



**INTERNATIONAL
COFFEE
ORGANIZATION**

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**Report on the implementation of the
Programme of Activities for coffee year
2013/14**

Background

1. This document contains a final report on the implementation of the Programme of Activities for the Organization for coffee year 2013/14 (Annex I), including routine activities (Annex II).
2. For all activities, an internal assessment on implementation has been made by the Executive Director, followed by information relevant to the internal assessment. An updated summary of the status of ICO projects can be found in document [PJ-85/15](#).
3. In addition to this document, comprehensive reports on progress on achieving the objectives of the ICA 2007 are 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 this report.

LIST OF ACRONYMS USED IN THIS DOCUMENT

ACRAM	African and Malagasy Robusta Coffee Agency
ADB	Asian Development Bank
AFCA	African Fine Coffees Association
ASIC	Association for Science and Information on Coffee
CFC	Common Fund for Commodities
CFCSF	Consultative Forum on Coffee Sector Finance
CQI	Coffee Quality Institute
CQP	Coffee Quality-Improvement Programme
EU	European Union
FAC	Finance and Administration Committee
HCP-CEP	Healthcare Professions – Coffee Education Programme
HS	Harmonised System
IACO	InterAfrican Coffee Organisation
IADB	Inter-American Development Bank
ICA	International Coffee Agreement
ICE	Intercontinental Exchange
ICO	International Coffee Organization
IDH	Sustainable Trade Initiative
ISIC	Institute for Scientific Information on Coffee
LMC	Landell Mills Commodities
MDGs	Millennium Development Goals
MOU	Memorandum of Understanding
MRLs	Maximum Residue Levels of Pesticides
PEAs	Project Executing Agencies
PMDC	Promotion and Market Development Committee
PSCB	Private Sector Consultative Board
Rusteacoffee	Russian Association of Tea and Coffee Manufacturers
SCAE	Speciality Coffee Association of Europe
SECO	State Secretariat for Economic Affairs (Switzerland)
SMART criteria	Specific, measurable, attainable, relevant and time-bound criteria
USAID	United States Agency for International Development
UNCTAD	United Nations Conference on Trade and Development
UNFCCC	United Nations Framework Convention on Climate Change

PROGRAMME OF ACTIVITIES FOR THE ORGANIZATION – 2013/14

STRATEGIC GOALS AND ACTIONS / 2013/14 (PLANNED ACTIVITIES)	IMPLEMENTATION
1. FORUM FOR THE DEVELOPMENT OF POLICIES AND SOLUTIONS TO STRENGTHEN THE GLOBAL COFFEE SECTOR	
A. MEETINGS	
<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 2013/14:</p> <ul style="list-style-type: none"> • Supporting ICO meetings including the Council, and ICO bodies and committees as appropriate • Organization of the CFCSF in consultation with the Chairman and Core Group • 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 disseminated • Dissemination of information about coffee policies, priorities and activities on website • 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"> • Number of meetings, presentations, missions, briefings, interviews, reports and decisions • Usage of ICO website 	<p>Internal assessment: Fully implemented</p> <ul style="list-style-type: none"> • The following meetings were organized: <ul style="list-style-type: none"> 2 Council Sessions in March and September 2014, each one attended by around 210 delegates and 2 meetings of each of the following ICO bodies: PSCB, Statistics Committee, Projects Committee, FAC, PMDC and Core Group. Decisions taken included establishing an International Coffee Day, the Global Coffee Forum in Milan in 2015 and the 4th World Coffee Conference in Ethiopia in 2016 • The 4th Forum took place on 23 September 2014 on the topic of ‘Bridging the gap between farmers and finance’. Representatives of over 20 bilateral and multilateral donor institutions attended (see ED-2183/14 Rev. 1) • The Annual Review for 2013/14 has been published and disseminated electronically • 2 press briefings took place in March and September 2014, attended by around 10 journalists. The ICO Seminar on ‘Achieving sustainable supply in the coffee market’ on 4 March was attended by 7 journalists • The Coffee Market Report was sent each month to the press • 26 interviews with national and international media • The ICO has increased its media outreach by establishing an MOU with the Global Coffee Report Magazine and provides an exclusive column on the latest developments affecting the global coffee industry • 14 missions by the Executive Director and senior staff to 11 countries to participate in the following national and world coffee events: <ul style="list-style-type: none"> • 2nd International Ethiopian Coffee Conference, Addis Ababa, Ethiopia (4 and 5 November 2013) – speech by the Executive Director

STRATEGIC GOALS AND ACTIONS / 2013/14 (PLANNED ACTIVITIES)	IMPLEMENTATION
	<ul style="list-style-type: none"> • 1st African Coffee symposium and 53rd General Assembly of IACO, Lomé, Togo (18 – 22 November 2013) – speech by the Head of Operations and presentation by the Chief Economist • Third Macquarie Global Agriculture Conference, London, United Kingdom (19 November 2013) – participation in panel by the Economist • LXXIX National Coffee Congress of Colombia, Bogotá, Colombia (27 – 30 November 2013) – keynote speech given by the Executive Director • World Coffee Leaders’ Forum and the Café Show, Seoul, Republic of Korea (20 – 22 November 2013) – keynote speech by the Executive Director • 5th India International Coffee Festival (IICF 2014), Bangalore, India (21 – 25 January 2014) – speech by the Executive Director • Sustainable Coffee Farming: Business Opportunities for African Farmers, Bujumbura, Burundi (13 February 2014) – keynote speech by the Executive Director • 1st Conference for Women in the World of Coffee, Ernesto Illy Foundation, Trieste, Italy (27 March 2014) – keynote speech by the Head of Operations • Vision 2020 for a sustainable coffee sector meeting (14 May 2014) – participation by the Head of Operations • 2nd Forum on African coffee production and consumption, Yaounde, Cameroon (26 – 30 May 2014) – participation by the Chief Economist • Hivos Sustainable Coffee Conference, Amsterdam, The Netherlands (3 July 2014) – participation by the Head of Operations • Annual meeting of the National Association of the Coffee Industry (ANACAFE), Puebla, Mexico (21 August 2014) – participation by the Executive Director • 2014 Latin American Summit on Coffee, Puebla, Mexico (22 to 24 August 2014) – participation by the Executive Director • Japan’s National Coffee Day, Tokyo, Japan (29 September to 5 October 2014) – participation by the Executive Director

STRATEGIC GOALS AND ACTIONS / 2013/14 (PLANNED ACTIVITIES)	IMPLEMENTATION
B. ICO MEMBERSHIP	
<p>2. To encourage non-member countries to become Members of the Organization</p> <p>Planned activities in 2013/14:</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"> • Number of new Members of the 2007 Agreement 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • The Executive Director undertook two overseas missions to Republic of Korea and Japan and is in contact with the China Coffee Association about a mission to discuss membership. Reports of his missions are published on the ICO website. Briefing meetings were held with representatives of China, Lao People's Democratic Republic and the Russian Federation. The Executive Director also wrote to 10 countries which were Members under the ICA 2001 and have not yet completed all the procedures for the ICA 2007 • ICO membership currently stands at 46 (40 exporting Members and 6 importing Members, including the EU with 28 member States). The Secretariat has updated the benefits of membership and prepared six reports and documents on membership • Lao People's Democratic Republic has confirmed its intention to become a Member in 2015, Peru has repaid its arrears with a view to rejoining the ICO and the Russian Federation, Nepal and Sri Lanka have advised the ICO that they are taking steps to become Members. Rusteacoffee and the Coffee Association of Canada are members of the PSCB, and representatives of the Russian Federation, Lao People's Democratic Republic, Nepal, Republic of Korea and Sri Lanka regularly attend ICO meetings as observers

STRATEGIC GOALS AND ACTIONS / 2013/14 (PLANNED ACTIVITIES)	IMPLEMENTATION
2. TRANSPARENCY OF THE COFFEE MARKET	
A. MARKET ANALYSIS AND STUDIES	
<p>3. 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 2013/14:</p> <ul style="list-style-type: none"> • Preparation of monthly market reports • Preparation of four studies on specific aspects of the world coffee sector and two country profiles • Preparation of additional fact sheets with information on topical issues including the effect of climate change on coffee production, etc. <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"> • Monthly market reports • Number of studies • Number of fact sheets 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • As at 30 September 2014 the ICO published: <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. • Comparative analysis of world coffee prices and manufactured goods (ICC-112-8) • World coffee trade (1963 – 2013): A review of the markets, challenges and opportunities facing the sector (ICC-111-5 Rev. 1) • Coffee consumption in East and Southeast Asia: 1990 – 2012 (ICC-112-4) • Factors to achieve a balanced market (ICC-113-6) • Background document for the 4th Forum (CF-11/14) • Obstacles to consumption (ICC-113-7) • Mixtures and substitutes (ICC-113-8) • The ICO has prepared a submission to the Conference of the Parties of the UNFCCC (WP-Council 249/14 Rev. 1) which will be reviewed by the Council in March 2015 • The ICO is developing a revised format for country profiles and fact sheets which will be prepared for publication during 2014/15

STRATEGIC GOALS AND ACTIONS / 2013/14 (PLANNED ACTIVITIES)	IMPLEMENTATION
B. STATISTICS	
<p>4. 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 2013/14:</p> <ul style="list-style-type: none"> • Updating software for standardized calculation of production costs • Compilation of additional information on coffee with special characteristics, value of shipments and HS codes in the new 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 • Organization of statistical workshops in exporting countries on 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 • Establishment of a task force including Member countries that are not complying with Statistical Rules to develop ways of improving their performance <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 • Updated statistical software • Raised awareness of statistical procedures and provision of data • Task force established • Improved compliance with ICO Statistical Rules <p>Resources: £9,000</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Economic reports and studies • Usage of ICO website • Compliance with ICO Statistical Rules • Statistical reports 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • The ICO is looking into upgrading the statistical database to permit full integration with the new website and better end user experience. Quotes are being sought at present and various alternatives are being looked into • Data on coffee with special characteristics (Fairtrade, Rainforest, UTZ, etc.) continues to be collected • The Statistics Committee considered setting up a statistical workshop to enhance the compliance of Members in their provision of statistical data. Exporting Members interested in hosting a workshop are invited to contact the Secretariat to arrange this • Page views of the Coffee Prices and Trade Statistics sections of the website increased by 23.9% and 13.8%, respectively in coffee year 2013/14, compared to figures for the previous coffee year • 2 reports on grading results for Arabica and Robusta published (PM-33/14 and PM-38/14) • 2 reports on implementation of CQP published (PM-34/14 and PM-39/14) • 13 Member countries are implementing the CQP as at 30 September 2014 (compared to 16 in 2012/13) • Gradings results: a 76% pass rate was recorded by ICE gradings for Arabica coffee for January-June 2014, compared to 83% for January-June 2013 • 29 statistical reports and documents have been published, including 12 Monthly Trade Statistics, 4 Quarterly Statistical Bulletins, 1 Annual Trade Statistics and 12 Monthly Prices which are all now distributed electronically • Compliance with Statistical Rules by exporting Members was 67.5% in September 2014 compared to 74.3% in March 2014. Compliance by importing Members was 99.6% unchanged compared to March 2014. The Statistics Committee reviews compliance by Members at its twice-yearly meetings

STRATEGIC GOALS AND ACTIONS / 2013/14 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>5. 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 2013/14:</p> <ul style="list-style-type: none"> Organize meetings of the Statistics Roundtable <p>Expected outputs:</p> <ul style="list-style-type: none"> Recommendations for improving the accuracy of ICO statistics Improved and expanded data on the coffee market <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> Reports of the Statistics Roundtable 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> In 2013, the ICO established an informal Statistics Roundtable of 11 statistical experts from trade and research organizations. It has met to discuss global coffee data and has reviewed EU consumption data. In March 2014, two experts presented information to the Statistics Committee comparing volatility in the cocoa and coffee markets over the last few years and the methodology the statistical experts had been using to calculate consumption. The Council decided to establish the Statistics Roundtable as a formal mechanism. It meets on a quarterly basis and reports to the Statistics Committee in March and September each year
<p>3. COMMUNICATIONS, PUBLIC OUTREACH AND DISSEMINATION OF KNOWLEDGE</p>	
<p>A. COMMUNICATIONS</p>	
<p>6. 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 2013/14:</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 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> See Activity 1 for update on the 4th Forum which brought together funding institutions and Members to discuss priorities for the coffee sector, and for details of participation by ICO representatives in meetings and events with other organizations and ICO missions A Communications Officer was recruited in February 2014 An ICO blog was created in March 2014. Over 7,000 individual visits and 22,000 page views have been registered on the blog in the first three months The design of ICO reports has been updated, and proposals to refresh the ICO visual identity were presented to the Council in September 2014 The ICO website is being redesigned to enhance visibility and accessibility of ICO activities. The preliminary design will be presented to Members in March 2015. The website received 590,447 visits in coffee year 2013/14 compared to 529,152 in the previous coffee year (a 11.6% increase) Analytics show that the number of individual users of the ICO website has increased by 19.83%. An estimated 58.94% of total visits to the website were made by first-time users, up by 7.67% from the previous coffee year. The ICO Blog received 18,988 total visits from March 2014 (when it was created) to September 2014. The ICO Blog will be completely integrated into the ICO

STRATEGIC GOALS AND ACTIONS / 2013/14 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>Expected outputs:</p> <ul style="list-style-type: none"> • Key areas of action for projects identified and matched with donor priorities • Preparation of ICO communication strategy • Enhanced visibility of ICO activities • Development of activities in collaboration with other organizations that have signed MOUs with the ICO • Interventions and submissions to international meetings • Partner organizations proactively involved in and informed of ICO activities • Updated information on food safety issues affecting the coffee sector • Missions to relevant organizations <p>Resources: £20,000</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of events participated in • Publications and reports • Number of joint activities/events with partner institutions • Increased use of the ICO website 	<p>website in the new design.</p> <ul style="list-style-type: none"> • 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 • The PSCB and the Council regularly review food safety legislation at their twice-yearly meetings, including updates on the implications of EU regulations, caffeine and health claims in the EU, MRLs for pesticides and other issues
B. NATIONAL COFFEE POLICIES	
<p>7. 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 2013/14:</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 <p>Expected outputs:</p> <ul style="list-style-type: none"> • Information about national development plans, strategies and priorities disseminated <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of Members with defined strategic plans for the sector • Use of ICO website • Reports and relevant studies 	<p>Internal assessment: under implementation</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 • Statements on national coffee policies were made by the Central African Republic, Gabon, Vietnam and ACRAM in March 2014 and September 2014 and widely disseminated • A section for national development strategies will be incorporated in the development of the new website which will be launched in March 2015

STRATEGIC GOALS AND ACTIONS / 2013/14 (PLANNED ACTIVITIES)	IMPLEMENTATION
C. PROJECTS	
<p>8. 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 2013/14:</p> <ul style="list-style-type: none"> • Screening of project proposals for submission to the Council • 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 project proposals to develop a sustainable coffee economy submitted for endorsement by the Council • 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"> • New project ideas from Members developed into sound projects for consideration by donors • Number of proposals screened, revised by the proponents and submitted to the Council for endorsement • Projects selected by areas of action matching relevant funding institutions • Number of projects implemented and concluded 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • The Secretariat has screened the following 5 project proposals for consideration by the Council. Members are invited to suggest donors when submitting their proposals: <ul style="list-style-type: none"> • Improving the participation of women in the coffee value chain in Cameroon (endorsed by the Council for submission to the CFC) • Valorization of the Ethiopian coffee origins for marketing improvement (submitted separately to the CFC) • Improving and protecting coffee production through managed pollination and disseminating biological control agents against pests and diseases (to be further reviewed by the Council) • Promotion of coffee production in Zimbabwe through establishing nurseries, replanting and capacity building of farmers (to be further reviewed by the Council) • Promotion of a sustainable coffee industry in the Central African Republic (to be reformulated and considered by the Projects Committee at a future meeting) • 10 project reports, mid-term and final evaluations were published in 2013/14 • The ICO is supervising 3 projects: <ul style="list-style-type: none"> • Qualitative and quantitative rehabilitation of coffee with the aim of improving the 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 • Building capacity in coffee certification and verification for specialty coffee farmers in AFCA countries • A projects task force of Members has evaluated 25 projects in the pipeline and has decided to keep the following four proposals: <ul style="list-style-type: none"> • Revitalization of the Coffee Industry in Yemen (2012) • Promoting coffee sustainability through increases in productivity with particular focus on participation of young people and women in Cameroon and the Central African Republic (2012) • Empowering women in Brazilian coffee cooperatives to improve coffee quality (2013) • Financial mechanisms for sustainable coffee in

STRATEGIC GOALS AND ACTIONS / 2013/14 (PLANNED ACTIVITIES)	IMPLEMENTATION
	<p>Colombia and Honduras (2012)</p> <ul style="list-style-type: none"> • The following three proposals were recommended for revision and resubmission to the ICO: <ul style="list-style-type: none"> • Sustainable input credit for financing the production end of the coffee value chains in Kenya, Tanzania and Uganda (2012) • Pest control model and Good Agricultural Practices (GAP) application in different coffee growing areas in Indonesia (2010) • Raising Vietnamese coffee farmers' income through increased farming efficiency and quality management (2009)
<p>9. To develop a fundraising strategy based on specific, measurable, attainable, relevant and time-bound (SMART) criteria</p> <p>Planned activities in 2013/14:</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 • Use of the CFCSF 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 • Contribute 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 • Funding secured for projects to improve livelihoods of producers <p>Resources: £4,000</p> <p>Indicators:</p> <ul style="list-style-type: none"> • New pledges or contributions from donors for project implementation • Number of projects funded • Number of new donor agencies involved 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • The ICO is developing a list of sources of funding which will be presented to Members in 2014/15 as well as further defining the role of the ICO with regard to project development for Members, donors and the general public • The 4th ICO Consultative Forum on Coffee Sector Finance took place in London on 23 September 2014, on the theme of 'Bridging the gap between farmers and finance'. For the first time, representatives of 22 multilateral, bilateral and social lenders, along with delegates from coffee-producing countries, gathered together to discuss the provision of finance in the coffee sector (see ED-2183/14 Rev. 1)

STRATEGIC GOALS AND ACTIONS / 2013/14 (PLANNED ACTIVITIES)	IMPLEMENTATION
D. SEMINARS	
<p>10. 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 2013/14:</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 	<p>Internal assessment: Fully implemented</p> <ul style="list-style-type: none"> • The ICO held a Seminar on 'Achieving sustainable supply in the coffee market' on 4 March 2014, jointly organized with Informa. The terms of reference were contained in ED-2170/13 and the programme was circulated as ED-2174/14. The presentations and video recordings of 9 speakers were disseminated to all Members and made available on the ICO website • The Seminar was attended by 40 paying participants (in addition to Members) and generated £3,587.99 in revenue for the ICO. The Chairman, Mr Conradin Rasi of Switzerland, presented the conclusions of the Seminar during the March Council

STRATEGIC GOALS AND ACTIONS / 2013/14 (PLANNED ACTIVITIES)	IMPLEMENTATION
4. SUSTAINABLE COFFEE SECTOR	
A. INCREASED AWARENESS OF CLIMATE CHANGE ISSUES	
<p>11. 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</p> <p>Planned activities in 2013/14:</p> <ul style="list-style-type: none"> • Securing funding for the assessment of the effects of climate change on the coffee sector • Strengthening of the links/develop cooperation with organizations working in the field of climate change • Evaluation of the proposal on hosting the coffee and climate toolbox <p>Expected outputs:</p> <ul style="list-style-type: none"> • Provision and wide dissemination of up-to-date information on climate change • Funding for assessing effects of climate change • Provision of up-to-date information on the consequences of climate change for the sector • Dialogue with relevant agencies on climate change and establishment of partnerships <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of reports on this topic • Number of projects that tackle/monitor climate change issues 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • The 4th Forum in September 2014 brought donors together to consider funding for priorities affecting the coffee sector including climate change • The ICO continues to cooperate with CABI and other initiatives such as Vision 2020 • The ICO is collaborating with Coffee & Climate to disseminate information on Coffee & Climate case studies. Once a formal proposal to host the coffee and climate toolbox is received, this will be evaluated by the Council • In March 2014, the Council received a presentation on the drought in Minas Gerais, Brazil • An ICO submission to the Conference of the Parties of the UNFCCC will be presented to the Council in March 2015 (see WP-Council 249/14 Rev. 1). • The Executive Director received an invitation from the United Nations Secretary General Mr Ban Ki-moon inviting him to attend the UN Climate Summit. However, due to the Summit clashing with the ICO Council Session he had to decline. • The Head of Operations met with Ms Christiana Figueres, Executive Secretary of the UNFCCC and Hortensia Solís, the ICO's consultant, to discuss coffee and climate change issues. Ms Christiana Figueres, recognizing the important work of the ICO and all its Members recorded a message addressed to ICO Members • The ICO published a column in the July/August 2014 edition of Global Coffee Report calling for public-private investments in research and extension to help farmers adapt to climate change • All ICO projects contribute to developing a sustainable coffee sector (see PJ-86/15 for details of projects currently under implementation)

STRATEGIC GOALS AND ACTIONS / 2013/14 (PLANNED ACTIVITIES)	IMPLEMENTATION
B. PROMOTION	
<p>12. To develop an action plan to encourage increased consumption and market development under the ICA 2007</p> <p>Planned activities in 2013/14:</p> <ul style="list-style-type: none"> • Implementation of the Plan for Promotion and Market Development approved by the Council in September 2012 (see ICC-109-13) <p>Expected outputs:</p> <ul style="list-style-type: none"> • Development of a multi-stakeholder network of partners and promotion agents who will promote value through quality, health, sustainability and differentiation • Posting of ideas and strategies to promote coffee consumption • Dissemination of scientifically vetted information about coffee and health issues • Increased consumption and quality of coffee through promotion initiatives <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of partners and promotion agents • Number of programmes to increase income 	<p>Internal assessment: under implementation, with further implementation required</p> <ul style="list-style-type: none"> • The ICO has been appointed as a partner to the Coffee Cluster in Expo Milano • In March 2014, the Council agreed to establish an annual International Coffee Day, which will be launched on 1 October 2015 during the 115th Council Session and the 1st Global Coffee Forum in Milan, Italy. The ICO is working with the Government of Italy to launch both events which will raise the profile of coffee and publicize activities connected with coffee. • Scientifically vetted information on coffee and health issues is regularly posted on the Coffee & Health website and shared on social media • See also Activity 1 for update on media contacts

**ROUTINE ACTIVITIES
PROGRAMME OF ACTIVITIES FOR THE ORGANIZATION – 2013/14**

STRATEGIC GOALS AND ACTIONS / 2013/14 (PLANNED ACTIVITIES)	IMPLEMENTATION
1. FORUM FOR THE DEVELOPMENT OF POLICIES AND SOLUTIONS TO STRENGTHEN THE GLOBAL COFFEE SECTOR	
<p>1. 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 2013/14:</p> <ul style="list-style-type: none"> • Monthly coffee market reports on global production and consumption trends • 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 • Improved equilibrium between supply and demand <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of reports or presentations • Updated Action Plan and relevant documents • Data on global coffee sector 	<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 • Trade data published quarterly and annually • The updated ICO Action Plan was approved by the Council in March 2014 (ICC-105-19 Rev. 3) • The Head of Operations presented data on global coffee production and consumption to the Council in March 2014 and September 2014 • All reports and presentations on the coffee market are posted on the ICO website and widely disseminated • Three annual crop estimates for Brazil have been circulated (see ED-2175/14, its revision and ED-2186/14) • The ICO Annual Review for 2013/14 includes an overview of the coffee market during the last coffee year • In March 2014, exporting Members established a Committee of three Members to manage Special Fund resources (US\$1.37 million) in keeping with priorities to be decided on by each region, which may include promotion of consumption • The ICO prepared a study which provides an introductory analysis of the dynamics of the coffee market and determining factors in price formation, as well as measures to ensure a sustainable coffee economy: Factors to achieve a balanced market (ICC-113-6)

STRATEGIC GOALS AND ACTIONS / 2013/14 (PLANNED ACTIVITIES)	IMPLEMENTATION
2. TRANSPARENCY OF THE COFFEE MARKET	
<p>2. 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 2013/14:</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 the effect of tariffs, non-tariff barriers and indirect taxes on coffee consumption and trade <p>Indicators:</p> <ul style="list-style-type: none"> • Number of reports 	<p>Internal assessment: Fully implemented</p> <ul style="list-style-type: none"> • An updated report on obstacles to trade and consumption was presented to the Council in September 2014 (ICC-113-7). 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>3. To submit to the Council periodic reports on compliance with Article 27 (Mixtures and substitutes) of the ICA 2007</p> <p>Planned activities in 2013/14:</p> <ul style="list-style-type: none"> • Preparation of report on mixtures and substitutes <p>Expected outputs:</p> <ul style="list-style-type: none"> • Updated information on mixtures and substitutes <p>Indicators:</p> <ul style="list-style-type: none"> • Number of countries providing information on mixtures and substitutes 	<p>Internal assessment: Fully implemented</p> <ul style="list-style-type: none"> • An updated report on mixtures and substitutes was presented to the Council in September 2014 (ICC-113-8)
<p>4. 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 2013/14:</p> <ul style="list-style-type: none"> • Monitoring of the trade of coffee based on information received from Members using expanded HS codes <p>Expected outputs:</p> <ul style="list-style-type: none"> • Daily and monthly indicator prices <p>Indicators:</p> <ul style="list-style-type: none"> • Monthly prices document • Daily posting of indicator prices on the website 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • No Members have sent information using expanded HS codes in 2013/14. 12 exporting Members have sent information using standardised codes • 12 monthly prices documents have been published • Daily indicator prices have been published on the website on 261 days (1,305 records in total) • The ICO daily indicator price was 161.79 in September 2014 compared to 111.82 in September 2013 • The Statistics Committee and PSCB will review conversion factors for types of coffee at their meetings in March 2015 • Revised market shares and group weightings for the Indicator price system approved by the Council came into effect on 1 October 2013 (ICC-105-17 Add. 1). The Statistics Committee will review the system of indicator prices again in March 2015

STRATEGIC GOALS AND ACTIONS / 2013/14 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>5. To promote private-public partnerships to enhance the transparency and reliability of coffee statistics</p> <p>Planned activities in 2013/14:</p> <ul style="list-style-type: none"> • Investigation of alternative sources of statistics with a view to improving compliance with Statistical Rules 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 • Improved statistical coverage of the world coffee market • Improved compliance with ICO Statistical Rules <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Downloads of DVD from website • Statistical data processed 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • The DVD on statistics has been widely disseminated to all Members and a link is available on the ICO website. Usage of the DVD will be evaluated in 2014/15 • See Activity 4 of Annex I for report on compliance with Statistical Rules and Activity 5 of Annex I for the work of the Statistics Roundtable
3. COMMUNICATIONS, PUBLIC OUTREACH AND DISSEMINATION OF KNOWLEDGE	
<p>6. 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 2013/14:</p> <ul style="list-style-type: none"> • Updating ICO procedures for projects in line with priorities of donors • 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 • Consideration of project proposals by donors <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of revised documents relevant to ICO procedures for the projects cycle • Number of new projects endorsed and funded 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • In March 2014 the Council endorsed one new project proposal for submission to the CFC ('Improving the participation of women in the coffee value chain in Cameroon' – PJ-66/14). This was submitted to the CFC in May 2014 • There are 38 ICO/CFC projects with a total value of US\$104 million funded by the CFC and other donors • The Projects Committee considered one new proposal in September 2014 'Promotion of a sustainable coffee industry in the Central African Republic' (PJ-77/14) • Guidelines for the submission of project proposals to the CFC and other donors were considered by the Projects Committee and approved by the Council (PJ-75/14) • The Projects Committee will consider in March 2015 the revised terms of reference for the Virtual Screening Subcommittee (VSS) and a revised project assessment document • The ICO has issued 6 reports on the implementation and supervision of projects funded by donors (see Annexes I-III of PJ-69/14 and PJ-80/14)

STRATEGIC GOALS AND ACTIONS / 2013/14 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>7. 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 2013/14:</p> <ul style="list-style-type: none"> • See Activity 9 –Annex I 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • See Activity 9 – Annex I
<p>8. To strengthen country ownership of projects and encourage the capacity-building of local communities and small-scale farmers</p> <p>Planned activities in 2013/14:</p> <ul style="list-style-type: none"> • Jointly define new proposals 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 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"> • Number of reports/materials on project outcomes • Number of projects with expanded activities in beneficiary countries/replicated in other countries • Number of countries/producers that benefitted from ICO projects 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • The Secretariat has defined 4 new proposals with beneficiary countries (see PJ-46/13 Rev. 1, PJ-64/13, PJ-65/13 and PJ-66/14). See Activity 8 of Annex I for further details of projects submitted to the CFC for funding • All new and existing projects contribute to capacity-building of small-scale farmers and local communities • The ICO has issued 3 Executive Summaries of concluded projects (see Annexes I-III of PJ-70/14) • Dissemination activities for the project ‘Economic Crises and Commodity dependent LDCs: Mapping the exposure to market volatility and building resilience to future crises’ were carried out by UNCTAD in Cambodia in October 2013 • 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 / 2013/14 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>9. To encourage greater voluntary technology transfer and technical cooperation, so as to enhance remuneration to producers</p> <p>Planned activities in 2013/14:</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 <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 specialized agencies <p>Resources: Regular and donor contributions</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of technology transfer activities promoted by projects implemented • Number of attendees at seminars, roundtables and workshops on projects dissemination on technology transfer • Usage of websites of the ICO and local institutions • Number of activities carried out within the ABC and the ICO MOU framework 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • A planning workshop took place in Burundi in February 2014 for the project 'Building capacity in coffee certification and verification for specialty coffee farmers in AFCA countries'. The event was attended by 30 delegates • No final workshops on projects took place in 2013/14 • The ICO has cooperated with the Arthur Dobbs Institute on the submission of the proposal 'Improving and protecting coffee production through managed pollination and disseminating biological control agents against pests and diseases' (PJ-64/14). • All project reports and results are disseminated on the ICO website and the websites of participating PEAs

STRATEGIC GOALS AND ACTIONS / 2013/14 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>10. 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 2013/14:</p> <ul style="list-style-type: none"> • Reporting on scientific research and project outcomes • Investigation of additional sources of funding for basic research projects in the pipeline (see Activity 9 – Annex I) • Continuation of cooperation and exchange of information with ASIC and other relevant institutions • Collaboration with existing coffee research programmes and efforts to support them • See also Activity 9 above <p>Expected outputs:</p> <ul style="list-style-type: none"> • Dissemination of information on scientific research and relevant ICO project activities • 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"> • Number of potential donors considering basic research projects • Number of reports and presentations • Number of relevant specialized conferences and meetings attended 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • The ICO has publicized on its website the 25th International Conference on Coffee Science organized by ASIC which took place in Colombia in September 2014. The results of past ASIC conferences are available in the ICO Library for consultation by Members • ISIC participates in the PSCB. ASIC and CABI are approved observers to Council Sessions • The ICO will collaborate with World Coffee Research on organizing the 2nd Summit on coffee leaf rust in Central America in 2014/15 • The Council received a presentation on the Arabica Genome Sequencing project in September 2014 • See Activity 1 of Annex I for details of specialized conferences and meetings attended • The ICO is collaborating with the Arthur Dobbs Institute, a not-for-profit Research, Development, Innovation and Educational organization specializing in the application of ecological principles to environmental problems

STRATEGIC GOALS AND ACTIONS / 2013/14 (PLANNED ACTIVITIES)	IMPLEMENTATION
4. SUSTAINABLE COFFEE SECTOR	
<p>11. 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 2013/14:</p> <ul style="list-style-type: none"> • Improvement of information on best practices along the supply chain (including existing certification guidelines) • 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"> • Number of presentations and reports • Usage of ICO website • Number of seminars/workshops attended • Number and value of activities promoted by Member countries to address environmental and social issues 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • A planning workshop took place in Burundi in February 2014 for the project 'Building capacity in coffee certification and verification for specialty coffee farmers in AFCA countries'. The Council received a presentation on this project in September 2014 • The ICO Seminar on 4 March addressed the topic of 'Achieving sustainable supply in the coffee market' • The presentations and video recordings of 10 speakers were disseminated to all Members and made available on the ICO website • The ICO is a member of 'Vision 2020 for a sustainable coffee sector', an initiative developed by the 4C Association to develop a vision for a global sustainability platform for the coffee sector. It participates in meetings and hosted a meeting of Vision 2020 in May 2014 and September 2014 • See also Activity 11 on climate change (Annex I)
<p>12. To seek finance for, evaluate and give feedback on project proposals aimed at developing a sustainable coffee sector</p> <p>Planned activities in 2013/14:</p> <ul style="list-style-type: none"> • See Activities 8 and 9 – Annex I 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • See Activities 8 and 9 – Annex I

STRATEGIC GOALS AND ACTIONS / 2013/14 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>13. 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 2013/14:</p> <ul style="list-style-type: none"> • Inclusion, where appropriate, of risk management and credit access activities in projects sponsored by the ICO • Use of the Forum to promote the exchange of information and possible coordination of activities • 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 • Cooperating with the World Bank on the joint 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 • 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"> • Number of relevant projects successfully concluded and replicated • Number of presentations/reports disseminated • Number of private sector institutions working with the ICO on advancing finance and risk management issues 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • 8 out of the 38 projects sponsored by the ICO include risk management and credit access activities • No new projects with risk and finance components were put forward for endorsement in 2013/14. • In March 2014, the Projects Committee considered a report on concluded projects including ‘Building a financial literacy toolbox to enhance access to commodity finance for sustainable SMEs in emerging economies’ (See PJ-70/14) • The joint ICO/World Bank study on risk management in the coffee sector was presented to the Core Group on the Consultative Forum in September 2014. The final version will be presented to the Council in March 2015 • Over 20 multilateral development banks and other donor institutions participated in the 4th Forum in September 2014 • 10 private sector/other institutions participated in the ICO Seminar in March 2014
<p>14. To disseminate, in conjunction with the private sector, information about issues related to coffee and health</p> <p>Planned activities in 2013/14:</p> <ul style="list-style-type: none"> • See Activity 12 – Annex I 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • See Activity 12 – Annex I

STRATEGIC GOALS AND ACTIONS / 2013/14 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>15. 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 2013/14:</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 <p>Expected outputs:</p> <ul style="list-style-type: none"> • Information on quality widely disseminated • Quality of coffee improved <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of reports disseminated 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • The ICO is in contact with the CQI about new standards on the establishment of standards for Natural Arabicas which are still at the development stage. The CQI has sent the ICO information about Q Robusta Naturals, copies of which are available in the Library • See Activity 4 of Annex I for information about number of reports and data on quality