

# **8th Meeting of the Working Group on the Future of the International Coffee Agreement**

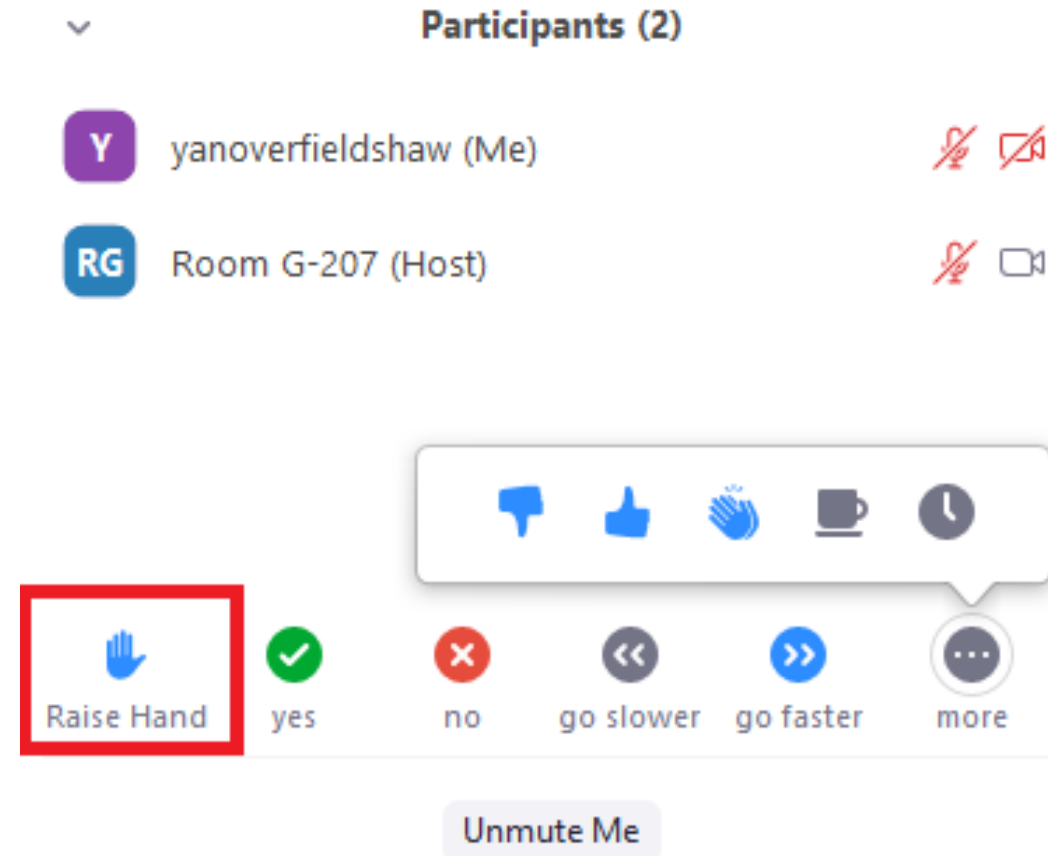
Chair: Ms Stefanie Küng, of  
Switzerland  
Wednesday, 2 September 2020



**INTERNATIONAL  
COFFEE  
ORGANIZATION**

# PROCEDURE ON HOW TO MAKE AN INTERVENTION

1. All Members are on 'mute' accept for the Chair and the Executive Director. This is to reduce noise interruptions during the meeting.
2. If a Member would like to make a verbal intervention, please click on participants and press 'Raise Hand', then the Chair will give you the floor and I will unmute your microphone.
3. When asking a question Members can share their camera if they wish.
4. As a backup option – written questions can also be sent by text to the organizer in the Zoom chat.



# DRAFT AGENDA

Item 1: Draft Agenda – to adopt

Item 2: Report of the 7<sup>th</sup> meeting of the Working Group

Item 3: Communication received from Brazil

Item 4: Future of the International Coffee Agreement

Item 5: Next steps

Item 6: Other business

Item 7: Date of next meeting

# **Item 2. REPORT OF THE 7<sup>th</sup> MEETING OF THE WORKING GROUP (WGFA-40/20)**

# **Item 3. COMMUNICATION RECEIVED FROM BRAZIL (WGFA-42/20)**

# **Item 4. FUTURE OF THE INTERNATIONAL COFFEE AGREEMENT (WGFA-43/20)**

# 4.1 Introduction

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**BACKGROUND:** Request of the Working Group on the Future of the International Coffee Agreement (WGFA) during its 7<sup>th</sup> meeting

**AIMS:**

- Identify suitable models to **integrate private sector** in a revised ICA
- Propose an adaptation of the **most suitable model** so as to formally incorporate the private sector into the work of the ICO
- Present **options to enhance the role of the ICO Secretariat and its operational efficiency**

**ACTION:** Desk research and analysis of the institutional framework, decision-making processes and integration of the private sector in intergovernmental organizations

## 4.2 Assessment and Comparison of Intergovernmental Models

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**United Nations specialized agencies:**  
only ones integrating the private sector

**International  
Telecommunication  
Union (ITU)**

**UN World Tourism  
Organization  
(UNWTO)**

**International Commodity Bodies**

**International  
Coffee  
Organization  
(ICO)**

**International  
Cocoa  
Organization  
(ICCO)**

**International  
Sugar  
Organization  
(ISO)**

**International  
Tropical  
Timber  
Organization  
(ITTO)**

**International  
Grains  
Council (IGC)**

**International  
Cotton  
Advisory  
Committee  
(ICAC)**



## 4.3 Role of Private Sector in Selected International Organizations

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### A. INTERNATIONAL TELECOMMUNICATION UNION (ITU)



- **The International Telecommunication Union is an intergovernmental organization that allows for the participation of the private sector, which also contributes financially to the organization, without compromising its intergovernmental nature**
- **'Sector-specific'**: Within the United Nations family of Specialized Agencies, the ITU has the specific feature of referring to a **specific 'industrial' sector, i.e. telecommunications**. This characteristic makes the ITU close to the ICO in being a 'sector-specific' intergovernmental organization
- **Composition**: Composed of 193 Member States
- **Sector Members**: it allows for the participation of the private sector in the work of the Union as 'Sector Members' (538 Sector Members). These are **Members of a 'Sector'**, i.e. the ITU contains three sectors within its structure: Radiocommunication, Telecommunication Standardization and Telecommunication Development; Sector Members are integrated in the decision-making process at 'sector-level', are **"approved by the Member State concerned"**, and can attend meetings of governing bodies as observers
- **Associates**: entities or organizations that participate in the work of a study group (currently 233). A Sector may decide to admit entities
- **Finances**: **Member States and Sector Members have financial obligations towards the Union**. The ITU establishes a system of classes of contribution (Member States and Sector Members can choose freely from the scale). Associates also have financial obligations towards the Union

## 4.3 Role of Private Sector in Selected International Organizations

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### A. INTERNATIONAL TELECOMMUNICATION UNION (ITU)

#### ○ Practical benefits for Sector Members and Associates:

- By joining ITU, they have the opportunity to influence decisions that will impact their business or organization as well as the broader economy and society
- Network with sector (ICT) regulators, policy-makers and experts from industry and academia
- Contribute to global standards/best practices (incl. your research/patented tech)
- Participate and contribute to Study Groups on emerging issues in the ICT field\*
- Advise governments on ICT strategies and technologies
- Share expertise and access training and specialized seminars
- Get visibility on the international scene
- Participate in global and regional conferences and debates
- Launch innovative public-private partnerships
- Get access to world-leading ICT statistics, studies, databases & Members-only information
- Discounts on ITU publications\*\*

\*Sector Members can take leadership positions in Study Groups whereas academia and Associates can serve as Study Group rapporteurs and editors.

\*\*Members of Academia (163 currently) benefit from an 80% discount on many ITU publications, while Sector Members and Associates receive a 15% discount (In addition, representatives of Academia have the right to participate in all three sectors with an annual reduced fee).

## 4.3 Role of Private Sector in Selected International Organizations

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### B. United Nations World Tourism Organization (UNWTO)



- The **United Nations World Tourism Organization (UNWTO)** is the only other UN specialized agency where private sector members are incorporated in the work of the organization
- **UNWTO Affiliate Members:** The Affiliate Members form an integral part of UNWTO membership. Affiliate Members have the status of Members of the UNWTO in accordance with the Statutes of the UNWTO
- **Organs of the Committee of the Affiliate Members:**
  - a) **Plenary:** All Affiliate Members are represented, and composed of all the membership, each having voice and vote;
  - b) **Board of the Affiliate Members:** This entity acts as an advisory body to the UNWTO Secretary-General, responsible for the alignment of its members to the goals, mission and general programme of work of UNWTO, as well as the design and implementation of the programme of work of the Affiliate Members.

## 4.3 Role of Private Sector in Selected International Organizations

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### C. Selected International Commodity Bodies:

- Some ICBs and their International Agreements recognize the importance of the private sector, essentially **attributing to the private sector a consultative/advisory function**
- ICBs and their governing Agreements **do not consider the private sector as an integral part of the governing, institutional and financial structure**

## 4.3 Role of Private Sector in Selected International Organizations

ICB	Formal set up	Members	Function	Financial obligations	Remarks
ICO	Private Sector Consultative Board (PSCB)	PS Associations	advisory	None	The Coffee Public-Private Task Force established in 2019 but it is not linked to the ICA2007.
ICCO	Consultative Board on the World Cocoa Economy	PS Associations	advisory	None	The World Cocoa Foundation (WCF): to catalyze public-private action to accelerate cocoa sustainability. There is no formal link between the ICCO and the WCF in the current Agreement.
ISO				None	The ISA 1992 contains no mention of the private sector Delegations are encouraged to include representatives/advisers from the PS.
ITTO				None	the ITTA 2006 recognizes "the importance of collaboration among members, international organizations, the private sector & civil society, including indigenous & local communities, and other stakeholders in promoting sustainable forest management".
IGC				None	there is no mention, reference nor inclusion of the PS in the work of the organization. Nevertheless, the annual IGC Grains Conference, which is a public forum for discussion, is conceived as an opportunity to bring international buyers / sellers, industry representatives and policymakers together.
ICAC	<ul style="list-style-type: none"> <li>• Private Sector Advisory Panel (PSAP)</li> <li>• Task Force on Commercial Standardisation of Instrument Testing of Cotton (CSITC)</li> <li>• Expert Panel on Social, Environmental &amp; Economic Performance (SEEP)</li> </ul>	Experts	Three bodies enable the direct involvement of the PS in relation to advisory functions, standardization of testing and sustainability:	self financing	The Rules and Regulations of the ICAC states that the ICAC shall cooperate with other organizations, public or private, national or international. These organizations, as well as non-member governments and the public, may, with the approval of the host Member, be invited to attend sessions of the Advisory Committee (i.e. Plenary).

## 4.3 Recommendations for the New ICA – Private Sector

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### Integrating the private sector into the new ICA with financial implications

To incorporate the private sector (entities or organizations other than Governments) into the ICC as members with financial obligations (ITU model):

- 1. Definition of the ICO:** A definition of the ICO confirming its intergovernmental nature and mentioning how Member States and Sector Members cooperate to fulfil the purposes of the Organization would be advisable
- 2. Objectives of the ICA:** The objectives/purposes of the ICA should be amended to not only provide “a forum for consultations on coffee matters among governments”, as the ICA already does in its Art. 1, but to commit to *“promote and enhance the participation of entities and organizations in the activities of the Organization and foster fruitful cooperation and partnership between them and Member States for the fulfilment of the overall objectives as embodied in the purposes of the Organization”*.
- 3. Definition of Member States and Sector Members:** New ICA to clearly provide a definition of both Member States and Sector Members.

## 4.3 Recommendations for the New ICA – Private Sector

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### Integrating the private sector into the new ICA with financial implications

**4. Rights and obligations:** New ICA to clearly and separately define rights and obligations of both Member States and Sector Members, clearly maintaining the **right to vote reserved only to Member States**

**5. Sectors within the structure of the ICO:** The ICO could consider the possibility of defining different “Sectors” within its structure, and the function, structure and members of each Sector. New ICA to clearly define the function of the “Sector” as acting only in an **advisory capacity, and decisions to be left to the Council as the highest authority of the ICO**. As an alternative, the **Coffee Public-Private Task Force could be associated by applying the ITU Sector model**. In addition, the ICA could also recognize the CEO and Global Leaders Forum as an “interlocutor”

**6. Admission procedure for private sector members:** ICO to consider if it wishes to admit entities and organization from the private sector **only from Member States or also from non-members**. New ICA then to outline an admission procedure for “Sector Members” of the Member State concerned. An **admission procedure for “Sector Members” from non-member states** could also be established.

## 4.3 Recommendations for the New ICA – Private Sector

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### Integrating the private sector into the new ICA with financial implications

**7. Withdrawal/denunciation/exclusion procedure for private sector members:** New ICA to outline a withdrawal/denunciation/exclusion procedure for Sector Members, either voluntary or upon demand of Members; and also to establish consequences of such actions

**8. Associates:** ICO to consider admission of Associates. If so, then the new ICA should include rights and obligations and outline the admission procedure

**9. Financial obligations of private sector:** New ICA to establish financial obligations for the private sector (Sector Members and Associates): payment of contributions and sharing in expenses of meetings and conferences

**10. Classes of contributions:** New ICA could consider establishing classes of contributions, and specify rules and conditions



## 4.3 Recommendations for the New ICA – Private Sector

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### Integrating the private sector into the new ICA with financial implications

**11. Financial Regulations and Financial Rules of the ICO:** ICO to incorporate the necessary provisions into the Financial Regulations and Financial Rules of the ICO in order to include private sector contributions to budget revenues.

**12. Benefits for the private sector:** ICO to revise benefits of joining the Organization so as to attract the private sector and encourage its participation and justify financial contributions to the ICO.

### How to adapt the ITU model to the new ICA

To incorporate the private sector with financial obligations in the revision of the ICA 2007, amendments and provisions would have to be introduced throughout the ICA 2007 and the Financial Regulations and Financial Rules of ICO, where necessary and applicable as demonstrated above, while ensuring the intergovernmental character of the organization is preserved.

## 4.4 Governance Structure, Voting and Budget Formation of ICBs

### A. Governance structure of ICBs

ICB	Date Agreement	Members	Yearly Council meetings	Duration of membership (years)	Admin/ Finance	Stats	Economics	Projects	Promotion/ Marketing	Private Sector	Forum Finance	Market, Consumption & Stats	Sector-specific committees
ICO	2007	49 (27 EU)	2	1									
ICCO	2010	28 (27 EU)	2	2									
ISO	1992	64 (27 EU)	1	2									
IGC	2012	14 (27 EU)	2	2									
ICAC	2017	12 (27 EU)	1	1									
ITTO	2006	47 (27 EU)	1	1									

## 4.4 Governance Structure, Voting and Budget Formation of ICBs

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### B. Voting and budget system of ICBs

- Most ICBs share a similar structure with regards to **distribution of votes**, which are **divided into two groups: producing/exporting and consuming/importing countries**
- Relic of era of market regulation by ICBs
- With few exceptions, **decisions** in ICBs, including ICO, **are taken by consensus**
- Nowadays, commodities such as coffee are defined in terms of **value chains** with relations between a) production and consumption, and b) raw material and value-added product
- **Only the ISO and the ICAC do not make a distinction between exporting/producing countries and importing/consuming countries.** ICAC, in particular, uses average trade, i.e. exports plus imports, to take into account the actual reality of trade flows of the commodity

# 4.4 Governance Structure, Voting and Budget Formation of ICBs

## B. Voting and Budget System of ICBs

ICB	Votes distribution	Votes Exporting/producing members	Voted Importing/consuming members	additional rules
ICO	The <b>exporting Members</b> shall together hold <b>1,000 votes</b> and the <b>importing Members</b> shall together hold <b>1,000 votes</b> ,	<b>Each exporting Member shall have 5 basic votes.</b> The remaining votes shall be divided among all the exporting Members <b>in proportion to the average volume of their respective exports of coffee in the preceding 3 coffee years;</b>	The votes of <b>importing Members</b> shall be distributed among all importing Members <b>in proportion to the average volume of their respective imports of coffee in the preceding 3 coffee years.</b>	No Member shall hold two-thirds or more of the votes in its category
ICCO	The <b>exporting Members</b> shall together hold <b>1,000 votes</b> and the <b>importing Members</b> shall together hold <b>1,000 votes</b> ,	<b>Each exporting Member shall have 5 basic votes.</b> The remaining votes shall be divided among all the exporting Members <b>in proportion to the average volume of their respective exports of cocoa in the preceding 3 cocoa years;</b>	The votes of <b>importing Members</b> shall be distributed among all importing Members <b>in proportion to the average volume of their respective imports of cocoa in the preceding 3 cocoa years.</b>	No Member shall have more than <b>400 votes.</b>
IGC	The <b>exporting members</b> shall together hold <b>1,000 votes</b> , and the <b>importing members</b> shall together hold <b>1,000 votes.</b>	Each member is designated as an <b>importer or exporter</b> on the basis of its <b>average trade in grains, rice and oilseeds.</b> The operations of the Council are financed by annual contributions from its members, which are <b>proportionate to their share of world trade in grains, rice &amp; oilseeds.</b>	Each member is designated as an <b>importer or exporter</b> on the basis of its <b>average trade in grains, rice &amp; oilseeds.</b> The operations of the Council are financed by annual contributions from its members <b>proportionate to their share of world trade in grains, rice &amp; oilseeds.</b>	No member shall hold more than <b>333 votes as an exporting member</b> or more than <b>333 votes as an importing member</b>
ITTO	The <b>producer members</b> shall together hold <b>1,000 votes</b> and the <b>consumer members</b> shall together hold <b>1,000 votes.</b>	<b>Producer members</b> votes: a) <b>400 votes</b> shall be <b>distributed equally among the 3 producing regions of Africa, Asia -Pacific and Latin America &amp; the Caribbean.</b> Within regions votes are distributed equally among the producer members of that region; b) <b>300 votes</b> among the producer members on respective <b>shares of the total tropical forest resources</b> of all producer members; c) <b>300 votes</b> among the producer members <b>in proportion to the average of the values of their respective net exports of tropical timber</b>	The votes of the <b>consumer members</b> shall be distributed as follows: each consumer member shall have <b>10 initial votes</b> ; the remaining votes shall be distributed among the consumer members <b>in proportion to the average volume of their respective net imports of tropical timber</b> during the five-year period commencing six calendar years prior to the distribution of votes	
ISO	Members shall hold a <b>total of 2,000 votes</b>	Votes are distributed as determined <b>on the basis of a composite tonnage calculated for each Member</b> (35 per cent of that Member's exports to the free market plus, 15 per cent of that Member's total exports under special arrangements plus, 35 per cent of that Member's free market imports plus, based on the average of that category for the highest 3 of the 4 last years		No Member shall hold fewer than <b>6 votes.</b>
ICAC	Each Member shall be entitled to 1 vote.	Budget: (1) A basic contribution: <b>40 percent of the total assessments shall be shared equally between Members</b> , and (2) A pro rata contribution: the total of the pro rata contributions shall equal budgetary demands less the sum of the equal contributions. <b>The pro rata contribution shall be assessed on the basis of average trade in raw cotton (exports plus imports) in the four most recent year</b>		The assessment of each Member shall be the sum <b>rounded to the nearest \$100</b>

# 4.4 Governance Structure, Voting and Budget Formation of ICBs

## C. Determination of the budget in ICBs

- In all ICBs, the expenses necessary for the administration of the Agreements are met by **assessed annual contributions** from Members
- Supplemented by income from subscriptions, organization of events, management of projects and provision of other services

## D. Regular vs operational budget

A common scheme in the multilateral system is to split the budget into two categories:

- **Regular Budget**, based on assessed contributions of members
- **Operational Budget**, based on income derived from services rendered, including conferences, publications, voluntary extra-budget contributions by donors and private sector for specific programmes/activities, overhead on services for project development, execution and monitoring/evaluation
- Costs for staff and other resources are shared between the Regular and Operational budget. This adds **flexibility** but also **uncertainty** since the Operational Budget can only be estimated and foreseen expenditures can be realized only when funds are actually available

**If the ITU model is followed, the Regular or Operational budgets could be supported by Sector and Affiliated members**

# EXAMPLE – BUDGET OF THE INTERNATIONAL TELECOMMUNICATION UNION (ITU)

## Contributions from Member States and Sector Members:

- The ITU establishes a system of **classes of contribution**. Each Member State and Sector Member can choose their class of contribution freely. This way, Member States and Sector Members should **pay a sum equivalent to the number of units in the class of contribution they each have chosen**.
- The choice by Member States and Sector Members of their class of contribution for defraying Union expenses should be made freely in accordance to **the scale of classes of contribution and conditions contained in the Convention**.
- Only Member States listed by the United Nations as least developed countries and those determined by the Council may select the 1/8 and 1/16 unit classes of contribution (No. 468A);
- Sector Members may not select a class of contribution lower than 1/2 unit, with the exception of Sector Members of the Telecommunication Development Sector, which may select the 1/4, 1/8 and 1/16 unit classes.

**Table 2**

*Planned Revenue by Source*

CHF(000)

	Actuals 2016-2017	Budget 2018-2019	Estimates 2020	Estimates 2021	Total 2020-2021
<b>A. Assessed contributions</b>					
A.1 Members States' contributions	212 583	212 584	109 293	109 293	218 586
A.2 Sector Members' contributions					
- Radiocommunication Sector	13 025	13 160	6 312	6 312	12 624
- Telecommunication Standardization Sector	12 708	15 240	6 197	6 197	12 394
- Telecommunication Development Sector	3 186	3 350	1 455	1 455	2 910
<i>Total Sector Members</i>	<i>28 920</i>	<i>31 750</i>	<i>13 964</i>	<i>13 964</i>	<i>27 928</i>
A.3 Associates					
- Radiocommunication Sector	435	570	223	223	446
- Telecommunication Standardization Sector	2 675	3 270	1 664	1 664	3 328
- Telecommunication Development Sector	54	70	32	32	64
<i>Total Associates</i>	<i>3 163</i>	<i>3 910</i>	<i>1 919</i>	<i>1 919</i>	<i>3 838</i>
A.4 Academia	605	558	376	376	752
A.5 Members States' contributions to conferences	9				
<b>Total assessed contributions</b>	<b>245 280</b>	<b>248 802</b>	<b>125 552</b>	<b>125 552</b>	<b>251 104</b>
<b>B. Cost recovery</b>					
B.1 Project support cost revenue	1 131	2 750	1 375	1 375	2 750
B.2 Sales of publications	38 588	38 000	19 000	19 000	38 000
B.3 Products and services under cost recovery					
- UIFN	252	1 000	500	500	1 000
- TELECOM	3 000	3 000	1 500	1 500	3 000
- Satellite network filing	28 573	28 000	15 500	15 500	31 000
- Other Cost recovery revenue	196				
<i>Total products and services under cost recovery</i>	<i>32 021</i>	<i>32 000</i>	<i>17 500</i>	<i>17 500</i>	<i>35 000</i>
<b>Total cost recovery</b>	<b>71 740</b>	<b>72 750</b>	<b>37 875</b>	<b>37 875</b>	<b>75 750</b>
C. Revenue from interest	97	600	300	300	600
D. Other revenue	1 649	200	100	100	200
<b>Subtotal</b>	<b>318 766</b>	<b>322 352</b>	<b>163 827</b>	<b>163 827</b>	<b>327 654</b>
E. Withdrawal/Payment from/to the Reserve Account		-1 150			
F. Savings from budget implementation		3 415	3 651	708	4 359
<b>TOTAL</b>	<b>318 766</b>	<b>324 617</b>	<b>167 478</b>	<b>164 535</b>	<b>332 013</b>

# 4.4 Governance Structure, Voting and Budget Formation of ICBs

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## E. Simulation of alternative vote distribution and budget calculation schemes

- Existing division into exporting and importing Members no longer reflects reality of coffee sector and value chain approach.
- The application of alternative schemes for the calculation of votes and/or contributions and comparisons with the existing ICO scheme would require additional research based on the interest of Members
- Moving to a new voting/contribution system will generate “winners” and “losers”, so careful analysis of the implications is required
- Possible model: ICAC

# 4.4 Governance Structure, Voting and Budget Formation of ICBs

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## E. Simulation of alternative vote distribution and budget calculation schemes

- Adaptation of ICAC model to existing ICO structure
- Changes:
  - Single category of membership
  - Contributions based on trade (exports + imports)
  - No 2/3 cap
- “Losers”
  - Exporting Members with significant coffee imports
  - Importing Members with significant coffee re-exports
  - Members that benefit from 2/3 cap
- “Winners”
  - All other Members



# 4.4 Recommendations for the New ICA - Governance

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## Streamlining Governance Structure in a New ICA

Based on analysis of the governance structure of the different ICBs, the current ICO system, with at least two annual meetings of Council and Committees, may be streamlined so as to improve efficiency and reduce costs

### **Council meeting**

- Once a year in September.
- Chair and Vice-chair in office for two years to capitalize on experience.
- If the concept of Sector and Affiliated Members is introduced in the new ICA, using the ITU model, then engagement and participation in the Council of Sector and Affiliated members as observers may be considered.

### **Finance and Administration Committee**

- At least twice a year: Spring (March/April) and September
- Chair and Vice-chair in office for two years to capitalize on experience

# 4.4 Recommendations for the New ICA - Governance

## Streamlining Governance Structure in a New ICA

### **Economics Committee**

- At least twice a year: Spring (March/April) and September
- Chair and Vice-chair in office for two years to capitalize on experience
- Open to Sector and Affiliated members' representatives as observers (as per ITU model)
- In addition to the Statistics, Economics, Projects and Market Development functions, this body could also add more emphasis on standards, conformity assessment and regulations and establish sub-committees/working groups as appropriate

### **Coffee Public-Private Task Force (CPPTF)**

- Regular meetings as needed and one meeting back-to-back with the annual meeting of the Council (September)
- Executive Director is ex-officio Chair
- Representatives of the private sector and of the public sector groups acting as spokespersons could be designated and serve one- or two-year terms
- Open to Sector and Affiliated members as well as development partners and representatives of civil society
- The CPPTF will provide recommendations to the CGLF in addition to the ICC
- The CPPTF will also assume fundraising functions

# 4.4 Recommendations for the New ICA - Governance

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## Streamlining Governance Structure in a New ICA

### Private Sector Consultative Board (PSCB)

- Meets at least once a year back-to-back with the annual meeting of the Council (September)
- Chair and Vice-Chair members of the CPPTF
- Open to Sector and Affiliated members

### World Coffee Conference

- Held every four years
- Chair nominated by the host country and endorsed by Council
- Income generated should be shared with the ICO

### CEO and Global Leader Forum (CGLF)

- Recognized but not regulated by the ICA as a forum of coffee CEOs and global leaders
- Meets at least once a year back-to-back with the annual meeting of the Council (September)
- The CGLF could also be associated with the World Coffee Conference

## 4.4 Recommendations for the New ICA – Voting & Budget

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### Updating the voting and budget systems

The current voting and budget formation systems no longer reflect the reality of the coffee sector. However, moving to a new voting/contribution system will generate winners and losers, so careful analysis of the implications is required. A revised budget structure, composed of Regular (assessed contributions) and Operational (external resources and income) sections may be beneficial. If the new ICA adds Sector and Affiliated members, the overall budget will benefit from co-funding by industry and other coffee stakeholders.

## 4.4 Recommendations for the New ICA - Other

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### A. Integration of a normative function in the ICO mandate

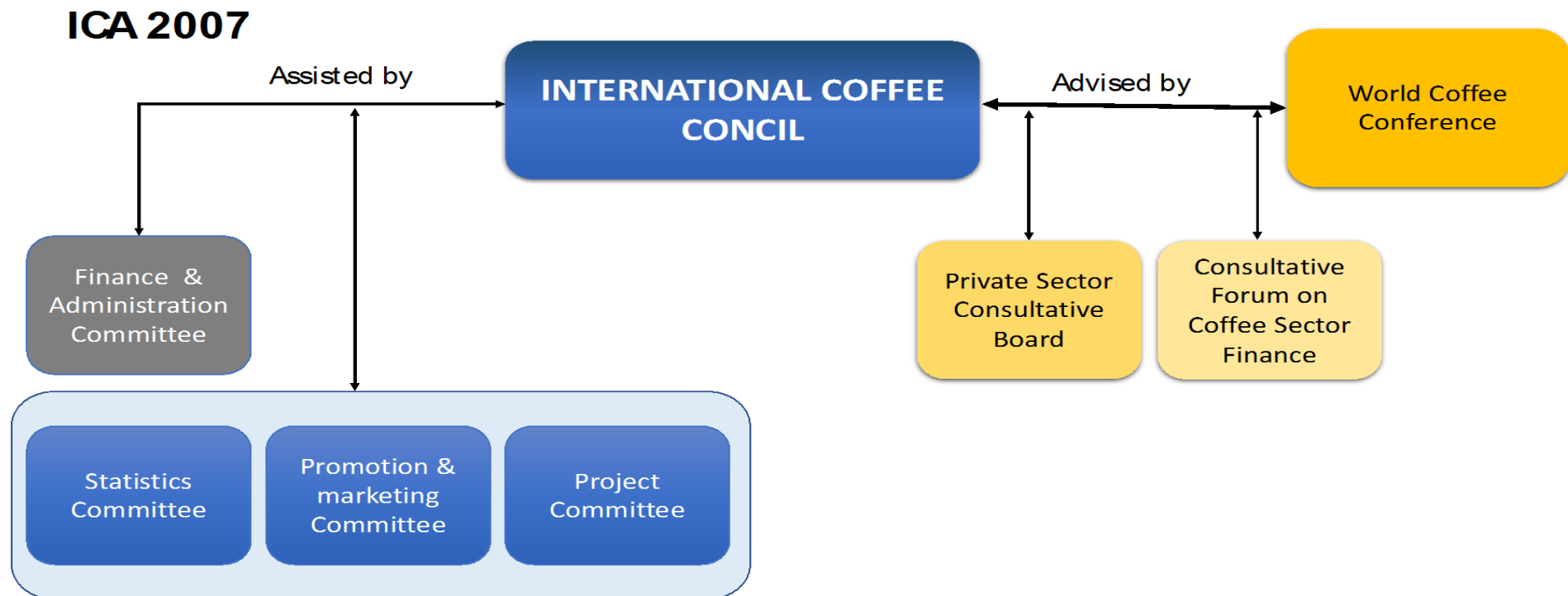
In order to strengthen the ICA and the role of the ICO, a normative function could be added. It could cover:

- Standard setting (see ICAC and ITU model)
- Verification and monitoring
- More functional Certificate of Origin system
- Clearing house/depository for development projects in the coffee sector

### B. Integration of International and regional development partners

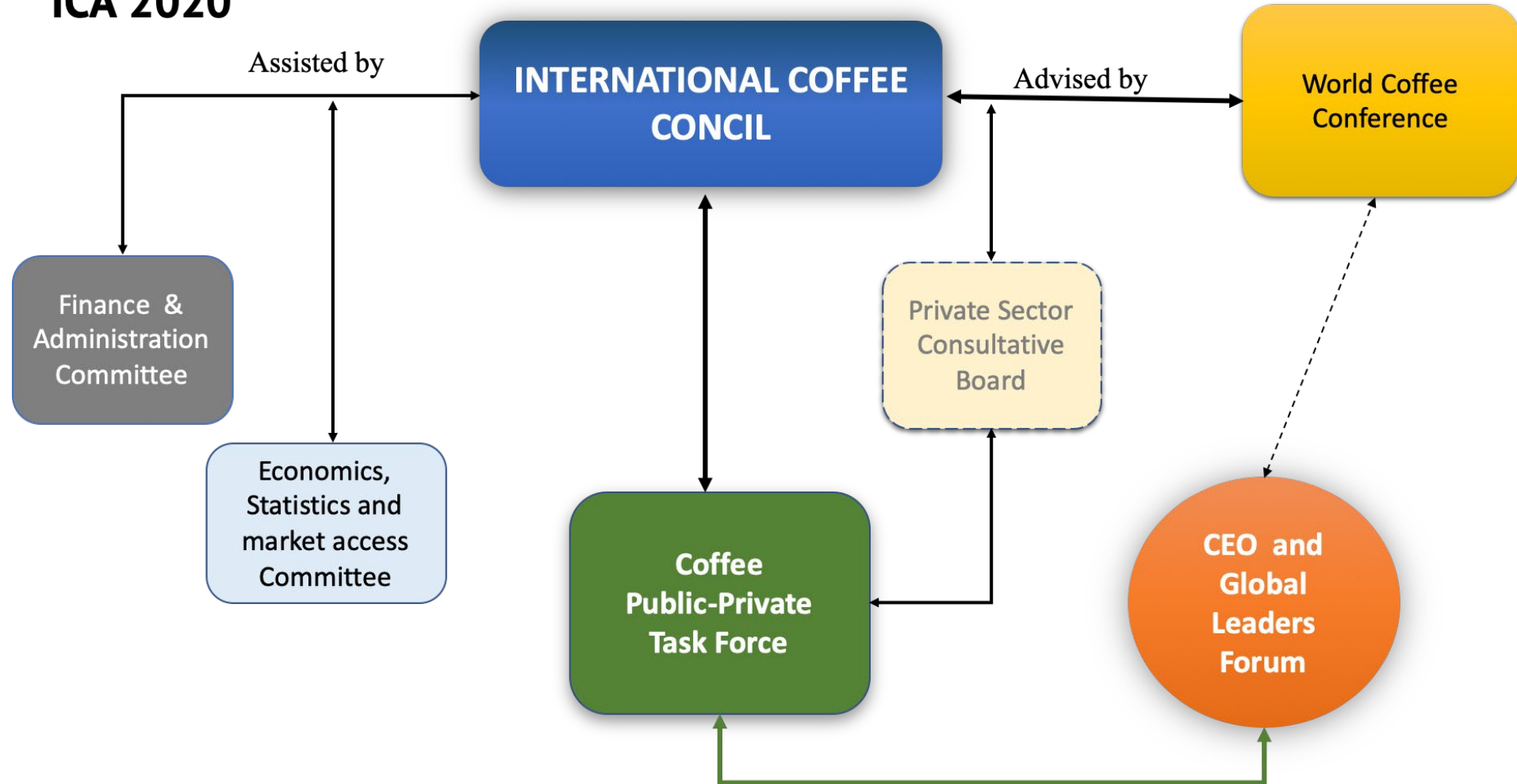
- In line with the Sustainable Development Goals, the ICA should foster partnerships with all coffee stakeholders and with development partners and civil society
- A reference for this could be the International Cocoa Agreement of 2010 on Cooperation with other organizations

## 4.4 Recommendations for the New ICA - Governance



# 4.4 Recommendations for the New ICA - Governance

## ICA 2020



**Item 5. NEXT STEPS**

**Item 6. OTHER BUSINESS**

**Item 7. DATE OF NEXT MEETING**



**THANK YOU!**



**INTERNATIONAL  
COFFEE  
ORGANIZATION**