

# Beyond Chocolate Theory of Change (TOC) Task Force Terms of Reference (TOR)

## **1. Title of the group**

The group shall be called the “Beyond Chocolate Theory of Change (TOC) task force”. A task force is a small group of dedicated experts with high levels of expertise mandated to fulfil a specific and time-bound task.

## **2. Background**

The Beyond Chocolate partnership was signed in 2018 with the aim of making long-lasting improvements to the living conditions of cocoa farmers and their families in the cocoa growing regions that are important for the Belgian industry. Concretely, partners in the initiative aim to close living income gaps for cocoa farmers supplying to the Belgian market by 2030 and to end cocoa related deforestation by 2030.

In 2022, the Beyond Chocolate program underwent an external evaluation by the Royal Tropical Institute (KIT). As part of the evaluation, KIT listed a series of recommendations for Beyond Chocolate to take up in the second phase of the program (2022-2025). A key recommendation was for *“IDH and the Beyond Chocolate partnership to develop a clearer ‘theory of change’ for the partnership’s implementation strategies also including a definition of the Beyond Chocolate sphere of influence and a recognition of the more sensitive topics such as farm gate pricing, value distribution in the chain, etc.”*.

The recommendation to review the Beyond Chocolate Theory of Change relates to the fact little progress has been demonstrated by the partnership in closing living income gaps. Furthermore, since the signing of the Beyond Chocolate partnership in 2018, the context Beyond chocolate is working in has changed significantly. New developments and sustainability initiatives emerged at European level (e.g. the joint work of the National Initiatives on Sustainable Cocoa or ISCOs, the EU legislation on HRDD and imported deforestation, the EU roadmap) and at producing country level (e.g. the introduction of the Living Income Differential, the founding of the Ghana-Côte d’Ivoire Cocoa Initiative - CIGCI, further developments within the Cocoa & Forests Initiative,...). Furthermore, the current economic crisis resulting from COVID and the war in Ukraine is raising the cost of production and living for cocoa farmers and is thus affecting the Beyond Chocolate commitments.

Beyond Chocolate is therefore setting up a task force that will provide clarity on the overall Beyond Chocolate TOC and how all actions relate to each other and together will lead to the desired impact as defined in the Beyond Chocolate program document. Furthermore, Beyond Chocolate states that living income and deforestation targets are a joint responsibility of all stakeholders.

The TOC should therefore provide clarity on roles and responsibilities on both individual and collective level.

The Beyond Chocolate TOC will be used as a strategic framework by the Beyond Chocolate Steering Committee for setting priorities and planning necessary actions. The document will also be used to communicate the added value of the Beyond Chocolate partnership externally.

### **3. Roles & Responsibilities**

#### ***3.1. Role of the TOC task force***

The TOC task force will develop a proposition to the Beyond Chocolate Steering Committee regarding a detailed TOC for the Beyond Chocolate partnership.

#### ***3.2. Activities of the TOC task force***

The TOC task force will develop a proposal that specifies the below points. This proposal will work within the framework of the agreement between IDH and the Belgian Government.

- The outputs and outcomes leading up to the Beyond Chocolate impact goals.
- The spheres of control, influence and concern of the Beyond Chocolate partnership.
- Roles and responsibilities of the different stakeholder groups within Beyond Chocolate related to reaching the Beyond Chocolate impact goals.
- How progress on the impact goals can be attributed to Beyond Chocolate.
- The role of the Beyond Chocolate pilot projects related to reaching the Beyond Chocolate impact goals.
- Assumptions on external conditions and risks that will impact on the overall attainment of the Beyond Chocolate goals.

#### ***3.3. Role of IDH***

IDH will define a clear trajectory related to the reviewal of the Beyond Chocolate Theory of Change and will guide the process.

#### ***3.4. Activities of IDH***

As ‘guardian’ of the process, IDH will take up the following activities:

- Clearly define the TOC requirements.
- Clearly define the objectives of each task force session and ensure these objectives are met.
- Prepare and animate the task force meetings in collaboration with the task force chair.
- Support the task force chair in his/her tasks.
- Ensure the official validation of the TOC proposition.
- Secure ownership of the final Theory of Change within the wider partnership.

#### ***3.5. Role of the task force chair***

The task force chair has end responsibility over the content of the Theory of Change proposition.

#### ***3.6. Activities of the task force chair***

As ‘guardian’ of the content, the task force chair will take up the following activities:

- Prepare the task force meetings together with IDH.
- Moderate the task force meetings.
- Bring together the content delivered by the task force into one coherent proposition.
- Present the proposition in the Beyond Chocolate Steering Committee and General Assembly.

#### **4. Composition of the TOC task force**

The TOC task force shall consist of a group of 4-7 Beyond Chocolate signatories. One of these task force members will function as chair. The task force needs to have a balanced representation of the different stakeholder groups within Beyond Chocolate.

##### **4.1. Process**

The Beyond Chocolate secretariat will publish a call for applicants for the TOC task force as well as for the task force chair. Applications will be reviewed based on the below criteria. The Beyond Chocolate Steering Committee will select 4- 6 applicants for the task force and 1 applicant for the task force chair.

##### **4.2. Selection Criteria**

Applicants must comply with the following selection criteria:

- Applicants need to work for a company or organization that is signatory to the Beyond Chocolate partnership;
- Applicants need to have an active knowledge of the Beyond Chocolate partnership.
- Applicants should have adequate time for attending the meetings (3) and doing preparations between the meetings.
- Applicants with prior experience in developing a Theory of Change will be given priority.

The composition of the task force should represent the different sub sectors represented in the Beyond Chocolate partnership.

#### **5. Frequency & Timeline**

The TOC task force will fulfil a time bound task, convening three times within a period of two months. Each meeting will take 3h maximum and preparatory time a maximum of 2h.

| <b>Date</b>                     | <b>Subject</b>                         | <b>Topic</b>   |
|---------------------------------|--|--|
| <b>February 28<sup>th</sup></b> | Selection task force members and chair | Task force members are selected and receive meeting invites.   |
| <b>March 22<sup>nd</sup></b>    | Task force 1                           | <ul style="list-style-type: none"> <li>- Context analysis.</li> <li>- 2025 and 2030 vision for Beyond Chocolate &amp; gap-analysis.</li> </ul> |

|                                |                                     |  |
|--------------------------------|-------------------------------------|--|
|                                |                                     | <ul style="list-style-type: none"> <li>- Define the sphere of influence of Beyond Chocolate.</li> </ul>  |
| <b>March 29<sup>th</sup></b>   | Task force 2                        | <ul style="list-style-type: none"> <li>- Identifying logical pathways of change: outputs and outcomes leading to impact goals</li> <li>- Specifying responsibilities per stakeholder group.</li> </ul> |
| <b>April 5<sup>th</sup></b>    | Task force 3                        | <ul style="list-style-type: none"> <li>- Specifying preconditions and assumptions on external factors.</li> <li>- Finalizing proposition</li> </ul>  |
| <b>April 24<sup>th</sup></b>   | Beyond Chocolate Steering Committee | Draft proposition TOC discussed and validated  |
| <b>October 17<sup>th</sup></b> | Beyond Chocolate General Assembly   | Presentation reviewed TOC to all Beyond Chocolate partners   |

## **1. Rules of procedure**

### ***a. Consensus***

Business will be conducted by careful and considered deliberation leading to recommendations. Recommendations shall be decided by consensus where possible. Consensus means that after deliberation all members support a particular point of view. Where consensus is not achieved recommendations shall be decided by a simple majority vote of members voting on the question. In the case of a tied vote the person acting as chair shall be entitled to a second or casting vote.

### ***b. Transparency to other signatories***

Outcomes and decisions will be shared with the wider partnership after the last meeting.

### ***c. Reimbursement of expenses***

Participation in the TOC task force is at the expense of its members.