

ISCO 2.0 Approach

Introduction

In their Memorandum of Understanding (MoU), the ISCOs committed to establishing specific workstreams and activities aligned with four strategic pillars. This document provides a detailed elaboration on these workstreams and activities, serving as a framework for their implementation. Each strategic pillar is accompanied by a defined general objective and strategy, along with actionable follow-up steps to ensure effective execution. This comprehensive approach aims to guide the ISCOs in achieving their strategic goals and fostering sustainable development within the cocoa sector.

This document is intended to be a living document, providing strategic direction and guidance to both the ISCO Secretariats and their respective Boards or Steering Committees. Consequently, this document and the proposed timelines are subject to potential revision and modification.

In accordance with the MoU, this document does not constitute a legally binding commitment by any member nor a commitment of funds of any kind. Each stakeholder remains responsible for ensuring full compliance with the principles of the competition law in accordance with the applicable national legal frameworks.

Our four strategic pillars

(a) Monitoring and Accountability

Strengthen accountability of all members in how they contribute to achieving the goals of the different ISCOs, based on the existing ISCO collaboration on monitoring and reporting and going beyond mainly data collection to accelerate progress.

Our new framework includes:

- Clear expectations for **participation and contributions** (i.e. participation in monitoring as well as key moments in the partnership (i.e. meetings, webinars etc.); review / define own strategies and measures to support the goals of the different ISCOs)
- **Transparent reporting, consistent with sector standards** where possible
- Enabling of continuous **learning to adapt strategies**.



- An ISCO aligned structure of **incentives and consequences** for performance, for example through aligned procedures, the production of regular performance reports, etc.

Value for ISCO members: Increased trust, credibility, and motivation among members; robust reporting as a tool for improvement.

(b) Sustainable Procurement Practices

Developing principles for cocoa procurement practices that contribute to living incomes and better management of risks for cocoa producers and integrate them as part of the “smart mix” of living income strategies.

This includes:

- Drafting **principles for cocoa procurement practices that lead to higher incomes and better management of risks** for cocoa producers agreed upon by all ISCOs, and subsequently company actions to put these principles into practice.
- Integrating indicators on procurement practices into our **joint monitoring system** to track progress and hold stakeholders accountable
- Improving the enabling environment for effective implementation of sustainable procurement practices, incl. strategic engagement with **producing and consumer country governments**

Value for ISCO members: A joint understanding of sustainable procurement practices and concrete support for supply chain actors in implementation of procurement principles.

(c) Purposeful Learning Network

Establish a learning network and replace working groups by developing a strategic learning agenda that informs the organisation of joint ISCO meetings, events and other knowledge products.

This agenda will:

- Focus on **topics aimed at** responding to identified needs of stakeholders, ideally **building on each other** throughout the year,
- Feature **diverse speakers**, particularly from cocoa producing countries
- Integrate with existing resources and platforms (e.g., LiCoP) to **avoid duplication**



- Tackle the differences between essential knowledge vs. more technical knowledge needs.

Value for ISCO members: Deeper insight, faster adaptation to challenges, and a learning culture that connects theory and practice — across borders.

(d) Coordinated engagement strategy

Adopt a coordinated engagement strategy so that ISCO representatives engage with key common stakeholders in a uniform way.

Key features include:

- **Identification of key stakeholders** to approach collectively rather than individually
- **Designated ISCO leads** per stakeholder
- Shared **monitoring of interactions**
- Gradual **expansion to other stakeholders** over time

Value for ISCO members: Greater influence through a united voice, reduced duplication, and clearer visibility for the ISCO alliance.



Elaboration on our four strategic pillars

(a) Monitoring and Accountability

How we will work together

Over the past years, the ISCOs have successfully developed a largely harmonized annual monitoring process featuring a joint monitoring tool, aligned monitoring questions, synchronized reporting timelines and collaborative analysis. Building on these achievements, the ISCOs now aim to deepen and expand their collaboration by **moving beyond harmonized monitoring to strengthen accountability**—ensuring that data not only tracks progress but also drives action, increases impact, and reinforces credibility.

Accountability refers to the relationships between the ISCO stakeholders - including businesses, governments, civil society organizations, and standard setting organizations —where stakeholders make their actions and progress on commitments visible towards each other. All stakeholders are held responsible for their **actions which are to contribute towards the progress of the goals of the respective ISCOs**.

The ISCO accountability approach rests on four interlinked components:

- 1) **Contributions and Participation:** All signatories and members proactively participate in the ISCOs and work towards the ISCOs' goals such as by i.e. participation in the monitoring and key moments in the partnership such as meetings, webinars and by defining own strategies and measures to support the goals of the respective ISCOs.
- 2) **Transparency and sector alignment:** Members and signatories communicate about their actions and performance thereby enabling the building of trust, credibility and continuous improvement. Reporting should increasingly be done aligned with international reporting standards and by expanding synergies with other reporting frameworks. Action will be taken to further improve the monitoring data i.e. by providing guidance on data collection methodologies.
- 3) **Assessment, Feedback and Learning:** Continuous measuring and feedback enables improvement and ensures that the ISCOs and their members learn from experiences and adapt strategies accordingly.
- 4) **Incentives, Support and Consequences:** Stakeholders are encouraged and supported to improve continuously. The ISCOs have aligned processes to offer support to members to improve their contributions to the goals of the respective ISCOs and coordinate in cases where challenges arise related to fulfilling membership obligations (i.e. participation in annual monitoring).



Our concrete next steps

Building on these components, the ISCOs have identified the following key priorities related to increased accountability.

Component 2: Transparency and sector alignment

Through annual monitoring data, as well as the GISCO roadmap and DISCO action plan processes, members and signatories already share performance data in relation to the ISCO goals. The monitoring and annual reports—mostly aggregated and anonymized—serve as a means of reporting back to members and the public. Strengthening transparency and robustness of the data is essential for enhancing accountability. At the same time, the ISCOs aim to expand their alignment with other reporting standards and create synergies with existing frameworks (e.g., building on the collaboration with ICI) to help reduce the reporting burden and support the alignment of methods and reporting practices.

To advance accountability and improve data quality, the ISCOs want to prioritize:

- Aligning ISCO's individual accountability processes (for example the GISCO Roadmap and DISCO Action Plan processes) with a particular focus on Living Income to increase impact.
- Explore the option of replacing the current national monitoring reports and the joint ISCO monitoring brief with a single consolidated ISCO Monitoring Report, structured with national chapters. The objective is to enhance the weight and visibility of the publication, foster collaboration across ISCOs, and at the same time acknowledge and reflect national needs, dynamics, and specificities where appropriate.
- Explore the options to more transparently present selected monitoring data in monitoring reports to increase impact and learning by i.e. - in addition to aggregated data - presenting selected, less-sensitive data points individually, anonymized and in a way that does not allow for the identification of individual companies (*develop proposals and present data more transparently though more transparently in the monitoring reports*).
- Enhance data quality and credibility while reducing reporting burden by aligning with other reporting standards and advancing the standardization of data collection methods, i.e. by developing further guidance on data collection and reporting methodologies.
- Explore confidential individual performance reports back to members based on their submitted monitoring data (e.g. including peer comparisons) to facilitate individual learning and improvement (*pilot a member service that – supported by the monitoring tool - shares back individual monitoring data with (selected) members to show their performance over time and in relation to their peers*).

Component 3: Assessment, Feedback and Learning

Closely linked to the above, the collected data should be leveraged more effectively in events, discussion, or focused meetings ([link to Coordinated engagement strategy](#)) in order to foster discussions and increase collective learning ([link to Learning Network](#)). Reviewing the role of the ISCO



Working Group on Monitoring will be an integral part of these discussions, by e.g. harnessing the ISCO Working Group for a sense-making session of the monitoring results (*identify how collected data can best be harnessed in the context of the Learning Network and start implementation*).

Component 4: Incentives, Support and Consequences

To successfully achieve the first three objectives, the ISCOs must foster an environment that encourages members and signatories to share successes, exchange experiences, and engage openly—without fear of punitive consequences. Strengthening support for members to actively and boldly work toward ISCO goals is key.

At the same time, in order to learn and to maintain the ISCOs' credibility, cases where performance falls short of expectations should be addressed confidentially and in an atmosphere of mutual trust. Challenges should be acknowledged constructively, allowing for targeted support and improvement.

As a priority, the ISCOs aim to:

- Work toward an ISCO-aligned and structured approach for engaging with members whose performance needs improvement, ensuring challenges are addressed confidentially and effectively. Sanctions for low performance are not envisaged (*have ISCO aligned procedures in place to support performance of members and address underperformance i.e. as individual feedback to individual members*).
- Using collected data from the monitoring and roadmap/action plan processes to confidentially engage with members, to highlight successes and discuss improvements in cases of challenges (*link to Coordinated engagement strategy and procurement practices*) (*have a joint approach of harnessing data as part of the member engagement / Coordinated engagement strategy*).
- Actively highlight positive examples in monitoring reports (and elsewhere) to reinforce good practices and inspire progress (*for the monitoring reports, more prominently showcase good examples*).

These activities will first be rolled out among selected joint ISCO members on a voluntary basis.



(b) Sustainable Procurement Practices

How we will work together

As outlined in the joint statement that the ISCOs brought out during the World Cocoa Conference in Brussels on 22 April 2024¹, the ISCOs agree that the “smart-mix” of living income strategies to close living income gaps should always include strong service delivery programs, the creation of an enabling environment and sustainable procurement practices. These practices must not be regarded isolated but in the context of market mechanisms like commodity exchange, nationally regulated markets, competition, and standards and premium systems. From the perspective of key consumer countries, we recognise a shared role to foster sustainable procurement practices in cooperation with our members. This area of action has also been pointed out to us by West Africa cocoa producers² as one of their primary concerns. Therefore, we concluded that the five European ISCOs should play an important role in developing principles on cocoa procurement practices that lead to higher incomes and better management of risks for cocoa producers and integrating them as part of the “smart mix”. We also acknowledge that limited traceability constitutes a hurdle for effectively improving living conditions of farmers. The ISCOs therefore aim to improve information flows along the supply chain to enable ISCO members to better share risks and financial investments along cocoa supply chains.

Improved procurement practices will help to create a reliable business case for and provide agency to cocoa producers to grow cocoa sustainably and earn a living income. Combined with other initiatives and strategies aimed at improving farm income levels, the joint adoption of principles on sustainable procurement practices can lead to the necessary impact in reducing the living income gaps in the cocoa sector.

To do this, the ISCOs agree on the following core principles for sustainable cocoa procurement.

- **Cocoa producing households receive adequate remuneration covering the costs for sustainable cocoa production, making it profitable and enabling them to reach a living income.**

All relevant actors in the cocoa sector, including governments, need to assume their responsibility when it comes to enabling farmers to reach a living income. Voices of farmer representatives and cooperatives need to be incorporated, and different aspects of remuneration should be thoroughly assessed and weighed up, when it comes to determining adequate remuneration for farmers.

Companies should consider and assess the living income effects of their cocoa purchases (cocoa volumes and prices paid) as well as other forms of financial contributions, including cash transfers and premium payments when determining adequate remuneration. There needs to

¹ <https://www.idhsustainabletrade.com/uploaded/2024/04/Joint-statement-ISCOs-LI-and-Procurement-Practices-clean.pdf>

² [Declaration from Cocoa Producers’ Summit on Living Income](#), Abidjan, 11 May 2023



be a clear differentiation between financial contributions that directly contribute to farmer incomes versus financial contributions that are used for other purposes, e.g. to cover the cost of compliance.

Origin country governments have an important role in setting national minimum standards for sustainable cocoa production and can contribute by regularly assessing the impact of their interventions and cocoa marketing systems on enabling farmers to reach a living income. Consumer country governments have the responsibility to ensure that their policies and legislation supports the transition of the sector, in dialogue with all relevant stakeholders.

- **Cocoa producers and cooperatives are enabled to better manage risks through longer-term relationships and cooperation agreements with their off takers.**

Provided that the national context allows for it, off-takers build longer-term relationships and provide assurances and relevant information so that cooperatives and cocoa producers can better carry-out forward financial planning. To increase reliability for farmers and cooperatives, risks need to be better distributed and managed along the entire supply chain.

Companies ensure that terms in cooperation agreements are clear to all parties and fairly negotiated, so that cooperatives and farmers have the capability to manage their risks more effectively. Improved payment terms foster more secure and reliable business relationships. If breaches with negotiated agreements occur, cocoa farmers and cooperatives have the right to report on those breaches, so that they can be addressed and remediated, where possible.

The principles together need to be covered in the individual “smart-mix” of living income strategies of the private sector partners in the ISCOs, and by this the adjusted procurement strategy complements the service delivery and enabling environment strategies. The implementation of these principles is a shared responsibility by all actors in the supply chain. How the principles will be implemented can differ between companies and regions, based on local contexts.

Our concrete next steps

To enable ISCO members to implement abovementioned principles, the ISCOs will work collaboratively on the following areas:

- Integrate procurement principles in the ISCO monitoring framework
The ISCOs will develop indicators to measure progress on the procurement principles and integrate them in the ISCO monitoring framework. This will enable the first measurements to start in the 2026 annual ISCO monitoring round.



The indicators will be directly linked with the procurement principles and developed in collaboration with relevant stakeholders through the ISCO Monitoring Working Group to assess what type of indicators are acceptable (in terms of maintaining the right level of transparency and tracking the progress on implementing the procurement principles) and feasible (in terms of compliance guidelines, competition and data availability) to report on by companies.

- Engage with origin and consumer country governments for effective implementation of the procurement principles

The success of sustainable procurement also depends on the enabling environment to implement sustainable procurement practices. Therefore, the ISCOs will engage with origin and consumer country governments as platforms for dialogue and mutual understanding. The ISCOs, origin and consumer country governments have shared ambitions on closing living income gaps of cocoa farmers. Engagement will therefore be done in a spirit of collaboration and will aim to support all stakeholders to make well informed decisions.

With origin country governments, topics that could be addressed are amongst others around creating a better understanding on (farmgate) price setting, the possibilities of implementing sustainable procurement practices within the national legal frameworks, and setting up grievance mechanisms.

With consuming country governments, topics that could be addressed are to better understand how procurement practices could be implemented within the boundaries of competition law (see for example how in GISCO the German Federal Cartel Office examined different types of living income commitments within competition law) and to ensure that policies support the transition in the sector towards the implementation of sustainable procurement practices, incl. the creation of a level-playing field across Europe.

- Involve ISCO member procurement teams more closely

Companies' procurement teams will be involved more closely to facilitate exchange and mutual learning where possible. This will help to identify needs for the teams most engaged in this topic on a daily basis to further develop actions and strategies through the ISCOs. When it comes to discussions at a more strategic level, top management teams will need to be involved.

- Harmonisation of income measurements and impact evaluation of procurement practices

The ISCOs actively promote harmonisation of income measurements and pooling of resources by ISCO members. The Cocoa Household Income Study (CHIS Methodology) and the Living Income Benchmarks (LIB) can be an important resource for companies to conduct evaluations on the impact of their procurement practices on farmer incomes. Based on impact assessments and lessons learnt on the implementation of sustainable procurement practices, principles might be refined in the future and adapted to different local contexts.

Additionally, sharing income-relevant data on cocoa producers and cocoa cultivation increases sectorial transparency and supports evidence-based decision-making. The Cocoa Income Inventory (CII) provides publicly accessible, validated data on cocoa farming household incomes in an aggregated and anonymised format, and will therefore be actively promoted by the ISCOs.

The ISCOs will incorporate the use of CHIS and LIB and the alignment with CII as part of the monitoring and accountability strategic pillar. This includes the creation of a common guidance document provided to all ISCO members.



- Create a learning exchange to support better implementation of procurement principles

As part of the Learning Network, the ISCOs will create a learning exchange that includes (non-exhaustive):

- a) sharing (within the boundaries of competition law) what works and what doesn't in terms of implementing sustainable procurement practices
- b) understanding how investing in improved procurement practices strengthens the business case
- c) create a shared understanding of the different boundaries, possibilities and opportunities to implement procurement practices, especially on what fits within regulatory frameworks in Europe (e.g. competition law) and cocoa producing countries (e.g. cocoa trading system).

This will include the creation of a safe space for a dialogue between various stakeholders in which they can openly address challenges to ensure a more transparent and fairer distribution of risks and value along the entire supply chain.



(c) Purposeful Learning Network

How we will work together

To date, the ISCO's collaboration on learning has largely consisted of ad hoc events and unstructured information sharing. Going forward, we aim to shift towards a more holistic, strategic approach—forming a Purposeful Learning Network grounded in the concrete needs of our members and designed to leverage our collective efforts.

Interviews with key partners reveal a shared aspiration for: (1) Exchanging practical and theoretical knowledge, (2) Stimulating regular interactions to build trust through safe spaces of exchange, (3) Enhancing relationships with partners from the Global South, and (4) Positioning ISCOs as conveners and catalysts in the sustainability sector. This vision requires us to maximize the efficiency and effectiveness, avoid duplication, and build on existing efforts and networks wherever possible—applying the principle of *not reinventing the wheel*.

To ensure we remain relevant and impactful, our learning offer must be lean, flexible, and tailored. Rather than imposing a fixed structure, we will allow space for the agenda to evolve with emerging needs. At the end of each year—beginning in 2025—we will **assess the priorities of both members and beneficiaries**. This assessment will inform not only the thematic direction but also the preferred formats, such as forums, publications, or webinars, helping us co-create a learning agenda that resonates across the network.

This evolving input will feed into two key structures. First is an **ISCO Annual Learning Agenda**, which will be co-designed by platform representatives. This shared plan will define what topics are explored, how often, and who takes which responsibility. While it will provide structure, it will remain open-ended enough to adapt to new developments. Coordination with the other workstreams will be essential to ensure alignment and integration.

Second, we will launch a **set of online and, when useful, on-site exchange formats**.

- a. The core of this effort will be thematic webinars, which ideally build upon each other to deepen understanding over time. **Thematic online sessions** will be concise, typically lasting 60 to 90 minutes, and will highlight concrete experiences, research findings, and innovative approaches—including those emerging from the Global South. These thematic sessions will leverage knowledge within the system, engaging with different actors who have insights and experience to share on specific topics. This format will replace the current working groups. Each platform will take turns organizing these events and all will share them broadly within their own networks. Where appropriate, on-site engagements may complement online exchanges to strengthen relationships and enhance learning.
- b. Secondly, we will organise an introductory course for members on key sustainability topics in the cocoa sector. The **ISCO Essentials Course** is a practical online introduction to sustainability in the cocoa sector. Across four interactive sessions (2 hours each – each organised and



hosted by a different ISCO), participants explore key challenges—deforestation, climate change, living income, human rights, traceability—and discover real-world solutions from partners in producing countries. Designed for professionals new to the topic, the course blends expert inputs, group exercises, case studies, and Q&A to provide both a global overview and local perspectives. Trainers include leading organisations such as Sustainable Food Lab, ISEAL, ICI, UNICEF, and partners from the Global South. Held once a year during calmer periods (Jan–Feb, Jun–Jul, or Nov–Dec), the course will offer an accessible starting point for anyone working with ISCO members across private, public, and non-profit sectors.

Our concrete next steps

a. Thematic online sessions

In 2025, our learning activities will be anchored around showcasing and connecting with existing ISCO 2.0 Approach workstreams:

- **Procurement practices:** a learning exchange that includes best practices on procurement
- **Accountability:** showcase and discuss data collected by ISCOs, as well as learnings of all sorts of experiences. Ensure that the learnings from the ISCO collected data are picked up and harnessed. Includes presentation of collected data as well as joint learning and analysis formats with members.
- **Coordinated engagement strategy:** On top of the members' survey, reach out to key accounts to best understand their needs to be included in the learning agenda.

For 2026 we will enter the new cycle, get together and assess members needs to define a preliminary annual agenda by the end of 2025, which can be adjusted according to emergent needs. It will be jointly decided through which channel these needs will be assessed, e.g. a survey, conversations with key individual and common members, etc.

b. ISCO Essentials Course

To organise the ISCO Essentials Course, the following next steps are envisioned:

- 1 Finalize programme – confirm session themes, objectives, and optional topics.
- 2 Engage partners – secure expert speakers and Global South contributors to work on existing knowledge within the network.
- 3 Prepare facilitation – assign lead facilitator, design exercises, align methodology.
- 4 Set logistics – fix dates and define internal deadlines, define platform.
- 5 Promote & register – draft outreach materials, open registration for ISCO members.



(d) Coordinated engagement strategy

How we will work together

The ISCOs have expressed the willingness to enhance their collaboration as an alliance. As the cocoa ecosystem is composed of multiple international stakeholders, with whom synergies are essential to achieve common sustainability goals, effective communication between ISCOs and these stakeholders is essential to the success of this alliance. Currently, each ISCO interacts individually with those stakeholders at national levels according to their needs without necessarily consulting each other, sometimes creating confusion among them and duplication of effort.

The Coordinated engagement strategy aims to frame a dialogue strategy with the main stakeholders, and mutualize the efforts between ISCOs in order to be more efficient in the stakeholder's engagement toward a more sustainable cocoa supply chain and be more readable externally as an alliance. This workstream does not aim at constituting a common ISCO governance with designated spokesperson(s), nor a common political representation of ISCOs.

To dialogue with international partners in a more coordinated way the ISCOs commit to:

- Define a process that frames interactions with defined and prioritized stakeholders without breaking the dynamics and specificities of each platform which are essential at national levels.
- Set up a monitoring channel / file so that each ISCO can keep abreast of any exchanges (unilateral or collective) with a stakeholder covered by the Coordinated engagement strategy approach.

These actions would enable the ISCOs to achieve a stronger positioning with international stakeholders, while preserving the agility of each ISCO at national level. The benefits would also be to optimize operational ways of working between ISCOs, avoiding duplication of tasks and creating additional manpower to dedicate to other important issues.

The objectives of the Coordinated engagement strategy are as follows:

1. Initially implement the Coordinated engagement strategy with a limited number of stakeholders in order to:
 - Improve the effectiveness of dialogue and engagement with targeted stakeholders to achieve the alliance's objectives.
 - Avoid over-soliciting stakeholders.
 - Avoid duplication of work between ISCOs.
2. Ensure joint management and sharing of ad hoc exchanges between an ISCO and an identified stakeholder

Our concrete next steps



The ISCOs interact with a wide range of stakeholders, including international organizations, European Trade associations, Cocoa producing representatives, European Commission, Multinational companies, Multinational NGO. To test the approach, the ISCOs propose to focus as a first step on a limited number of stakeholders, such as ICCO, CAOBISCO, ECA, CCC, COCOBOD, CIGCI, EU DG INTPA, ISCO CSO Network, or representatives of cocoa producers. These stakeholders will be selected based on the potential level of impact they have if they are properly engaged by the alliance.

The Coordinated engagement strategy approach will progress step by step to move forward efficiently, following key milestones between now and the end of 2025:

- Align on the prioritized international stakeholders and identify the reasons/objectives in engaging with them as an alliance. Both the list of stakeholders and the objectives of the dialogue will be validated with the ISCOs board.
- Validate the main contact within each prioritized stakeholder.
- Define the ISCOs lead secretariat and substitute secretariat for each stakeholder, align on the stakeholder management process and size the workload for each secretariat
- Implement the Coordinated engagement strategy-for the selected stakeholders by initiating contact
- Share continuous updates with other secretariats and ISCO members and consider extending the Coordinated Engagement Strategy it to other stakeholders within the cocoa ecosystem.



How the Organization of ISCO 2.0 shall look like

The effective implementation of the ISCO 2.0 approach depends on an agile and efficient organisation across the currently five national platforms. This requires strengthening coordination at both the strategic and operational levels. All ISCOs commit to allocate adequate staff and budget to core joint activities (e.g. annual monitoring, joint reports), while taking into account the limited resources and specificities of the national platforms. In the following, we delineate the proposed strengthening of the ISCO 2.0 Organisation at both strategic and operational level.

Strategic Level – Annual ISCO Chairs Meeting

Goal: Define common priorities and foster strategic alignment and coordination among all five national platforms.

Composition: The Chairpersons or Presidents of the national platforms. The Chairpersons may decide to invite other representatives from the Boards or Steering Committees to the annual meeting or an additional meeting throughout the year.

Timing: Second half of January/Early February

Mandate:

- Discuss and approve the priorities for the joint annual work plan that complements the national work plans of each individual platform (each Chairperson, supported by its Secretariat, is responsible for the required national consultation).
- Review and, if necessary, adjust the ISCO Approach Paper (relevance, changes, strategic direction).

Operational Level – ISCO Coordination Team

Goal: Ensure the efficient implementation of common priorities and ensure efficient coordination between platforms.

Composition: One representative from each of the five national secretariats.

Mandate:

- Prepare the annual plan (incl. division of roles, responsibilities, resources and financing) for further discussion and approval by the Annual ISCO Chairs meeting
- Implement and monitor progress after approval by the ISCO Chairs meeting



Timing: Hold quarterly ISCO Coordination Meeting meetings to coordinate progress, resources, and address challenges.

Coordination Role:

- Rotating responsibility: Each year, a different secretariat takes on the coordination of the Coordination Team.
- Ad-hoc coordination directly between those responsible in the respective secretariats is possible.



Next steps

The ISCOs will continue to implement and refine the plans and activities outlined in this strategy document. The secretariats of the respective ISCOs will coordinate these efforts and report progress to their Boards and Steering Committees, including the specific next steps detailed under each strategic pillar.

Additionally, the ISCOs will seize the opportunity to organize high-level meetings for ISCO representatives during relevant events such as the ISM Cologne and the Amsterdam Cocoa Week starting in February 2026. These meeting will focus on refining the four strategic pillars and reviewing the progress made and.

