



**INTERNATIONAL
COFFEE
ORGANIZATION**

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International Coffee Council
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19 – 23 September 2016
London, United Kingdom

**Programme of Activities for the
Organization – 2016/17**

Background

The Programme of Activities for coffee year 2016/17 has been prepared bearing in mind that coffee year 2016/17 should be regarded as transitional prior to the approval of the new five-year Action Plan in 2017/18. It was approved by the Council at its 117th Session from 19 to 23 September 2016. It incorporates suggestions received from Members during the third plenary meeting of the Council on Friday, 23 September 2016.

In view of the changes incorporated in this document since the original Programme was presented to the Council on 23 September 2016 (as document [WP-Council 265/16 Rev. 3](#)), the Executive Director would like to invite comments from Members, who are requested to send such comments to the Executive Director no later than the close of business on Friday 11 November 2016.

PROGRAMME OF ACTIVITIES FOR THE ORGANIZATION – 2016/17

Goal 1: Delivering world-class data, analysis and information to inform both policy makers and the industry Objective 1: Providing detailed statistical coverage and preparing reports and studies on the market situation and trends and developments in the coffee sector						
Action Step	Deadline	Results indicator	Results achieved (To be reported 12 months after approval)	Responsible Person	Necessary Resources	Potential Challenges
Collecting and verifying daily quotations on physical and futures markets including daily exchange rates	Daily	Daily publication of coffee prices		Statistics Committee and Statistics Roundtable to provide guidance to the Secretariat		
	Monthly	12 monthly reports on coffee prices				
Preparing monthly trade statistics, quarterly statistical bulletins and annual trade statistics	Monthly	12 monthly trade statistics reports		Executive Director steering the process	Accurate and timely data from Members and other sources	Future updates to the ICO's hardware and software
	Quarterly	4 Quarterly Statistical Bulletins				
	Yearly	1 Annual Trade Statistics report				
Preparing monthly coffee market reports on global production and consumption trends	Monthly	12 monthly market reports		Head of Operations supervising the work carried out by the Economic and Statistics Units	Hardware and software for statistical activities	Obtaining, analysing and processing data from members and non-members
Convening the Statistics Roundtable quarterly to provide expert input to the Secretariat	Quarterly	4 meetings (virtual and in person)		Chief Economist supervising the work on a daily basis of the Economics Unit	Document ICC-116-12: Administrative Budget for 2016/17	Recruiting and training staff required for the preparation of ICO statistical reports
Preparing studies on specific aspects of the world coffee sector and selected country profiles	February 2017 August 2017	2 economic studies		Statistics and Economics Units executing the activities		Training of existing staff in the latest statistical and econometrics software and methods
						Review ICO's future Budgets to determine the required resources for the Statistics and Economics Units

Goal 1: Delivering world-class data, analysis and information to inform both policy makers and the industry Objective 2: Strengthening the ICO's capacity to collect, analyse and interpret data, and deliver policy advice (Strategic Review recommendation)						
Action Step	Deadline	Results indicator	Results achieved (To be reported 12 months after approval)	Responsible Person	Necessary Resources	Potential Challenges
Preparing a timed and costed 5-year strategy for collecting, analysing and disseminating data including aspects such as: (i) Data identification and description (ii) Data architecture and integration (iii) Data storage and technology (iv) Data insight and analysis (v) Data governance, privacy and security (vi) Search for alternative sources of statistics with a view to improving ICO statistical data and broadening coverage of the coffee market (vii) Needs assessment of the Secretariat to determine and address organizational weaknesses within the Economics and Statistics Sections	September 2017	An approved 5-year Data Strategy for the ICO including: (i) IT system architecture for collection, analysis, storage and dissemination of data (ii) Workflow and processes (iii) Review job descriptions and identification of additional human resources (iv) Budget and timeline for implementation		International Coffee Council approving the outcomes of the process Working Group on the Strategic Review providing guidance during the process Executive Director steering the process Head of Operations and Head of Finance and Administration involved at all stages Operations Unit to provide initial input	Query Data Strategy Document ICC-116-12: Administrative Budget for 2016/17 Document ICC-117-15: Report on the Strategic Review	Review the ICO's future Budgets to determine the required resources for the strategy's implementation Obtaining endorsement from the Working Group on Strategic Review Obtaining outside expertise on collection, analysis and dissemination systems NB. The Data Strategy will benefit from the Member and third party engagement strategy in those sections related to timely and accurate provision of data (see Goal 2, Objective 2)

Goal 2: Using the ICO's convening power to provide a forum for dialogue between and within public and private sectors Objective 1: Continue providing a high-level forum for discussion of coffee-related matters						
Action Step	Deadline	Results indicator	Results achieved (To be reported 12 months after approval)	Responsible Person	Necessary Resources	Potential Challenges
Preparing the following meetings and events:						
Council Sessions and other ICO meetings in London	March 2017	Approved ICC Decisions and Reports of the Committees		Executive Director to steer the process; attend and speak at events when appropriate	External experts and speakers	Finding the appropriate person to liaise within Member countries and amongst ICO partners
Council Sessions and other ICO meetings in Côte d'Ivoire	September 2017					
7 th Consultative Forum on Coffee Sector Finance	September 2017	Video recordings of the Forum posted on the ICO website and social media Media coverage		Head of Operations to oversee general organisation of events and meetings; attend and speak at events when appropriate	Document ICC-116-12: Administrative Budget for 2016/17	
Seminars on compliance with the ICO's Rules on Statistics	March 2017 September 2017	Improved compliance with the ICO's Rules on Statistics			Appropriate venues for the meetings/events ICO website	
Coffee sessions in collaboration with SCAE	Ongoing	Video recordings of the Forum posted on the ICO website and social media Media coverage		Secretariat Officer and Communications Officer to provide initial input and attend events when appropriate	Press contacts Social media	
Missions to Member countries	Ongoing	Reports and follow- up actions				

Goal 2: Using the ICO's convening power to provide a forum for dialogue between and within public and private sectors Objective 1: Continue providing a high-level forum for discussion of coffee-related matters						
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Attending the following events:						
UN Conference on Climate Change (COP 22)	December 2016	Approved report and follow-up actions		Executive Director to steer the process; attend and speak at events when appropriate	Document ICC-116-12: Administrative Budget for 2016/17	Review the ICO's future Budgets to determine the required resources to attend these events and meetings Enhance the ICO's visibility at international forums
Coffee Producers' Summit in Colombia	July 2017			Head of Operations to attend and speak at events when appropriate		
National and world coffee events	Ongoing			Operations Unit to provide initial input into the process		

Goal 2: Using the ICO’s convening power to provide a forum for dialogue between and within public and private sectors Objective 2: Seeking to engage with its Members and third parties more effectively and consistently (Strategic Review recommendation)						
Action Step	Deadline	Results indicator	Results achieved (To be reported 12 months after approval)	Responsible Person	Necessary Resources	Potential Challenges
Preparing a 5-year Strategy for Member and third party engagement with a view to obtaining the following outcomes: (i) Member and third parties to have thorough insight and knowledge of the ICO’s activities (ii) Increased value created by the ICO for Members and third parties (iii) Improved Member engagement and attendance between and at regular ICO meetings (iv) Improved Member and third party relationships through: the ICO’s website; dedicated assistance and the ICO’s meetings (v) Improved ICO governance via the committees and Council (vi) Identified partners for collaboration	September 2017	An approved 5-year Strategy for the engagement of the ICO’s Members and third parties containing: (i) Incentives to improve Member engagement (ii) Activities that need to be carried out to improve Member and third party engagement (iii) Review job descriptions and identification of additional human resources (iv) Budget and timeline for implementation (v) Portfolio of high-level events and list of contacts		International Coffee Council approving the outcomes of the process Working Group on the Strategic Review providing guidance during the process Executive Director steering the process Head of Operations and Head of Finance and Administration involved during all stages of the process Operations Unit to provide initial input	Document ICC-117-15: Report on the Strategic Review Document FA-126/16: Draft Terms of Reference for the establishment of partnerships between the ICO and other entities Document ICC-116-12: Administrative Budget for 2016/17	Obtaining endorsement from the Working Group on the Strategic Review Obtaining Members’ active participation and involvement in ICO’s activities, meetings and events Enhance the ICO’s visibility within Members and with the private sector and the coffee community at large Collecting and analysing information on best practices for membership and third party engagement Review the ICO’s future Budgets to determine the required resources for the execution of this strategy

Goal 2: Using the ICO’s convening power to provide a forum for dialogue between and within public and private sectors Objective 2: Seeking to engage with its Members and third parties more effectively and consistently (Strategic Review recommendation)						
Action Step	Deadline	Results indicator	Results achieved (To be reported 12 months after approval)	Responsible Person	Necessary Resources	Potential Challenges
(vii) Identify high-profile forums at which staff can advocate on coffee matters such as coffee and health, gender, climate change, socio-economic issues, quality (viii) Needs assessment of the Secretariat to determine and address organizational weaknesses to allow for stronger Member and third party engagement						

Goal 3: Facilitating the development projects and programmes through public-private partnerships and other means provided that they are sufficiently funded Objective 1: Continuing promotional activities for the International Coffee Day						
Action Step	Deadline	Results indicator	Results achieved (To be reported 12 months after approval)	Responsible Person	Necessary Resources	Potential Challenges
Defining the slogan for the ICD 2017 campaign bearing in mind the following: (i) A year-long focus theme for the sector (ii) How best to promote domestic consumption in both producing and consuming countries	January 2017	Approved slogan for the ICD 2017 campaign		Promotion and Market Development Committee to provide guidance	Document ICC-116-12: Administrative Budget for 2016/17 Document FA-126/16: Draft Terms of Reference for the establishment of partnerships between the ICO and other entities	Review the ICO's future Budgets to determine the resources related to ICD Enhancing the involvement of ICO and PSCB Members
Preparing and implementing social and traditional media strategy and toolkit to allow: (i) Continued use of social media to promote the campaign (ii) Increased press coverage of the day including articles in both the industry specific and the general press about ICD as a true and impactful celebration of coffee	February 2017	Terms of Reference for ICD 2017 including: (i) Social and traditional media strategy and toolkit (ii) Partnership strategy (iii) Timeline and budget		Executive Director steering the process Head of Operations to oversee general organisation of events	Appropriate venue for the ICO event on ICD Temporary staff for ICD ICD website	Continuing the ICO's visibility as the main organiser for ICD Enhancing ICD's visibility as a campaign to promote coffee consumption
Preparing and implementing a partnership strategy to allow: (i) Continued collaboration with national and regional coffee associations	March 2017	Number of events taking place around the world celebrating ICD Number of press articles covering the event		Secretariat Officer and Communications Officer to provide initial input	Press and private sector contacts Social media	

Goal 3: Facilitating the development projects and programmes through public-private partnerships and other means provided that they are sufficiently funded Objective 1: Continuing promotional activities for the International Coffee Day						
Action Step	Deadline	Results indicator	Results achieved (To be reported 12 months after approval)	Responsible Person	Necessary Resources	Potential Challenges
(ii) Continued involvement of small and medium size coffee retailers as promoters of ICD (iii) Increased engagement with large coffee retailers as promoters of ICD						
Preparing ICD 2017 video(s)	July 2017	Views of the ICD video		Promotion and Market Development Committee to provide guidance		Review the ICO's future Budgets to determine the expenses related to ICD Continuing the ICO's visibility as the main organiser for ICD Enhancing the ICD's visibility as a campaign to promote coffee consumption
Preparing ICO event to celebrate ICD 2017	September 2017	Number of participants to the event		Executive Director steering the process Head of Operations to oversee general organisation of events Secretariat Officer and Communications Officer to provide initial input		

Goal 3: Facilitating the development of projects and programmes through public-private partnerships Objective 2: Taking opportunities to collaborate with key public and private actors to align objectives and activities, lead programs where possible, and contribute to others' programs where practical (Strategic Review recommendation)						
Action Step	Deadline	Results indicator	Results achieved (To be reported 12 months after approval)	Responsible Person	Necessary Resources	Potential Challenges
Continuing supervision of projects under implementation, through regular reports, coordination of independent consultants, mid-term and final evaluations and contributions to project results dissemination workshop	Ongoing	Number of projects supervision/evaluation reports		International Coffee Council approving the outcomes of the process Executive Director steering the process Chief Economist carries out the required activities	Document ICC 109-13: Plan for Promotion and Market Development Document ICC 105-16 Rev. 1: Development Strategy for Coffee	Collecting the required information for the preparation on the reports
Developing a 5-year Strategy for Projects with a view to define the ICO's role in this area.	September 2017	An approved 5-year Strategy for Projects containing: (i) Role played by the ICO (ii) Workflow and processes (iii) Review job descriptions and identification of additional human resources (iv) Budget and timeline for implementation		International Coffee Council approving the outcomes of the process Working Group on the Strategic Review providing guidance during the process Executive Director steering the process	Document PJ-107/16: Strategy for Coffee Development Projects Document ICC-117-15: Report on the Strategic Review Document ICC-116-12: Administrative Budget for 2016/17 Document FA-126/16: Draft Terms of Reference for the establishment of partnerships between the ICO and other entities	Obtaining endorsement from the Working Group on Strategic Review Members active participation and involvement Review the ICO's future Budgets to determine the required resources

Goal 3: Facilitating the development of projects and programmes through public-private partnerships Objective 2: Taking opportunities to collaborate with key public and private actors to align objectives and activities, lead programs where possible, and contribute to others' programs where practical (Strategic Review recommendation)						
Action Step	Deadline	Results indicator	Results achieved (To be reported 12 months after approval)	Responsible Person	Necessary Resources	Potential Challenges
				Head of Operations and Head of Finance and Administration involved during all stages of the process Chief Economist to provide initial input	Document ICC-109-13: Plan for Promotion and Market Development Document ICC 105-16 Rev. 1: Development Strategy for Coffee	