



INTERNATIONAL COFFEE ORGANIZATION
ORGANIZACIÓN INTERNACIONAL DEL CAFÉ
ORGANIZAÇÃO INTERNACIONAL DO CAFÉ
ORGANISATION INTERNATIONALE DU CAFÉ

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**Programme of activities for the
Organization – 2009/10**

Background

1. This document contains proposals for activities by the Organization for coffee year 2009/10. It has been prepared on the assumption that the 2007 Agreement will enter into force during the next coffee year. The activities are based on the strategic goals and actions in the draft strategic action plan for 2009-2014 (document WP-Council 173/08 Rev. 3), which will be considered by the Council at its 103rd Session in September 2009. The draft programme is subject to further revision in the light of changes to the strategic action plan.
2. Members are invited to make proposals for a seminar or workshop in 2009/10 (Activity 19).
3. An estimate of the costs of specific activities in 2009/10 is given in Annex I. These costs have been incorporated in the draft Administrative Budget for the financial year 2009/10 and do not represent expenditure over and above that contained in the budget proposals. Annex II contains a list of acronyms used in this document.

Action

The Council is requested to consider this document.

PROGRAMME OF ACTIVITIES FOR THE ORGANIZATION – 2009/10

SECTION	STRATEGIC GOALS AND ACTIONS (2009–2014) ¹	2009/10 (PLANNED ACTIVITIES)
	Forum for the development of policies and solutions to strengthen the global coffee sector	
Secretariat	<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 2009/10:</p> <ul style="list-style-type: none"> • Servicing ICO meetings including the Council, Private Sector Consultative Board, Promotion and Market Development Committee, Projects Committee, Finance and Administration Committee, Statistics Committee and others as appropriate • Organization of the Consultative Forum on Coffee Sector Finance in consultation with the Chairman and Steering Committee (see Activity 14) • 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 • Discussion and decisions by the Council on coffee-related issues and recommendations by ICO bodies and committees • Consultative Forum held and results disseminated on website • Information about national coffee policies • Dissemination of information about policies and activities on website • Missions, briefings and interviews • Annual Review <p>Resources: Regular/travel budget</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of meetings, presentations, missions, briefings, interviews, reports and decisions • Usage of ICO website

¹ Strategic goals and actions are taken from the draft strategic action plan for 2009-2014 (document WP-Council 173/08 Rev. 3).

SECTION	STRATEGIC GOALS AND ACTIONS (2009-2014)	2009/10 (PLANNED ACTIVITIES)
Economics/ Secretariat/ Information	<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 2009/10:</p> <ul style="list-style-type: none"> • Monitoring the impact of the economic crisis on the world coffee sector • Preparations for and organization of the 2010 Conference in collaboration with Guatemala, including consultations with the PSCB and Conference task force, preparation and dissemination of background papers and presentations, and press briefings on Conference and outcomes • Surveys of Members • See Activity 7 <p>Expected outputs:</p> <ul style="list-style-type: none"> • Identification of key issues facing the world coffee sector in forthcoming years • World Coffee Conference held, Chairman's report on Conference conclusions presented to Council and disseminated on website together with Conference presentations • Recommendations incorporated in updates of the strategic action plan and other policy documents • Reports and documents <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Summary report of proceedings of Conference and recommendations • Number of participants • Use of ICO website • Reports
Economics	<p>3. To review means for achieving equilibrium between supply and demand, as well as fair prices for both producers and consumers</p>	<p>Planned activities in 2009/10:</p> <ul style="list-style-type: none"> • Evaluation of ongoing programmes (Coffee Quality-Improvement Programme, coffee and health initiatives, programmes funded by the Promotion Fund and project activities) • See also Activities 24, 25, 26 and 27 <p>Expected outputs:</p> <ul style="list-style-type: none"> • Reports on market trends • Progress reports and presentations • Recommendations incorporated in updates of the strategic action plan and other policy documents • Annual Review <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of recommendations, progress reports and presentations

SECTION	STRATEGIC GOALS AND ACTIONS (2009-2014)	2009/10 (PLANNED ACTIVITIES)
Executive Director/ Economics/ Secretariat	<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</p>	<p>Planned activities in 2009/10:</p> <ul style="list-style-type: none"> • To explore cooperation on coffee matters and activities with FAO, UNEP, ITC, international development banks and other organizations • Participation by ICO representatives in meetings and activities of other organizations including IACO, CFC, Codex Alimentarius and the annual meeting of ICBs • Encouragement of participation by appropriate intergovernmental, international, regional and other organizations in ICO meetings and events • Dissemination of policy papers and reports to other organizations • Dissemination of information about food safety legislation and food safety procedures • See also Activities 1 and 14 <p>Expected outputs:</p> <ul style="list-style-type: none"> • Interventions and submissions to international meetings • Development of activities in collaboration with other organizations, including UNEP and FAO • Updated information on food safety issues affecting the coffee sector • Missions to relevant organizations <p>Resources: £4,000</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of events participated in • Memoranda of Understanding • Publications and reports • Number of joint activities
Executive Director/ Secretariat	<p>5. To encourage non-member countries to become Members of the Organization</p>	<p>Planned activities in 2009/10:</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 <p>Expected outputs:</p> <ul style="list-style-type: none"> • Reports and documents on membership • Contacts, missions and briefings • Progress on expanding membership of the ICA 2007 <p>Resources: Travel budget</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of new Members of the 2007 Agreement

SECTION	STRATEGIC GOALS AND ACTIONS (2009-2014)	2009/10 (PLANNED ACTIVITIES)
Market transparency		
Economics/ Statistics	<p>6. To provide detailed statistical coverage of the coffee value chain, including issues related to production, consumption, trade, stocks, differentiated coffees, value distribution and evaluation of efficiency</p>	<p>Planned activities in 2009/10:</p> <ul style="list-style-type: none"> • Collection of additional information on coffee with special characteristics, value of shipments and HS codes in the new Certificate of Origin once it is implemented by exporting Members • Contacts with certification agencies and other bodies for supply of data • Upgrading of statistical software • See also Activity 7 <p>Expected outputs:</p> <ul style="list-style-type: none"> • Expanded statistical information on the coffee value chain • Increased information on markets for coffees with special characteristics included in regular ICO publications and special reports • Installation of improved statistical software <p>Resources: £3,000</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Report on markets for differentiated coffee • Usage of ICO website
Economics/ Information	<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 2009/10:</p> <ul style="list-style-type: none"> • Preparation of monthly reports on the coffee market situation • Preparation of five studies on specific aspects of the world coffee sector: <ul style="list-style-type: none"> – Employment generated by the coffee sector worldwide – Market for differentiated coffee – Coffee consumption patterns in selected importing countries – Comparative analysis of retail prices of coffee – Cyclical patterns of coffee production • Preparation of a series of fact sheets with information on topical issues • Maintenance of an area of the ICO website containing concise coffee profiles for all Member countries <p>Expected outputs:</p> <ul style="list-style-type: none"> • Increased transparency of the world coffee sector • Reports on the market situation and studies • Coffee sector profiles for all Member countries regularly updated • Fact-sheets on topical issues <p>Resources: £1,500</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of monthly market reports • Number of studies • Number of fact-sheets

SECTION	STRATEGIC GOALS AND ACTIONS (2009-2014)	2009/10 (PLANNED ACTIVITIES)
Economics	<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 2009/10:</p> <ul style="list-style-type: none"> • Preparation of report on obstacles to trade and consumption • Gathering of information on tariffs, non-tariff barriers and indirect taxes with a view to circulating a report on 2010/11 <p>Expected outputs:</p> <ul style="list-style-type: none"> • Report on obstacles to trade and consumption presented to the Council in September 2010 • Report on tariffs, non-tariff barriers, etc. to be circulated in 2010/11 <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of reports
Operations	<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 2009/10:</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 in September 2010 <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Report
Statistics	<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 2009/10:</p> <ul style="list-style-type: none"> • Implementation of decision by the Council on conversion factors and changes to the ICO statistical database, as appropriate • Implementation of the recommendation by the Council on new market shares and group weightings for the calculation of the ICO composite and group indicator prices • To hold a meeting of agents responsible for the collection of information relating to coffee prices on the markets • Review of the system of indicator prices during regular meetings of the Statistics Committee <p>Expected outputs:</p> <ul style="list-style-type: none"> • Revised conversion factors for types of coffee • Recommendations for improving indicator prices <p>Resources: £4,000</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Reports and statistics using new conversion factors • Monthly prices document • Daily posting of indicator prices on the website • New procedures for the collection, transmission, calculation and publication of indicator prices

SECTION	STRATEGIC GOALS AND ACTIONS (2009-2014)	2009/10 (PLANNED ACTIVITIES)
Operations/ Statistics	<p>11. To promote private-public partnerships to enhance the transparency and reliability of coffee statistics</p>	<p>Planned activities in 2009/10:</p> <ul style="list-style-type: none"> • Organization of field visits to selected Member countries to clarify issues of compliance with Statistical Rules • Investigation of alternative sources of statistics with a view to improving Members' compliance with Statistical Rules and broadening coverage of the coffee market <p>Expected outputs:</p> <ul style="list-style-type: none"> • Improved statistical coverage of the world coffee market • Improved compliance with ICO Statistical Rules <p>Resources: £4,500</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Statistical reports • Compliance with ICO Statistical Rules
Development and dissemination of knowledge		
Economics	<p>12. To sponsor projects that benefit Members and the world coffee economy by defining coffee development strategies, monitoring project proposals for submission to relevant donors and supervising their implementation</p>	<p>Planned activities in 2009/10:</p> <ul style="list-style-type: none"> • Implementation of the revised coffee development strategy once this has been approved by the Council • Submission of project proposals to donors • Supervision of projects under implementation, through regular reports, coordination of independent consultants, mid-term and final evaluations and contributions to project workshops (see also Activity 15) <p>Expected outputs:</p> <ul style="list-style-type: none"> • Consideration of project proposals by donors • Reports on implementation of projects to the Council <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of project proposals approved by the Council and other donors • Number of projects implemented and concluded
Economics	<p>13. To screen project proposals submitted with the support of Members, using consistent mechanisms and involving experts from Members, so as to select proposals that are suitable for potential donors</p>	<p>Planned activities in 2009/10:</p> <ul style="list-style-type: none"> • Screening of project proposals by the Projects Committee for submission to the Council <p>Expected outputs:</p> <ul style="list-style-type: none"> • New project proposals submitted for approval by the Council <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of proposals screened by the Projects Committee, revised by the proponents and submitted to the Council for approval

SECTION	STRATEGIC GOALS AND ACTIONS (2009-2014)	2009/10 (PLANNED ACTIVITIES)
Executive Director/ Economics	14. To seek finance for projects and other activities, such as training courses, that benefit Members and the world coffee economy	<p>Planned activities in 2009/10:</p> <ul style="list-style-type: none"> • Use of the Consultative Forum on Coffee Sector Finance 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 • See also Activity 4 <p>Expected outputs:</p> <ul style="list-style-type: none"> • Identification of additional sources of support for projects • Funding secured for projects • Dissemination of Forum outcomes on website <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Meetings of the Forum • Number of projects approved • Number of new donor agencies involved • Usage of ICO website
Economics	15. To strengthen country ownership of projects and encourage the capacity-building of local communities and small-scale farmers	<p>Planned activities in 2009/10:</p> <ul style="list-style-type: none"> • Coordination with Governments, PEAs and collaborating agencies on project implementation and follow-up • Continuing inclusion of capacity-building of local communities and small-scale farmers in all coffee development projects (see Activity 12) <p>Expected outputs:</p> <ul style="list-style-type: none"> • Increase in counterpart contributions in projects approved by the Council • Expansion of project activities in beneficiary countries after successful project conclusion • Replication of best practices of concluded projects to increased numbers of coffee growers <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of projects approved • Number of projects with expanded activities in beneficiary countries • Number of activities generated by project after completion

SECTION	STRATEGIC GOALS AND ACTIONS (2009-2014)	2009/10 (PLANNED ACTIVITIES)
Economics	16. To encourage greater technology transfer and technical cooperation, particularly among producing countries, so as to enhance remuneration to producers	<p>Planned activities in 2009/10:</p> <ul style="list-style-type: none"> • Encouragement of exchanges of information among Member countries on results obtained from successful implemented projects <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 <p>Resources: Regular/Projects budget</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of projects up-scaled by direct beneficiary countries • Number of projects replicated in other countries • Usage of websites of the ICO and local institutions
Economics/ Information	17. 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>Planned activities in 2009/10:</p> <ul style="list-style-type: none"> • Publication of project reports • Regular updating of the ICO webpage on projects • To prepare a display of ICO project materials for the 20th Anniversary Seminar and meeting of the Governing Council of the CFC in December 2009 <p>Expected outputs:</p> <ul style="list-style-type: none"> • Dissemination of information on ICO project activities <p>Resources: £4,000</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of reports published
Economics	18. To develop the role of the ICO as Project Executing Agency in appropriate cases	<p>Planned activities in 2009/10:</p> <ul style="list-style-type: none"> • The role of the ICO as a Project Executing Agency (PEA) for coffee development projects will be considered on a case by case basis as appropriate <p>Expected outputs:</p> <ul style="list-style-type: none"> • Strengthened capacity of the ICO to coordinate project implementation and feasibility studies <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of projects or feasibility studies with ICO as PEA

SECTION	STRATEGIC GOALS AND ACTIONS (2009-2014)	2009/10 (PLANNED ACTIVITIES)
Secretariat	<p>19. To organize seminars, round-tables and workshops on coffee-related matters, including project results, and disseminate information presented at these events</p>	<p>Planned activities in 2009/10:</p> <ul style="list-style-type: none"> • Holding a seminar on a topic to be agreed by Members during coffee year 2008/09 <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"> • Attendance at seminar • Usage of ICO website
Sustainable coffee sector		
Economics	<p>20. 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 2009/10:</p> <ul style="list-style-type: none"> • Identification, in collaboration with other development agencies, of key areas where coffee can play a major role in poverty eradication • Inclusion of issues related to the Millennium Development Goals in the preparation and implementation of projects • See also Activities 2, 4, 19 and 23 <p>Expected outputs:</p> <ul style="list-style-type: none"> • 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"> • Number of LDCs involved in project activities • Results of projects • Number of Member countries with a defined environmental policy for the coffee sector

SECTION	STRATEGIC GOALS AND ACTIONS (2009-2014)	2009/10 (PLANNED ACTIVITIES)
Economics/ Information	<p>21. To disseminate information about 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 2009/10:</p> <ul style="list-style-type: none"> • Collection and dissemination of information on sustainability and its implications for the world coffee sector. • Presentations on sustainability issues to Members • See also Activities 2 and 23 <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 <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of presentations • Number of workshops for the dissemination of project results • Number of reports • Usage of ICO website
Economics/ Information	<p>22. To disseminate information on the effects of climate change on the coffee sector, in the light of the United Nations Framework Convention on Climate Change and other relevant actions</p>	<p>Planned activities in 2009/10:</p> <ul style="list-style-type: none"> • Compilation and dissemination of information on climate change and its impact on the coffee sector • See also Activity 2 <p>Expected outputs:</p> <ul style="list-style-type: none"> • Provision of up-to-date information on the consequences of climate change for the sector, facilitating the process of adaptation to future challenges and mitigation of negative effects of climate change <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Publication of report • Presentations on the effects of climate change on coffee

SECTION	STRATEGIC GOALS AND ACTIONS (2009-2014)	2009/10 (PLANNED ACTIVITIES)
Economics	<p>23. To seek finance for, evaluate and give feedback on project proposals aimed at developing a sustainable coffee sector</p>	<p>Planned activities in 2009/10:</p> <ul style="list-style-type: none"> • Examination, in conjunction with other development agencies, of the best options for promoting the sustainable management of coffee resources and processing • Exploration of synergies with international initiatives for the sustainable management of natural resources • See also Activities 4, 20 and 21 <p>Expected outputs:</p> <ul style="list-style-type: none"> • Inclusion of the principles of sustainable development in project activities <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of new projects containing, where appropriate, social and environmental risk assessment • Number of relevant projects approved
Economics	<p>24. To improve market structures, including wider access to credit and risk management instruments appropriate for smallholders</p>	<p>Planned activities in 2009/10:</p> <ul style="list-style-type: none"> • Inclusion, where appropriate, of risk management and credit access activities in new projects supported by the ICO • Evaluation of methods to improve risk management and access to credit by the Consultative Forum on Coffee Sector Finance <p>Expected outputs:</p> <ul style="list-style-type: none"> • Expanded knowledge and use of finance and risk management instruments <p>Resources: CFC budget for coffee projects</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of projects successfully concluded and replicated • Proposals made by the Consultative Forum on Coffee Sector Finance
Operations	<p>25. To develop an action plan to encourage increased consumption and market development under the ICA 2007</p>	<p>Planned activities in 2009/10:</p> <ul style="list-style-type: none"> • Preparation of a strategy to increase consumption and market development for consideration by the Promotion and Market Development Committee and by the Council • Promotion and extension of the use of the ICO CoffeeClub Network by the world coffee sector <p>Expected outputs:</p> <ul style="list-style-type: none"> • Action plan to encourage increased consumption and market development under the ICA 2007 • New communities established on issues of interest to the coffee sector • Posting of ideas and strategies to promote coffee consumption <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Action plan • Number of Members and use of the Network

SECTION	STRATEGIC GOALS AND ACTIONS (2009-2014)	2009/10 (PLANNED ACTIVITIES)
PSCB	<p>26. To disseminate, in conjunction with the private sector, information about issues related to coffee and health</p>	<p>Planned activities in 2009/10:</p> <ul style="list-style-type: none"> • Provision of operational and administrative support for the Positively Coffee Programme and the Healthcare Professions – Coffee Education Programme (HCP-CEP) <p>Expected outputs:</p> <ul style="list-style-type: none"> • Provision of scientifically vetted information about coffee and health issues which is also easily understandable to the layman • Information will be disseminated via newsletters, a dedicated website, and attendance at conferences and other public meetings • Regular reports to the PSCB <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Participation in seminars, congresses, etc. • Number of newsletters • Usage of ICO and Positively Coffee websites • Number of active programmes undertaken by HCP-CEP
Operations/ Statistics	<p>27. 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 2009/10:</p> <ul style="list-style-type: none"> • Collection of data extracted from Certificates of Origin • Monitoring of grading results by NYSE (Liffe) and ICE <p>Expected outputs:</p> <ul style="list-style-type: none"> • Periodic reports on the implementation of the Coffee Quality-Improvement Programme (CQP) • Quality of coffee improved <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of reports • Share of coffee exports in accordance with the terms of Resolution 420 in comparison with total exports of green coffee • Number of countries implementing the CQP

ADMINISTRATIVE BUDGET 2009/10**ACTIVITIES FOR WHICH SPECIFIC FINANCIAL PROVISION IS MADE**

Objective	Financial provision
1. Forum for the development of policies and solutions to strengthen the global coffee sector (Activity 4)	£4,000
2. Market transparency (Activities 6, 7, 10 and 11)	£13,000
3. Development and dissemination of knowledge (Activities 17 and 19)	£14,000
Total	£31,000

ANNEX II

LIST OF ACRONYMS USED IN THIS DOCUMENT

CFC	Common Fund for Commodities
CQP	Coffee Quality-Improvement Programme
FAO	Food and Agriculture Organization of the United Nations
HCP-CEP	Healthcare Professions – Coffee Education Programme
HS	Harmonised System
IACO	Inter-African Coffee Organisation
ICA	International Coffee Agreement
ICBs	International Commodity Bodies
ICE	Inter-Continental Exchange
ICO	International Coffee Organization
ITC	International Trade Centre
LDCs	Least Developed Countries
NYSE Euronext (Liffe)	London International Financial Futures and Options Exchange
PEA	Project Executing Agency
PSCB	Private Sector Consultative Board
UNEP	United Nations Environment Programme