKAGING IS CONFUSING AND HARD TO READ

“Normally when I look at a package, the first thing I jump to is always the nutrition label, but allergen information isn’t always easy to find.”

SHAYLA

CONSUMERS WANT FULL DISCLOSURE – THE GOOD AND THE BAD

“...I want more. They are just putting forward the good stuff. I want to know the bad stuff too.”

KAT

CURRENT MOBILE APPS ARE DISAPPOINTING

“Anyone can write an app if they want to. To cite where this information is coming from would bolster my confidence.”

AMANDA
Packaging is the most common way to deliver transparency information, but it has significant limitations.

**SIZE LIMITATIONS**

**EXPENSIVE AND TIME CONSUMING TO CHANGE**

**LABELS ARE ALREADY CROWDED, DIFFICULT TO READ AND CONFUSING**
Consumers have clear opinions on what they want to know

% consumer saying they must know the information
We began developing, evolving and consumer-testing prototypes.
Final prototype shared with the Grocery Manufacturers Association (GMA) in 2014
A cross-company consortium under the GMA and FMI designed the program in 2015

325 people from 90 organizations

SmartLabel™ was announced in December 2015

- Hershey was first to go live with our Holiday KISSES
- We developed the HTML and CSS solution and gave it away to GMA to give to any other company
Consumers get to a web landing page by scanning a QR code on the package.
Consumers can also use search and/or links on company/brand sites to reach the landing pages.
There is also a product search tool on www.smartlabel.org

Simply search by Company, Brand and/or Product

<table>
<thead>
<tr>
<th>COMPANY</th>
<th>BRAND</th>
<th>PRODUCT</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Hershey Company</td>
<td>HERSHEY'S</td>
<td>Caramel Dessert Topping 14 oz.</td>
</tr>
<tr>
<td>The Hershey Company</td>
<td>HERSHEY'S</td>
<td>Caramel Syrup 22 oz.</td>
</tr>
<tr>
<td>The Hershey Company</td>
<td>HERSHEY'S</td>
<td>Chocolate Shell Topping 7.25 oz.</td>
</tr>
<tr>
<td>The Hershey Company</td>
<td>HERSHEY'S</td>
<td>Chocolate Syrup 24 oz.</td>
</tr>
<tr>
<td>The Hershey Company</td>
<td>HERSHEY'S</td>
<td>Chocolate Syrup 48 oz.</td>
</tr>
<tr>
<td>The Hershey Company</td>
<td>HERSHEY'S</td>
<td>Cookies 'n Cream Candy Bar 1.55 oz.</td>
</tr>
<tr>
<td>The Hershey Company</td>
<td>HERSHEY'S</td>
<td>Cookies N' Creme Bar 1.55 oz.</td>
</tr>
<tr>
<td>The Hershey Company</td>
<td>HERSHEY'S</td>
<td>Cookies N' Creme Snack Size Bars 3.6 oz.</td>
</tr>
<tr>
<td>The Hershey Company</td>
<td>HERSHEY'S</td>
<td>Cookies N' Creme Snack Size Bars 5.4 oz.</td>
</tr>
</tbody>
</table>
Five tabs deliver a full suite of information

Food attributes: 52 required, 189 voluntary
Non-Food attributes: 51 required, 57 voluntary
The SmartLabel™ program ensures consistency and accuracy of data

- Data directly from brand owners hosted on their own websites; updated immediately with any changes
- SmartLabel™ information subject to the same regulatory oversight as on-pack labels
- Strict governance rules for participating companies to provide consistent user experience
- No marketing, advertising or pop-ups allowed
Dozens of CPG companies and retailers committed to participating

26 companies are live now, over 5,000 items
34,000 predicted by the end of 2017
Consumer use of our landing pages is high with no awareness-building or marketing to date

Number of Hershey products in market 2/28/17 with QR codes and live landing pages: ~500

LATEST THREE MONTHS (Dec 1 – Feb 28)

<table>
<thead>
<tr>
<th></th>
<th>Mobile</th>
<th>Tablet</th>
<th>Desktop</th>
<th>TOTAL</th>
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</thead>
<tbody>
<tr>
<td>Sessions</td>
<td>17,436</td>
<td>1,467</td>
<td>1,337</td>
<td>20,240</td>
</tr>
<tr>
<td>Pages viewed per session</td>
<td>1.27</td>
<td>1.39</td>
<td>1.83</td>
<td>1.32</td>
</tr>
<tr>
<td>Avg. session duration (sec)</td>
<td>0:41</td>
<td>1:17</td>
<td>2:59</td>
<td>0:53</td>
</tr>
</tbody>
</table>

Mobile traffic almost all via scanning QR codes

Note: All Hershey IP addresses are filtered out
Sourcemap is the next step in transparency for Hershey

A little about Hershey

Consumer perspective

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Implications
Implications for those in the food business

• Consumer education about nutrition and health needs to continue
  – FDA is helping by re-defining “healthy” and defining “natural”

• Food companies and farmers can do a better job demystifying our food supply chain

• Transparency builds trust, but it has to be the FULL story, not just the positive stories
Thank you!

@debarc
darcoleo@hersheys.com
linkedin.com/in/deboraharcoleo
CocoaAction West Africa Results Framework: What We Measure

**Impact**

A transformed cocoa sector that offers a profitable way of life for professionalized and economically empowered cocoa farmers and their families, while providing a significantly improved quality of life for cocoa-growing communities.

**Cocoa Farmers**

- **Increased Yield**
  - 300,000 farmers
  - 4 of 5 GAPs (including pruning) applied
  - 9% of farm under rehabilitation
  - 25% of farm has fertilizer applied

**Community Empowerment**

- 1,200 communities
  - Increased # of effectively functioning primary schools
  - Increased capability, opportunity, and influence for women
  - Increased child protection, significantly reduced child labor

**Alignment with Governments and Stakeholders**

**What is provided to Farmers**

- Training on GAP
- Greater inclusion of women farmers
- Availability of planting materials
- Availability of fertilizer (adapted based on soil mapping results)

**What is provided to Communities**

- Greater awareness on child protection
- Strengthening of CPCs
- Meeting of educational needs
- Strengthening of SMCs
- Greater gender awareness and participation of women
- Greater capacity of women for IGA

**2020 Outcomes**

**Outputs**

**Activities**

**Farmer Training**

- Child Labor Monitoring and Remediation Systems across supply chains and with communities
- Child Labor Prevention
- Primary Education
- Women’s Empowerment
- Community Driven Development