



**INTERNATIONAL
COFFEE
ORGANIZATION**

ICC 119-4

20 February 2017
Original: English

E

International Coffee Council
119th Session
13 – 17 March 2017
London, United Kingdom

**Report on the implementation of the
Programme of Activities for the
Organization – 2015/16**

Background

1. This document contains the final report on the implementation of the Programme of Activities for the Organization for coffee year 2015/16.
2. For all activities, an internal assessment on implementation has been made by the Secretariat.
3. In addition to this document, a comprehensive report on the progress of achieving the objectives of the ICA 2007 is presented to all Members on an annual basis in the form of the Annual Review which can be downloaded from the ICO website.

Action

The Council is requested to consider and, if appropriate, to approve this report.

LIST OF ACRONYMS USED IN THIS DOCUMENT

ADB	Asian Development Bank
AFCA	African Fine Coffees Association
AfDB	African Development Bank
ASIC	Association for Science and Information on Coffee
CABI	Centre for Agriculture and Biosciences International
CFC	Common Fund for Commodities
CQP	Coffee Quality-Improvement Programme
EU	European Union
HCP-CEP	Healthcare Professions – Coffee Education Programme
HS	Harmonised System
IACO	Inter-African Coffee Organisation
IADB	Inter-American Development Bank
IARC	International Agency for Research on Cancer
ICA	International Coffee Agreement
ICC	International Coffee Council
ICE	Intercontinental Exchange
ICO	International Coffee Organization
IDH	Sustainable Trade Initiative
ISIC	Institute for Scientific Information on Coffee
LDCs	least developed countries
LSE	London School of Economics
MDGs	Millennium Development Goals
MoU	Memorandum of Understanding
PEA	Project Executing Agency
PSCB	Private Sector Consultative Board
SDGs	Sustainable Development Goals
SMART criteria	Specific, measurable, attainable, relevant and time-bound criteria
USAID	United States Agency for International Development

PROGRAMME OF ACTIVITIES FOR THE ORGANIZATION – 2015/16

STRATEGIC GOALS AND ACTIONS 2015/16 (PLANNED ACTIVITIES)	IMPLEMENTATION
1. FORUM FOR THE DEVELOPMENT OF POLICIES AND SOLUTIONS TO STRENGTHEN THE GLOBAL COFFEE SECTOR	
<p>1. To facilitate consultations on coffee-related issues through regular Council sessions, meetings of ICO advisory bodies and committees, and other relevant meetings and activities, including missions and briefings</p> <p>Planned activities in 2015/16:</p> <ul style="list-style-type: none"> • Supporting ICO meetings including the Council, and ICO bodies and committees as appropriate • Organization of the 6th Forum in 2016 in consultation with the Chairman and Core Group • Preparations for and organization of the 4th World Coffee Conference in 2016 in collaboration with the host country, including consultations with the PSCB and conference task force • Missions to Member countries • Presentations and participation in national and world coffee events • Press briefings during Council sessions and interviews with national and international media to brief them about the ICO and coffee issues <p>Expected outputs:</p> <ul style="list-style-type: none"> • Reports, documents and presentations on coffee-related matters • Consultations, decisions and recommendations by the Council and other ICO bodies on coffee-related issues • Strategic issues affecting the world coffee sector identified • Forum held and results widely disseminated • Draft programme and background papers prepared for 4th Conference, bringing together stakeholders to discuss strategic issues and coordinate actions to address these • Dissemination of information about coffee policies, priorities and activities • Enhanced contacts with Members • Provision of information to national and international media through press releases, interviews and briefings • Annual Review <p>Resources: Regular/travel budget</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Attendance at meetings, conferences, Forum and briefings • Presentations and missions • Press releases, interviews, enquiries • Usage of ICO website and engagement on social media • Media coverage 	<p>Internal assessment: fully implemented</p> <ul style="list-style-type: none"> • The following meetings have been organized: 2 Council Sessions in March and September 2016 attended by around 180 delegates and 2 meetings of each of the following ICO bodies: PSCB, Statistics Committee, Projects Committee, Promotion and Market Development Committee, Finance and Administration Committee and Core Group. There has also been one intersessional meeting of the Finance and Administration Committee. • The 4th World Coffee Conference was held in Addis Ababa on 7 and 8 March 2016. The theme was 'Nurturing Coffee Culture and Diversity'. The two days were split into seven panels with a total of 22 panellists and moderators. There were also parallel events, cultural activities and a coffee exhibition showcasing many local producers. Further details, including videos of the panel discussions can be found on the ICO's website. • The 6th Consultative Forum on Coffee Sector Finance was held on 21 September. The Forum promoted an exchange of views on 'Global Challenges and Co-responsibility in the Coffee Sector'. • The first International Coffee Day took place on 1 October 2015. • The Annual Review for 2014/15 has been published and disseminated electronically. • Two events were held as part of the series 'The Coffee Sessions'. The topics discussed were 'Green coffee defects: How they occur and taste' and 'Taste, Aroma & Flavour in Sensory Performance'. Co-hosted with the Speciality Coffee Association of Europe UK Chapter. • The ICO's monthly report on the coffee market situation has been sent each month to the press. • The Executive Director and senior staff participated at the following events: <ul style="list-style-type: none"> • HOST, 39th International Hospitality Exhibition, Milan, Italy (26 October 2015) – Speech by the Interim Head of Operations. • IV IWCA Convention, Bogota, Colombia (October 2015) – Opening remarks delivered by the Executive Director on gender equality. • IV General Assembly of the Agency for Robusta Coffee of Africa and Madagascar (ACRAM), Lomé, Togo, (27 October 2015) – Opening remarks delivered by the Chief Economist. • 55th General Assembly of the InterAfrican Coffee Organisation and 3rd African Coffee Symposium, Luanda, Angola (23 to 27 November 2015) – The Executive Director

STRATEGIC GOALS AND ACTIONS 2015/16 (PLANNED ACTIVITIES)	IMPLEMENTATION
	<p>gave a speech.</p> <ul style="list-style-type: none"> • Preparatory meetings for the 4th World Coffee Conference, Addis Ababa, Ethiopia (23 – 27 November 2015) – Attended by the Interim Head of Operations. • Global Landscapes Forum entitled ‘The role of agro-ecology in exploring innovative, viable adaptation measures for resilient smallholder coffee landscapes’, Paris, France (5 December 2015) – The Executive Director gave a speech. • The Executive Director met H.E. Mr Juan Orlando Hernández, President of Honduras and H.E. Mr Juan Manuel Santos, President of Colombia, Paris (December 2015). • Side event on coffee and climate, COP21 – hosted by the ICO (7 December 2015) – The Executive Director gave a speech. • 21st Conference of the Parties (COP21) on the United Nations Framework Convention on Climate Change, Paris, France (8 December 2015) – The Executive Director gave a speech. • Meeting in Ankara, Turkey (January 2016) – Head of Finance and Administration. • Preparatory meetings for the 4th World Coffee Conference, Addis Ababa, Ethiopia (25 – 29 January 2016) – Attended by the Chief Economist. • Indian Coffee Festival, India (January 2016) – keynote speech by the Executive Director. • Speciality coffee event, El Salvador (April 2016) – attended by the Executive Director. • Africa Coffee Facility workshop Abidjan, Côte d’Ivoire (May 2016) – attended by the Executive Director and the Chief Economist. • The Senior Economist gave two lectures on coffee economics at the Georg-August-University of Goettingem, Germany (8 and 15 June 2016) as part of a post-graduate course run by the Department of Agricultural Economics. • The Head of Operations undertook a mission to Vietnam to attend the country’s national consultation workshop in the framework of Vision 2020. She also met officials from the Government and attended a meeting of the Vietnamese Coffee Coordination Board. • The Executive Director undertook two missions to Brazil in order to meet high level officials of the Brazilian Government and attend the Santos International Coffee Seminar held in Guarujá.

STRATEGIC GOALS AND ACTIONS 2015/16 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>2. To identify priority issues, emerging concerns and opportunities arising from international and domestic trends, including technological developments, that may affect the coffee economy, and to advise on responses to these issues</p> <p>Planned activities in 2015/16:</p> <ul style="list-style-type: none"> • Invitations to Members to inform the ICO about their national development plans, strategies and initiatives to improve the domestic coffee economy • Preparing country profiles on coffee sector <p>Expected outputs:</p> <ul style="list-style-type: none"> • Information about national development plans, strategies and priorities disseminated • Identification of Members that have strategic plans for the sector, or need assistance to prepare one • Country coffee profiles <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Presentations and/or reports by Members on national coffee policies • Reports, country profiles and relevant studies • Use of ICO website 	<p>Internal assessment: fully implemented</p> <ul style="list-style-type: none"> • The Council agenda includes a regular item on national coffee policies to enable all interested Members to report on their national development plans, strategies and other initiatives. • In March 2016 three Members took advantage of this opportunity: <ul style="list-style-type: none"> • The Technical Advisor to the Coffee and Cocoa Technical Council for Côte d'Ivoire, presented the progress made in implementing the coffee sector rehabilitation programme. • The Vice-Minister of Development, Industry and Trade of Nicaragua informed the Council of the current state of coffee production in Nicaragua. • The Executive Director of the Salvadorian Coffee Council highlighted the progress being made to implement policies to revive coffee production. • In September 2016 statements on national coffee policies were made by the following: <ul style="list-style-type: none"> • The Director General of the Institute of Policy and Strategy for Agriculture and Rural Development (IPSARD) of Vietnam: Vietnam Coffee Sector: Policies and Perspectives • The Executive Secretary of PROMECAFE presented information on their organization. • The Executive Director of the Salvadorian Coffee Council and the Chief Economist presented to the Council in September 2016 the Country Coffee Profile for El Salvador. • Presentations made by Members are available on the ICO Website.

STRATEGIC GOALS AND ACTIONS 2015/16 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>3. To investigate and promote means for achieving equilibrium between supply and demand, as well as fair prices for both producers and consumers</p> <p>Planned activities in 2015/16:</p> <ul style="list-style-type: none"> • Monthly coffee market reports on global production and consumption trends • Presentations, discussions and recommendations by Members on this topic • Encouraging Members to promote domestic coffee consumption as well as production <p>Expected outputs:</p> <ul style="list-style-type: none"> • Reports and presentations on production and consumption trends <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Reports or presentations • 12 monthly coffee market reports 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • 12 monthly coffee market reports on global production and consumption trends have been issued. • The Head of Operations presented data on global coffee production and consumption to the Council in March and September 2016. • All reports and presentations on the coffee market are posted on the ICO website and widely disseminated. • Two annual crop estimates for Brazil have been circulated (documents ED-2214/16 and ED-2218/16). • The ICO Annual Review for 2014/15 included an overview of the coffee market during the current coffee year.

STRATEGIC GOALS AND ACTIONS 2015/16 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>4. To enhance cooperation and communication on coffee policies and actions, including project activities, with appropriate intergovernmental, international, regional and other organizations, as well as with the private sector, the media and the general public</p> <p>Planned activities in 2015/16:</p> <ul style="list-style-type: none"> • Discuss with Members areas of action for projects matching relevant national plans and funding institution priorities • Implementation of an ICO communication strategy to explore cooperation on coffee matters and activities with international development bodies and other institutions, including the private sector • Participation by ICO representatives in meetings and activities of relevant organizations as well as relevant private sector events • Dissemination of ICO policy papers and discussion of ICO reports with other partner institutions • Dissemination of information about food safety legislation and food safety procedures • Participation in international coffee events • Identification, in collaboration with other development agencies, of key areas where coffee can play a major role in poverty eradication • Updating the style and format of ICO publications • Comprehensive redesign of ICO website (migration to Drupal) <p>Expected outputs:</p> <ul style="list-style-type: none"> • Key areas of action for projects identified and matched with donor priorities • Enhanced visibility of ICO activities • Partnerships and MOUs developed with international development bodies • Interventions and submissions to international meetings, increasing awareness of coffee issues • Collaboration on coffee-related activities with other organizations • Missions to relevant organizations and identification of key areas for poverty eradication • Updated coffee map • Enhanced format of ICO publications • Improved format and content of ICO website providing enhanced information on the world coffee sector and ICO activities 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • See Activity 1 for an update on the 4th World Coffee Conference, details of participation by ICO representatives in external meetings and events; and ICO missions. • An ICO blog was created in March 2014. From 1 October 2015 to 30 September 2016, the blog registered around 65,000 page views. • The ICO website is being redesigned to enhance visibility and accessibility of ICO activities. The current ICO website received around 1,100,000 page views between 1 October 2015 and 30 September 2016. • A monthly ICO newsletter was introduced in April 2014 and outreach on social media has been extended to include Instagram, Flickr, Tumblr, Google+, Foursquare and Yelp, in addition to Facebook, Twitter and LinkedIn.

STRATEGIC GOALS AND ACTIONS 2015/16 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Projects matched with donor priorities • Media coverage • Partnerships and MOUs • Events participated in • Publications and reports on food safety • Missions/joint activities/events with partner institutions • Increased downloading of ICO publications • Increased use of the ICO website • New articles/web pages on coffee 	
<p>5. To encourage non-member countries to become Members of the Organization</p> <p>Planned activities in 2015/16:</p> <ul style="list-style-type: none"> • Programme of contacts with representatives of non-members to brief them about benefits of and procedures for membership • Preparation and dissemination of documents and information on membership, including the benefits of membership <p>Expected outputs:</p> <ul style="list-style-type: none"> • Briefings and missions to meet representatives of non-member countries • Progress on expanding membership of the ICA 2007 • Reports and documents on membership <p>Resources: Travel budget</p> <p>Indicators:</p> <ul style="list-style-type: none"> • New Members of the 2007 Agreement • Missions, briefings and reports 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • At 30 September 2016 ICO membership stood at 50 Members (42 exporting Members and 8 importing Members, including the EU with 28 member States). On 16 December 2015 both the Democratic Republic of the Congo and Peru joined the Organization as exporting Members. • The Secretariat continues to assist Lao People’s Democratic Republic, Nepal and the Republic of Korea in the process of becoming Members. • Following the China Coffee Association’s interest in becoming a member of the PSCB, it was nominated as an alternate by the European Union. In 2017 when Members of the PSCB are elected for the following two coffee years, China will be nominated. • The Coffee Association of Canada is a member of the PSCB.

STRATEGIC GOALS AND ACTIONS 2015/16 (PLANNED ACTIVITIES)	IMPLEMENTATION
2. TRANSPARENCY OF THE COFFEE MARKET	
<p>6. To provide detailed statistical coverage of the coffee value chain, including data related to production, consumption, trade, stocks, differentiated coffees, value distribution and evaluation of efficiency</p> <p>Planned activities in 2015/16:</p> <ul style="list-style-type: none"> • Updating software for the ICO statistical database • Compilation of information on coffee with special characteristics, value of shipments and HS codes in the Certificate of Origin as and where implemented by exporting Members • Contacts with trade associations, certification agencies and other bodies for supply of data • Collection of data extracted from Certificates of Origin • Monitoring of grading results on the London and New York futures exchanges • If requested, organisation of statistical workshops in exporting countries to improve compliance with Statistical Rules • Compilation of data on coffee and gender <p>Expected outputs:</p> <ul style="list-style-type: none"> • Information on coffees with special characteristics included in periodic reports • Enhanced provision of statistical information on the coffee value chain • Periodic reports on the implementation of the CQP • Periodic reports on the gradings results for Arabica and Robusta coffees • Quality of coffee improved • Implementation of statistical workshop • Improved compliance with ICO Statistical Rules • Improved statistical data <ul style="list-style-type: none"> • Resources: £40,000 <p>Indicators:</p> <ul style="list-style-type: none"> • Contacts established with other bodies for supply of data • Usage of ICO website • Countries implementing the CQP • Grading results for Arabica and Robusta • Statistical workshops and participants • Countries providing timely and accurate data 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • The Quarterly Statistical Bulletin and Monthly Trade Statistics are delivered electronically. • Data on coffee with special characteristics (Fairtrade, Rainforest, UTZ, etc.) continues to be collected. • The Statistics Committee, at its meeting in September 2016, considered requesting the Secretariat to set up a statistical workshop. Exporting members interested in participating at the workshop are invited to contact the Secretariat. • The Coffee Prices section of the website received around 87,000 page views between 1 October 2015 and 30 September 2016. • The Trade Statistics section of the website received around 41,000 page views between 1 October 2015 and 30 September 2016. • 1 report on grading results for Arabica and Robusta has been published (document SC-63/16). • 1 report on implementation of CQP has been published (document SC-64/16). • 13 countries implemented the CQP (unchanged compared to 2014/15). • Gradings results: a level of 78% pass was recorded by ICE gradings for Arabica coffee, compared to 77% in calendar year 2014. • See Activity 12 for a report on compliance with Statistical Rules

STRATEGIC GOALS AND ACTIONS 2015/16 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>7. To prepare reports and studies on the market situation and trends and developments in the coffee sector, especially with regard to structural conditions in international markets, and long-term and new trends in production and consumption that balance supply and demand</p> <p>Planned activities in 2015/16:</p> <ul style="list-style-type: none"> • Preparation of monthly and quarterly market reports • Preparation of studies on specific aspects of the world coffee sector and selected country profiles • Preparation of additional fact sheets with information on major challenges in the coffee <p>Expected outputs:</p> <ul style="list-style-type: none"> • Reports on the market situation and studies, highlighting developments and trends in the world coffee market and increasing transparency in the world coffee sector • Country profiles with information on national coffee sectors • Fact-sheets providing information on topical issues to inform policy-making <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • 12 monthly market reports • 4 Quarterly market reports • A number of studies • Country profiles • 4 fact sheets 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • The ICO has published the following: <ul style="list-style-type: none"> • 12 monthly reports on the coffee market which identify emerging trends in the global coffee economy for consideration by Members • Guidelines for the preparation of country coffee profiles (WP-Council 264/16) • A study entitled ‘Future coffee farmers – the challenge of generational change in rural areas in African countries’ (ICC-116-4) • A study entitled ‘Assessing the economic sustainability of coffee growing’ (ICC-117-6) • Country Coffee Profile: El Salvador which was presented to the Council in September 2016 (ICC-117-8). • An extended coffee market report and Reader’s Digest of three recent academic studies on coffee were presented to the Statistics Committee in September 2016.

STRATEGIC GOALS AND ACTIONS 2015/16 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>8. To take into account actions related to Article 24 (Removal of obstacles to trade and consumption) in implementing the ICA 2007, including preparing periodical surveys on the effects of tariffs, non-tariff barriers and indirect taxes on coffee consumption and trade</p> <p>Planned activities in 2015/16:</p> <ul style="list-style-type: none"> • Preparation of report on obstacles to trade and consumption <p>Expected outputs:</p> <ul style="list-style-type: none"> • Updated information on tariffs, non-tariff barriers and indirect taxes on coffee consumption and trade <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Reports • Countries providing information on tariffs, non-tariff barriers and indirect taxes on coffee consumption and trade 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • Two countries provided information on actions related to Article 24 (Removal of obstacles to trade and consumption). ICO Members are required to keep the ICO up to date when revisions on this matter take place in their countries (in accordance with the Rules on Statistics).
<p>9. To submit to the Council periodic reports on compliance with Article 27 (Mixtures and substitutes) of the ICA 2007</p> <p>Planned activities in 2015/16:</p> <ul style="list-style-type: none"> • Preparation of report on mixtures and substitutes <p>Expected outputs:</p> <ul style="list-style-type: none"> • Report presented to the Council <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Countries providing information on mixtures and substitutes 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • Two countries provided information on compliance with Article 27 (Mixtures and substitutes).

STRATEGIC GOALS AND ACTIONS 2015/16 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>10. To review and revise, as appropriate, statistical matters related to the ICA 2007, including the Rules on Statistics, the system of indicator prices and conversion factors for types of coffee</p> <p>Planned activities in 2015/16:</p> <ul style="list-style-type: none"> • Collect and verify daily quotation on physical and futures markets including daily exchange rates • Review dissemination policy of data <p>Expected outputs:</p> <ul style="list-style-type: none"> • Daily composite indicator price • Daily weighted average for the four coffee groups • Improved statistical data <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Monthly prices document • Daily posting of indicator prices on the website • Statistical data processed 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • No Member other than the USA has sent information using expanded HS codes in 2015/16. 14 exporting countries have sent information using standardised codes. • 12 monthly prices documents have been published. • Daily indicator prices have been published on the website on 256 days (3,328 records in total). • The Statistics Committee and PSCB reviewed conversion factors for types of coffee at their meetings in March 2016. They remain unchanged. • Revised market shares and group weightings for the Indicator price system were approved by the Council and came into effect on 1 October 2015 (document ICC-105-17 Add. 2). The Statistics Committee will review the system of indicator prices again in March 2017.
<p>11. To promote private-public partnerships to enhance the transparency and reliability of coffee statistics</p> <p>Planned activities in 2015/16:</p> <ul style="list-style-type: none"> • Search for alternative sources of statistics with a view to improving ICO statistical data and broadening coverage of the coffee market • Evaluation of use of DVD providing guidance on compliance with Statistical Rules <p>Expected outputs:</p> <ul style="list-style-type: none"> • Reliable sources of statistics established • Enhanced statistical coverage of the world coffee market • Improved compliance with ICO Statistical Rules • ICO becomes the industry standard for coffee statistics <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Downloads of DVD from website • Countries using DVD • Statistical data processed • Countries providing timely and accurate data 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • The DVD on statistics has been widely disseminated to all Members and is available for viewing on the ICO's YouTube page and on the Statistics section of the ICO website. • See Activity 12 for a report on compliance with Statistical Rules.

STRATEGIC GOALS AND ACTIONS 2015/16 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>12. To continue with the coffee Statistics Roundtable with private sector analysts to revise discrepancies in production, consumption, exports and stocks</p> <p>Planned activities in 2015/16:</p> <ul style="list-style-type: none"> • Continue with quarterly meetings of the coffee Statistics Roundtable with private sector analysts <p>Expected outputs:</p> <ul style="list-style-type: none"> • Improved statistical output • Improved and expanded data on the coffee market <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Statistical reports • Alternative sources of statistics identified • Countries providing timely and accurate data • Roundtable meetings • Improved methodology and final output of statistical data 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • 48 statistical reports and documents have been published as at 30 September 2016, including 12 Monthly Trade Statistics, 4 Quarterly Statistical Bulletins and 12 Monthly Prices. • Strict compliance with Statistical Rules by exporting Members was 59% in September 2016 compared to 60.1% in September 2015. Compliance by importing Members in the same period was 100%. The Statistics Committee reviews compliance by Members at its twice-yearly meetings. • A statistical workshop to enhance Members' compliance will be arranged during the week of the Council Session in September 2017.

STRATEGIC GOALS AND ACTIONS 2015/16 (PLANNED ACTIVITIES)	IMPLEMENTATION
3. COMMUNICATIONS, PUBLIC OUTREACH AND DISSEMINATION OF KNOWLEDGE	
<p>13. To enhance the viability and execution of projects that benefit Members and the world coffee economy by defining coffee development strategies, monitoring project proposals submitted to relevant donors and supervising their implementation</p> <p>Planned activities in 2015/16:</p> <ul style="list-style-type: none"> • Updating ICO procedures for projects in line with priorities of donors • Updating the ICO coffee development strategy as needed • Submission of ICC endorsed project proposals to CFC and other potential donors • Monitoring and supervising the implementation of project proposals funded by donors <p>Expected outputs:</p> <ul style="list-style-type: none"> • Updated project procedures in line with priorities of institutional partners • Updated coffee development strategy • Consideration of project proposals by donors • Effective implementation of coffee development projects <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Revised documents relevant to ICO procedures for the projects cycle • New projects endorsed and funded • Evaluation reports on concluded projects 	<p>Internal assessment: fully implemented</p> <ul style="list-style-type: none"> • In March 2016 the Council endorsed one new project proposal for submission to the CFC under its 7th open call for proposals. (Empowering women and youth to participate in the coffee value chain through partnerships with a coffee roasting company and eco-tourism in Uganda PJ-95/16). The project was approved by the Consultative Committee of the CFC in January 2016. • There are 38 ICO/CFC projects with a total value of US\$100.3 million funded by the CFC and other donors. • The ICO has issued reports on the implementation and supervision of projects funded by donors (see documents PJ-100/16 and PJ-104/16). • The Secretariat is working in partnership with the Inter-African Coffee Organisation and the private sector on the Africa Coffee Facility, an instrument designed to finance coffee development project activities in Africa through the African Development Bank Group (AfDB).

STRATEGIC GOALS AND ACTIONS 2015/16 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>14. To screen project proposals submitted with the support of Members, using consistent mechanisms and external expertise, so as to select proposals that are suitable for potential donors as well as monitoring the implementation and final evaluation of projects</p> <p>Planned activities in 2015/16:</p> <ul style="list-style-type: none"> • Screening of project proposals for submission to the Council • Contributing to design of projects for Members • Identification of resources for developing proposals (e.g. each new proposal should contain suggestions for donors) • Supervision of projects under implementation, through regular reports, coordination of independent consultants, mid-term and final evaluations and contributions to project workshops <p>Expected outputs:</p> <ul style="list-style-type: none"> • New proposals to develop a sustainable coffee sector submitted for approval by the Council • Sound project proposals tailored to specific donors • Donors identified for projects • Effective implementation of projects to improve key areas in the coffee sector <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Proposals screened, revised by the proponents and submitted to the Council for endorsement • New project ideas from Members developed into sound projects for consideration by donors • Projects selected by areas of action matching relevant funding institutions • Projects that have obtained funding • Projects implemented and concluded 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • As at 30 September 2016, the Secretariat has screened one project proposal that was endorsed by the Council in March 2016. Members are invited to suggest donors when submitting their proposals: <ul style="list-style-type: none"> • Empowering women and youth to participate in the coffee value chain through partnerships with a coffee roasting company and eco-tourism in Uganda PJ-95/16. • 6 project reports, mid-term and final evaluations have been published in 2015/16. • In coffee year 2015/16 the ICO supervised 3 projects: <ul style="list-style-type: none"> • Qualitative and quantitative rehabilitation of coffee with the aim of improving living conditions of coffee farmers afflicted and displaced by war in the Democratic Republic of Congo. • Sustainable Credit Guarantee Scheme to promote scaling up of enhanced processing practices in Ethiopia and Rwanda. • Promoting a sustainable coffee sector in Burundi.

STRATEGIC GOALS AND ACTIONS 2015/16 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>15. To seek finance for projects and other activities, such as training courses, that benefit Members and the world coffee economy</p> <p>Planned activities in 2015/16:</p> <ul style="list-style-type: none"> • See Activity 29 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • The Secretariat has consulted Members and third parties regarding their views on the role that the ICO should play in seeking finance for projects and other activities.
<p>16. To strengthen country ownership of projects and encourage the capacity-building of local communities and small-scale farmers</p> <p>Planned activities in 2015/16:</p> <ul style="list-style-type: none"> • Define new proposals jointly with beneficiary countries • Disseminate results of successful CFC/ICO projects to other countries for replication • Coordination with Governments and collaborating agencies to disseminate and expand project results • Continuing inclusion of capacity-building of local communities and small-scale farmers in all coffee development projects (see Activity 6) <p>Expected outputs:</p> <ul style="list-style-type: none"> • Strengthened country ownership of projects • Publication of documents on project results together with coffee authorities (where possible in local languages) • Wide dissemination of project results • Enhanced country ownership and capacity-building <p>Resources: Regular and voluntary contributions</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Reports/materials on project outcomes • Projects with expanded activities in beneficiary countries/replicated in other countries • Countries/producers that benefitted from ICO projects • Use of ICO website 	<p>Internal assessment: fully implemented</p> <ul style="list-style-type: none"> • All new and existing projects contribute to the capacity-building of small-scale farmers and local communities. • 3 projects currently under implementation have a nationally based PEA. • All results of projects are widely circulated in the four official languages of the ICO for dissemination by Members within their countries and are also posted on the ICO website.

STRATEGIC GOALS AND ACTIONS 2015/16 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>17. To encourage greater voluntary technology transfer and technical cooperation, so as to enhance remuneration to producers</p> <p>Planned activities in 2015/16:</p> <ul style="list-style-type: none"> • Encouraging exchanges of information among Member countries on results obtained from successful implemented projects including development of a summary publication of lessons learned from ICO projects • Strengthening the dissemination of project results to Members via dedicated seminars, roundtables and workshops in partnership with existing relevant training/programmes on coffee • Investigation of the use of new technology to enhance access to information • Cooperation with the ABC within the MOU framework <p>Expected outputs:</p> <ul style="list-style-type: none"> • Display of results obtained, and ways to reach them, during the final workshops of each project, and on websites of the ICO and local institutions • Successful project outcomes conveyed to Members more effectively • Cooperation initiated on coffee technology discussion/cooperation with specialised agencies <p>Resources: Regular and donor contributions</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Technology transfer activities promoted by projects implemented • Attendees at seminars, roundtables and workshops on projects dissemination on technology transfer • Projects derived from technologies replicated in producing Member countries • Usage of websites of the ICO and local institutions • Activities carried out within the ABC and the ICO MOU framework 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • All project reports and results are disseminated on the ICO website and the websites of participating PEAs.

STRATEGIC GOALS AND ACTIONS 2015/16 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>18. To promote scientific research and development throughout the coffee chain, including alternative uses for low-quality coffee and by-products of coffee processing, and enhancing existing coffee varieties</p> <p>Planned activities in 2015/16:</p> <ul style="list-style-type: none"> • Reporting on scientific research and project outcomes • Investigating additional sources of funding for basic research projects in the pipeline (see Activity 29) • Continuation of cooperation and exchange of information with ASIC and other relevant institutions • See also Activity 9 • Collaborating with existing coffee research programmes and efforts to support them <p>Expected outputs:</p> <ul style="list-style-type: none"> • Dissemination of information on scientific research and relevant ICO project activities • Sources of finance identified for research projects in the pipeline • Enhanced cooperation and exchange of information on scientific research with other institutions <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Potential donors considering basic research projects/amount of funding secured • Reports and presentations • Relevant specialised conferences and meetings attended • Usage of ICO website 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • The results of past ASIC conferences are available in the ICO Library for consultation by Members. • ASIC and CABI are approved observers to Council Sessions. • Scientifically vetted information on coffee and health issues is regularly posted on the Coffee & Health website and shared on social media. • At its meetings in March and September 2016 the PSCB considered presentations on the new SCAA Coffee Taster’s Flavour Wheel, developed in collaboration with World Coffee Research, the Crop Trust (A global conservation strategy for coffee genetic resources) and a report from ISIC highlighting that the IARC found no clear association between coffee intake and cancer.
<p>19. To develop the role of the ICO as Project Executing Agency in appropriate cases</p>	<p>Internal assessment: not implemented</p> <ul style="list-style-type: none"> • At the Projects Committee meeting in March 2014, Members felt that the ICO should consider carefully its role as PEA as this would require resources.

STRATEGIC GOALS AND ACTIONS 2015/16 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>20. To organize seminars, roundtables and workshops on coffee-related matters, including project results, and disseminate information presented at these events</p> <p>Planned activities in 2015/16:</p> <ul style="list-style-type: none"> • Holding a seminar on a topic to be determined by Members <p>Expected outputs:</p> <ul style="list-style-type: none"> • Terms of reference for the seminar prepared and agreed by Members • Conclusions of seminar presented by the Chairman to the Council • Seminar presentations and reports disseminated on website • Input into development of future coffee policies on seminar topic <p>Resources: £10,000</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Usage of ICO website and viewers on YouTube of live and pre-recorded videos • Paying participants • Revenue generated • Media coverage 	<p>Internal assessment: fully implemented</p> <ul style="list-style-type: none"> • The Secretariat, in conjunction with the Government of Ethiopia, organised the 4th World Coffee Conference which took place in March 2016. • The 6th Consultative Forum on Coffee Sector Finance took place in September 2016.

STRATEGIC GOALS AND ACTIONS 2015/16 (PLANNED ACTIVITIES)	IMPLEMENTATION
4. SUSTAINABLE COFFEE SECTOR	
<p>21. To promote a sustainable coffee sector so as to contribute to the achievement of the Millennium Development Goals, in particular with respect to poverty eradication</p> <p>Planned activities in 2015/16:</p> <ul style="list-style-type: none"> • Engaging with the Vision 2020 task force as a full-time participant, including participating in bi-monthly meetings • Developing a framework for the participation of the ICO, ensuring that the key areas of action of the Organization are fully incorporated within the agenda of the task force • Inclusion of issues related to the MDGs in the preparation and implementation of projects <p>Expected outputs:</p> <ul style="list-style-type: none"> • ICO to be a leading member of the sustainability platform • ICO areas of action incorporated in task force agenda • Increased standards of living of small coffee farmers, particularly in LDCs • Integration of the principles of sustainable development into country policies and programmes <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Task force meetings attended • ICO action areas included in task force agenda • Impact of projects in terms of poverty alleviation 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • The ICO is a partner of ‘Vision 2020 for a sustainable coffee sector’, an initiative developed by the 4C Association and IDH (now Global Coffee Platform) to develop a vision for a global sustainability platform for the coffee sector. • Prior to the 4th World Coffee Conference in Addis Ababa, Ethiopia, the ICO and its Vision 2020 partners held a workshop. • A series of national workshops took place with the aim of defining clear goals for the initiative and a priority agenda for a sustainable coffee sector. The Head of Operations participated at the workshop in Vietnam. The partners for Vision 2020 also plan to offer a unified framework for tracking public and private progress towards the SDGs. • An international stakeholders’ workshop took place at the ICO during the week of the meetings in September 2016. The results of the national workshops were presented and discussed.

STRATEGIC GOALS AND ACTIONS 2015/16 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>22. To disseminate information about economic, environmental and social sustainability, sustainable techniques and practices, and the efficient use of environmental resources throughout the coffee supply chain, including performance indicators and appropriate organizational structures</p> <p>Planned activities in 2015/16:</p> <ul style="list-style-type: none"> • Improvement of information on best practices along the supply chain (including existing certification guidelines) • Continue monitoring implementation and disseminating the results of projects • Collection and dissemination of information on sustainability and its implications for the world coffee sector • Presentations on sustainability issues to Members • Participation in seminars/workshops on sustainable coffee economy <p>Expected outputs:</p> <ul style="list-style-type: none"> • Reports and presentations to the Council and disseminated on the website • Enhanced information and increased awareness about the challenges of adapting to a more sustainable coffee economy, sustainable issues and sustainable practices • Editing and publication of documents on project results • Sharing of lessons learned from projects currently being implemented and concluded projects that successfully addressed environmental and social issues by Member countries that have participated in ICO projects, with other countries <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Presentations and reports • Usage of ICO website • Seminars/workshops attended • Value of activities promoted by Member countries to address environmental and social issues • Activities organised by Member countries to minimize gender-based disparity in the coffee sector 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • The topic of sustainability was widely discussed at the 4th World Coffee Conference particularly during the panels entitled 'Towards a Diverse and Sustainable Coffee Culture' and 'Promoting Gender Equality for a Sustainable Coffee Sector'. • The 6th Consultative Forum, which took place in September 2016, focussed on the economic aspect of sustainability.

STRATEGIC GOALS AND ACTIONS 2015/16 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>23. To disseminate information on the effects of climate change on the coffee sector, in light of the United Nations Framework Convention on Climate Change</p> <p>Planned activities in 2015/16:</p> <ul style="list-style-type: none"> • Seek funding for the assessment of the effects of climate change on the coffee sector • Promoting studies on the impact of climate change on coffee production • Strengthening of the links/develop cooperation with organizations working in the field of climate change <p>Expected outputs:</p> <ul style="list-style-type: none"> • Funding for assessing effects of climate change • Provision and wide dissemination of up-to-date information on climate change • Updated study on coffee and climate change • Input into policies and activities to mitigate the impact of climate change • Dialogue with relevant agencies on climate change and establishment of partnerships <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Amount of funding secured • Studies/reports on this topic • Members with policies/activities to mitigate impact of climate change • Contacts/partnerships established with organizations • Projects that tackle/monitor climate change issues 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • The ICO attended the 21st Conference of the Parties (COP21) on the United Nations Framework Convention on Climate Change in Paris in December 2015 as an official observer. The ICO’s delegation attended the plenary sessions which discussed what would become ‘The Paris Agreement’. • The ICO hosted a side event on coffee and climate change in the Climate Change Generations area at the COP21 which was open to the public. • The Executive Director participated in an event hosted by Hivos at the Global Landscapes Forum entitled ‘The role of agro-ecology in exploring innovative, viable adaptation measures for resilient smallholder coffee landscapes’. More information, including a video of the event, can be found on the Global Landscapes Forum website. • One of the panels at the World Coffee Conference in March 2016 was dedicated to climate change and there was also a parallel event hosted by coffee & climate. • Panel 3 of the 6th Consultative Forum centred on climate change and the challenges faced by the entire coffee value chain.
<p>24. To seek finance for, evaluate and give feedback on project proposals aimed at developing a sustainable coffee sector</p> <p>Planned activities in 2015/16:</p> <ul style="list-style-type: none"> • See Activities 14 and 29 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • See Activities 14 and 29.

STRATEGIC GOALS AND ACTIONS 2015/16 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>25. To improve understanding of market structures, including methods of financing stocks and providing wider access to credit and risk management instruments in producer countries and appropriate for smallholders</p> <p>Planned activities in 2015/16:</p> <ul style="list-style-type: none"> • Inclusion, where appropriate, of risk management and credit access activities in projects sponsored by the ICO • Monitoring implementation of relevant projects, including the ‘Sustainable Credit Guarantee Scheme to promote scaling up of enhanced processing practices in Ethiopia and Rwanda’ • Use of the Forum to promote the exchange of information and possible coordination of activities • Implementing recommendations from the Forum • Development of a strategy to engage private sector institutions with expertise such as banks, investment funds and trading companies to work with the ICO on advancing finance and risk management issues • Disseminating the World Bank/ICO study on risk management in the coffee sector <p>Expected outputs:</p> <ul style="list-style-type: none"> • Expanded knowledge of finance and risk management instruments • Strategy developed and partnerships established with financing and trading organizations • Improved access to credit and risk management tools • Reports and presentations on project implementation facilitating replication of project in other countries <p>Resources: Regular and donor contributions to relevant coffee projects</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Relevant projects successfully concluded and replicated • Presentations/reports disseminated • Private sector institutions working with the ICO on advancing finance and risk management issues • Use of ICO website 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • The 6th Consultative Forum included an exchange of views on ‘Global Challenges and Co-responsibility in the Coffee Sector’. Challenges, which pose threats to the industry as a whole, such as price volatility, decreased farm yields and profitability, were at the forefront of the debate.

STRATEGIC GOALS AND ACTIONS 2015/16 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>26. To develop an action plan to encourage increased consumption and market development under the ICA 2007</p> <p>Planned activities in 2015/16:</p> <ul style="list-style-type: none"> • Implementation of plan to promote consumption and market development approved by the Council (see ICC-109-13) • Promotion of the use of the ICO Blog by the world coffee sector • Preparation for and organization of the International Coffee Day on 1 October 2015, in consultation with the PSCB and Council. • Developing projects to promote domestic consumption • Execution of the ICO/SCAE UK Coffee Education events <p>Expected outputs:</p> <ul style="list-style-type: none"> • Increased use of the ICO Blog, new communities established on issues of interest to the coffee sector, posting of ideas and strategies to promote coffee consumption (through engagement on social media) • Dissemination of scientifically vetted information about coffee and health issues • First International Coffee Day launched, raising awareness of coffee • Projects developed to promote domestic consumption • Increased consumption and improved quality of coffee through promotion initiatives (e.g. ICO/SCAE UK Coffee Education events at the ICO headquarters) <p>Resources: Regular/sponsorship</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Partnerships and collaborations with media and research organizations on publications and online awareness campaigns • Readers and online shares on the ICO Blog • Use of ICO and Coffee and Health websites • Media coverage of International Coffee Day • Programmes/projects developed • Data on global coffee consumption and quality • Dissemination of the positive attributes of coffee 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • The first International Coffee Day was celebrated on 1 October 2015. 67 independent events from 35 countries were submitted to the specially commissioned website. The video created to promote the Day was viewed more than 27,000 times on You Tube. • The Secretariat designed a new ICD logo and started the preparations for the second International Coffee Day around the theme 'For the love of coffee'. • Scientifically vetted information on coffee and health issues is regularly posted on the Coffee & Health website and shared on social media. • Two events were held as part of the series 'The Coffee Sessions'. The topics discussed were 'Green coffee defects: How they occur and taste' and 'Taste, Aroma & Flavour in Sensory Performance'. Co-hosted with the Speciality Coffee Association of Europe UK Chapter.

STRATEGIC GOALS AND ACTIONS 2015/16 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>27. To disseminate, in conjunction with the private sector, information about issues related to coffee and health</p> <p>Planned activities in 2015/16:</p> <ul style="list-style-type: none"> • See Activity 26 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • The PSCB regularly considers issues relating to coffee and health. • The Secretariat is monitoring developments in the IARC review of the carcinogenicity of drinking coffee.
<p>28. To encourage quality assurance measures, including the implementation of quality standards for exported coffee (as provided for in Resolution 420)</p> <p>Planned activities in 2015/16:</p> <ul style="list-style-type: none"> • Enhancing cooperation with the Coffee Quality Institute and other relevant organizations through disseminating and sharing information on quality • Implement recommendations on CQP following discussions by Members • See Activity 6 <p>Expected outputs:</p> <ul style="list-style-type: none"> • Information on quality and national standards widely disseminated • Enhanced participation in the CQP • Quality of coffee improved <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Reports disseminated • Countries implementing national quality standards • Countries implementing the CQP • Grading results for Arabica and Robusta 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • 1 report on grading results for Arabica and Robusta has been published (document SC-63/16). • 1 report on implementation of CQP has been published (document SC-64/16). • 13 countries implemented the CQP (unchanged compared to 2014/15). • Grading results: a level of 78% pass was recorded by ICE gradings for Arabica coffee, compared to 77% in calendar year 2014.

STRATEGIC GOALS AND ACTIONS 2015/16 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>29. To develop a fundraising strategy based on specific, measurable, attainable, relevant and time-bound (SMART) criteria</p> <p>Planned activities in 2015/16:</p> <ul style="list-style-type: none"> • Development and implementation of a fundraising strategy to ensure that appropriate organizations are approached and identify alternative sources of finance for projects • Visiting donor organizations to advocate coffee sector issues • Use of the Forum to identify sources of support for projects, studies and other activities, as well as to promote the exchange of information and possible coordination of activities among the development assistance agencies of Members • Contributing to the achievement of the MDGs <p>Expected outputs:</p> <ul style="list-style-type: none"> • A defined strategy for approaching appropriate organizations for finance for coffee sector projects • Identification of additional sources of support for projects and other activities • Dialogue with donors on including coffee sector priorities in their strategies • Dissemination of information on coffee and cooperation with development assistance agencies • Funding secured for projects to improve livelihoods of producers <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Alternative sources of finance identified • New pledges or contributions from donors for project implementation • Projects funded/total funding for projects • Contacts established/new donor agencies involved • Development agencies including coffee as a priority in their strategies • Usage of ICO website 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • In April 2016 a workshop was organised in Abidjan to discuss the details of the Africa Coffee Facility. • The Secretariat is working in partnership with the InterAfrican Coffee Organisation and the private sector on the Africa Coffee Facility, an instrument designed to finance coffee development project activities in Africa through the African Development Bank Group (AfDB).