



**INTERNATIONAL
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**Report on the implementation of the
Programme of Activities for
coffee year 2014/15**

Background

1. This document contains the final report on the implementation of the Programme of Activities for the Organization for coffee year 2014/15.
2. For all activities, an internal assessment on implementation has been made by the Executive Director, followed by information relevant to the internal assessment.
3. In addition to this document, comprehensive reports on the progress of 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

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

PROGRAMME OF ACTIVITIES FOR THE ORGANIZATION – 2014/15

STRATEGIC GOALS AND ACTIONS 2014/15 (PLANNED ACTIVITIES)	IMPLEMENTATION
1. FORUM FOR THE DEVELOPMENT OF POLICIES AND SOLUTIONS TO STRENGTHEN THE GLOBAL COFFEE SECTOR	
<p>1. To facilitate consultations on coffee-related issues through regular Council sessions, meetings of ICO advisory bodies and committees, and other relevant meetings and activities, including missions and briefings</p> <p>Planned activities in 2014/15:</p> <ul style="list-style-type: none"> • Supporting ICO meetings including the Council, and ICO bodies and committees as appropriate • Organization of the 5th Forum in 2015 in consultation with the Chairperson and Core Group • Preparations for and organization of the 4th World Coffee Conference in 2016 in collaboration with the host country, including consultations with the PSCB and conference task force • Missions to Member countries • Presentations and participation in national and world coffee events • Press briefings during Council sessions and interviews with national and international media to brief them about the ICO and coffee issues <p>Expected outputs:</p> <ul style="list-style-type: none"> • Reports, documents and presentations on coffee-related matters • Consultations, decisions and recommendations by the Council and other ICO bodies on coffee-related issues • Strategic issues affecting the world coffee sector identified • Forum held and results widely disseminated • Draft programme and background papers prepared for 4th Conference, bringing together stakeholders to discuss strategic issues and coordinate actions to address these • Dissemination of information about coffee policies, priorities and activities • Enhanced contacts with Members • Provision of information to national and international media through press releases, interviews and briefings • Annual Review <p>Resources: Regular/travel budget</p>	<p>Internal assessment: fully implemented</p> <ul style="list-style-type: none"> • The following meetings were organised: 2 Council Sessions in March and September 2015 attended by over 200 delegates and 2 meetings of each of the following ICO bodies: PSCB, Statistics Committee, Projects Committee, Finance and Administration Committee, Promotion and Market Development Committee and Core Group. • The ICO hosted the 21st meeting between the Common Fund for Commodities (CFC) and International Commodity Bodies at its offices in London on 27 October 2014. • The 5th Consultative Forum on Coffee Sector Finance was held on 3 March 2015 as a follow-up to the 4th Consultative Forum which took place in September 2014 under the title ‘Bridging the gap between farmers and finance’. The title of the 5th Forum was ‘How to effectively structure a project in order to obtain financing’. There were 10 presentations, all of which are available on the ICO website. • The Global Coffee Forum was held on 30 September and 1 October 2015. The first International Coffee Day also took place on 1 October 2015. • The Annual Review for 2013/14 has been published and disseminated electronically. • A new series of events entitled ‘The Coffee Sessions’ was created and hosted with an aim of providing a platform for speakers on a variety of coffee-related topics. Two events were held in 2014/15 with plans to continue the series in 2015/16. All the events were co-hosted by the Speciality Coffee Association of Europe UK Chapter. • The Executive Director’s monthly report on the coffee market situation has been sent each month to the press. • Coffee Trade Stats infographics were introduced in March 2015 and are posted on the ICO website on a monthly basis. • 11 missions by the Executive Director and senior staff to 9 countries to participate in the following national and world coffee events: <ul style="list-style-type: none"> • 2015 International Coffee Convention hosted by the Mexican Government through the Secretariat of Agriculture, Livestock, Rural Development, Fisheries and Food (SAGARPA), in Mexico City, Mexico (3 to 5 July 2015) – attended by the Executive Director.

STRATEGIC GOALS AND ACTIONS 2014/15 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>Indicators:</p> <ul style="list-style-type: none"> • Attendance at meetings, conferences, Forum and briefings • Presentations and missions • Press releases, interviews, enquiries • Issues identified, recommendations and decisions • Usage of ICO website and engagement on social media • Media coverage 	<ul style="list-style-type: none"> • 6th Forum & Coffee Dinner event hosted by the Council of Brazilian Coffee Exporters (CeCafé) with support from the Museu do Café and the State’s Culture Secretariat, in São Paulo, Brazil (18 and 19 May 2015) – attended by the Executive Director. • 12th African Fine Coffee Conference & Exhibition hosted by the African Fine Coffees Association (AFCA), Nairobi, Kenya (12 to 14 February 2015) – participation by the Executive Director, the Head of Operations and the Chief Economist. • ‘Coffee: The International Coffee Organization and the World Coffee Market’, LSE, London, United Kingdom (16 January 2015) – lecture by the Economist. • ‘Coffee: The International Coffee Organization and the World Coffee Market’, School of Oriental and African Studies, London, United Kingdom (4 December 2014) – lecture by the Economist. • 2nd African Coffee Symposium, the 54th Annual General Assembly of the InterAfrican Coffee Organisation (IACO) and the closing workshop for a capacity-building project in African coffee-producing countries, Kampala, Uganda (17 to 21 November 2014) – participation by the Chief Economist. • World Coffee Leaders Forum 2014, Seoul, Republic of Korea (19 to 22 November 2014) – keynote speech by the Executive Director. • 1st Lao Coffee Festival, Champasak, Lao People’s Democratic Republic (22 – 29 October 2014) – speech by the Head of Operations. • 3rd Annual Ethiopian Coffee Conference, Addis Ababa, Ethiopia (6 and 7 November 2014) – participation by the Executive Director. • TriestEspresso Expo, Trieste, Italy (23 to 25 October 2014) – participation by the Executive Director. • Japanese National Coffee Day, Tokyo, Japan (29 September – 5 October 2014) – participation by the Executive Director.

STRATEGIC GOALS AND ACTIONS 2014/15 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>2. To identify priority issues, emerging concerns and opportunities arising from international and domestic trends, including technological developments, that may affect the coffee economy, and to advise on responses to these issues</p> <p>Planned activities in 2014/15:</p> <ul style="list-style-type: none"> • Invitations to Members to inform the ICO about their national development plans, strategies and initiatives to improve the domestic coffee economy • Preparing country profiles on the coffee sector <p>Expected outputs:</p> <ul style="list-style-type: none"> • Information about national development plans, strategies and priorities disseminated • Identification of Members that have strategic plans for the sector, or need assistance to prepare one • Country coffee profiles <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Presentations and/or reports by Members on national coffee policies • Members with defined strategic plans for the sector • Reports, country profiles and relevant studies • Use of ICO website 	<p>Internal assessment: fully implemented</p> <ul style="list-style-type: none"> • The Council agenda includes a regular item on national coffee policies to enable all interested Members to report on their national development plans, strategies and other initiatives. • In March 2015 Mexico presented a video regarding the Government's strategy to promote domestic consumption which was widely disseminated. • During the September 2015 Council Session Colombia presented the results of its domestic consumption programme. • During the September 2015 Council Session El Salvador presented a video prepared by the Salvadorian Coffee Council highlighting government efforts in the coffee sector. • Guidelines for country coffee profiles will be reviewed by the Council in March 2016. See also Activity 7. • A section for national development strategies will be incorporated in the development of the new website.

STRATEGIC GOALS AND ACTIONS 2014/15 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>3. To investigate and promote means for achieving equilibrium between supply and demand, as well as fair prices for both producers and consumers</p> <p>Planned activities in 2014/15:</p> <ul style="list-style-type: none"> • Monthly coffee market reports on global production and consumption trends • Presentations, discussions and recommendations by Members on this topic • Encouraging Members to promote domestic coffee consumption as well as production <p>Expected outputs:</p> <ul style="list-style-type: none"> • Reports and presentations on production and consumption trends • Recommendations incorporated in updates of the Action Plan and relevant policy documents • Improved equilibrium between supply and demand <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Reports or presentations • Updated Action Plan and relevant documents • Recommendations • 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. • Data on global coffee production and consumption was presented to the Council in March and September 2015. • 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 (documents ED-2193/15, ED-2198/15 and ED-2206/15). • The ICO Annual Review for 2014/15 has been published and includes an overview of the coffee market during the current coffee year.

STRATEGIC GOALS AND ACTIONS 2014/15 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>4. To enhance cooperation and communication on coffee policies and actions, including project activities, with appropriate intergovernmental, international, regional and other organizations, as well as with the private sector, the media and the general public</p> <p>Planned activities in 2014/15:</p> <ul style="list-style-type: none"> • Discuss with Members areas of action for projects matching relevant national plans and funding institution priorities • Implementation of an ICO communication strategy to explore cooperation on coffee matters and activities with international development bodies and other institutions, including the private sector • Participation by ICO representatives in meetings and activities of relevant organizations as well as relevant private sector events • Dissemination of ICO policy papers and discussion of ICO reports with other partner institutions • Dissemination of information about food safety legislation and food safety procedures • Participation in international coffee events • Identification, in collaboration with other development agencies, of key areas where coffee can play a major role in poverty eradication • Updating the style and format of ICO publications • Comprehensive redesign of ICO website (migration to Drupal) <p>Expected outputs:</p> <ul style="list-style-type: none"> • Key areas of action for projects identified and matched with donor priorities • Enhanced visibility of ICO activities • Partnerships and MoUs developed with international development bodies • Interventions and submissions to international meetings, increasing awareness of coffee issues • Collaboration on coffee-related activities with other organizations • Updated database on food safety issues and legislation affecting the coffee sector • Missions to relevant organizations and identification of key areas for poverty eradication • Updated coffee map • Enhanced format of ICO publications • Improved format and content of ICO website providing enhanced information on the world coffee sector and ICO activities 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • See Activity 1 for an update on 5th Forum which brought together funding institutions and Members to discuss priorities for the coffee sector; details of participation by ICO representatives in external meetings and events; and ICO missions. • An ICO blog was created in March 2014. From 1 October 2014 to 30 September 2015, the blog registered 98,461 page views. • The ICO website is being redesigned to enhance visibility and accessibility of ICO activities. The current ICO website received 1,275,048 page views between 1 October 2014 and 30 September 2015. • 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. As at 30 September 2015, the ICO's public mailing list contained 2,748 subscribers. • The ICC approved a MoU with the 4C Association and IDH, to establish a multilateral partnership for public-private collaboration in the coffee sector working towards a sustainable, thriving coffee community. • The ICC approved a MoU with Oxfam for a global partnership between the International Coffee Organization and Oxfam for the first International Coffee Day which took place on 1 October 2015. • An update was given to both the Council and the PSCB on food safety during the March and September Sessions.

STRATEGIC GOALS AND ACTIONS 2014/15 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>Resources: £28,000</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Projects matched with donor priorities • Media coverage • Partnerships and MoUs • Events participated in • Publications and reports on food safety • Missions/joint activities/events with partner institutions • Increased downloading of ICO publications • Increased use of the ICO website • New articles/web pages on coffee 	
<p>5. To encourage non-member countries to become Members of the Organization</p> <p>Planned activities in 2014/15:</p> <ul style="list-style-type: none"> • Programme of contacts with representatives of non-members to brief them about benefits of and procedures for membership • Preparation and dissemination of documents and information on membership, including the benefits of membership <p>Expected outputs:</p> <ul style="list-style-type: none"> • Briefings and missions to meet representatives of non-member countries • Progress on expanding membership of the ICA 2007 • Reports and documents on membership <p>Resources: Travel budget</p> <p>Indicators:</p> <ul style="list-style-type: none"> • New Members of the 2007 Agreement • Missions, briefings and reports 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • At 30 September 2015 ICO membership stood at 48 Members (40 exporting Members and 8 importing Members, including the EU with 28 member states). • Three new Members joined the Organization during the year: Madagascar became the 40th exporting Member on 26 November 2014 and the Russian Federation became the 7th importing Member on 24 April 2015. Japan re-joined the Organization on 23 July 2015 after a six-year break and became the 8th importing Member. • Colombia which had previously been provisionally applying the Agreement completed membership procedures on 22 July 2015. • The Executive Director undertook one overseas mission to the Republic of Korea to discuss membership whilst the Head of Operations travelled to Lao People’s Democratic Republic for the same purpose. News of all missions are published on the ICO website. • Briefing meetings were held with representatives of the Lao People’s Democratic Republic which continues to make progress towards becoming a Member in 2016. • The Executive Director has also written to 9 countries which were Members under the ICA 2001 but have not yet completed all the procedures for the ICA 2007. • The Coffee Association of Canada is a member of the PSCB. • Representatives of Lao People’s Democratic Republic, Nepal and Republic of Korea regularly attend ICO meetings as observers.

STRATEGIC GOALS AND ACTIONS 2014/15 (PLANNED ACTIVITIES)	IMPLEMENTATION
2. TRANSPARENCY OF THE COFFEE MARKET	
<p>6. To provide detailed statistical coverage of the coffee value chain, including data related to production, consumption, trade, stocks, differentiated coffees, value distribution and evaluation of efficiency</p> <p>Planned activities in 2014/15:</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 to improve compliance with Statistical Rules • Compilation of data on coffee and gender • 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"> • Increased efficiency of calculating production costs • Expanded information on coffees with special characteristics included in regular ICO publications and special reports • Enhanced accuracy of provision of statistical information on the coffee value chain • Periodic reports on the implementation of the CQP • Periodic reports on the gradings results for Arabica and Robusta coffees • Quality of coffee improved • Task force established • Improved compliance with ICO Statistical Rules <p>Resources: £9,000</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Contacts established with other bodies for supply of data • Usage of ICO website • Countries implementing the CQP • Grading results for Arabica and Robusta • Statistical workshops and participants • Countries providing timely and accurate data • Task force meetings and recommendations 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • The Quarterly Statistical Bulletin and Monthly Trade Statistics were delivered electronically. • Data on coffee with special characteristics (Fairtrade, Rainforest, UTZ, etc.) continued to be collected. • The Statistics Committee considered the setting up of a statistical workshop at its meeting in September 2015 and the matter remains on the Agenda of the Statistics Committee. Exporting members interested in hosting a workshop are invited to contact the Secretariat to arrange this. • The Coffee Prices section of the website received 92,692 page views between 1 October 2014 and 30 September 2015. • The Trade Statistics section of the website received 42,162 page views between 1 October 2014 and 30 September 2015. • 2 reports on grading results for Arabica and Robusta were published (documents SC-48/15 and SC-57/15). • 2 reports on implementation of CQP were published (documents SC-49/15 and SC-58/15). • 14 countries are implementing the CQP as at 30 September 2015 (compared to 17 in 2013/14). • Gradings results: a level of 77% pass was recorded by ICE gradings for Arabica coffee, compared to 81% in calendar year 2013. • Compliance by importing Members is satisfactory while compliance by exporting Members needs to be improved.

STRATEGIC GOALS AND ACTIONS 2014/15 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>7. To prepare reports and studies on the market situation and trends and developments in the coffee sector, especially with regard to structural conditions in international markets, and long-term and new trends in production and consumption that balance supply and demand</p> <p>Planned activities in 2014/15:</p> <ul style="list-style-type: none"> • Preparation of monthly and quarterly 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 major challenges in the coffee sector • Upgrading statistical software <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 • Improved statistical data <p>Resources: £10,000</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Monthly market reports • Quarterly market reports • Studies • Country profiles • Fact sheets • Statistical data processed 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • As at 30 September 2015 the ICO published the following: <ul style="list-style-type: none"> • 12 monthly reports on the coffee market which identify emerging trends in the global coffee economy for consideration by Members. • Sustainability of the coffee sector in Africa (document ICC-114-5). • Guide for financing climate-related activities in the coffee sector (document ICC-114-7). • The impact of the price of oil and the US dollar exchange rate on coffee prices (document ICC-115-6). • A revised version of Sustainability of the coffee sector in Africa (document ICC-114-5 Rev. 1). • Coffee in China (document ICC-115-7) • Coffee in the Russian Federation (document ICC-115-6). • The ICO has developed and published a series of country infographics on the website. • In March 2015 the Council agreed to delay the upgrade of the statistical software until the completion of the Strategic Review. • In March 2016 the Council will review the Guidelines for the preparation of country coffee profiles.

STRATEGIC GOALS AND ACTIONS 2014/15 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>8. To take into account actions related to Article 24 (Removal of obstacles to trade and consumption) in implementing the ICA 2007, including preparing periodical surveys on the effects of tariffs, non-tariff barriers and indirect taxes on coffee consumption and trade</p> <p>Planned activities in 2014/15:</p> <ul style="list-style-type: none"> Preparation of report on obstacles to trade and consumption <p>Expected outputs:</p> <ul style="list-style-type: none"> Updated information on tariffs, non-tariff barriers and indirect taxes on coffee consumption and trade <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> Reports Countries providing information on tariffs, non-tariff barriers and indirect taxes on coffee consumption and trade 	<p>Internal assessment: partially 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 (document 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). Two countries sent information on obstacles to trade and consumption in 2014/15.
<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 2014/15:</p> <ul style="list-style-type: none"> Preparation of report on mixtures and substitutes <p>Expected outputs:</p> <ul style="list-style-type: none"> Report presented to the Council <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> Countries providing information on mixtures and substitutes 	<p>Internal assessment: partially implemented</p> <ul style="list-style-type: none"> An updated report on mixtures and substitutes was presented to the Council in September 2014 (document ICC-113-8). One country provided information on mixtures and substitutes in 2014/15.

STRATEGIC GOALS AND ACTIONS 2014/15 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>10. To review and revise, as appropriate, statistical matters related to the ICA 2007, including the Rules on Statistics, the system of indicator prices and conversion factors for types of coffee</p> <p>Planned activities in 2014/15:</p> <ul style="list-style-type: none"> • Reviewing the weighting of each group of coffee in the calculation of the ICO composite indicator price and revising as needed • Reassessing conversion factors for roasted, decaffeinated, liquid and soluble coffee in the light of recommendations by the Statistics Committee in September 2014 <p>Expected outputs:</p> <ul style="list-style-type: none"> • Updated weightings of indicator prices • Updated conversion factors for roasted, decaffeinated, liquid and soluble coffee <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Monthly prices document • Daily posting of indicator prices on the website 	<p>Internal assessment: fully implemented</p> <ul style="list-style-type: none"> • No Member other than the USA has sent information using expanded HS codes in 2014/15. 12 exporting Members have sent information using standardised codes. • 12 monthly prices documents have been published. • Daily indicator prices have been published for 253 days (3,289 records in total) and posted on the website. • The Statistics Committee and PSCB will review conversion factors for types of coffee at their meetings in March 2016. • Revised market shares and group weightings for the Indicator price system were approved by the Council and came into effect on 1 October 2015 (document ICC-105-17 Add. 2). The Statistics Committee will review the system of indicator prices again in March 2017.
<p>11. To promote private-public partnerships to enhance the transparency and reliability of coffee statistics</p> <p>Planned activities in 2014/15:</p> <ul style="list-style-type: none"> • Search for alternative sources of statistics with a view to improving ICO statistical data and broadening coverage of the coffee market • Evaluation of use of DVD providing guidance on compliance with Statistical Rules <p>Expected outputs:</p> <ul style="list-style-type: none"> • Reliable sources of statistics established • Enhanced statistical coverage of the world coffee market • Improved compliance with ICO Statistical Rules • ICO becomes the industry standard for coffee statistics <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Downloads of DVD from website • Countries using DVD • Statistical data processed • Countries providing timely and accurate data 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • The DVD on statistics has been widely disseminated to all Members and is available for viewing on the ICO's YouTube page and on the Statistics section of the ICO website. The playlist of the videos has received 153 views. • See Activity 12 for a report on compliance with Statistical Rules.

STRATEGIC GOALS AND ACTIONS 2014/15 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>12. To continue with the coffee Statistics Roundtable with private sector analysts to revise discrepancies in production, consumption, exports and stocks</p> <p>Planned activities in 2014/15:</p> <ul style="list-style-type: none"> • Search for alternative sources of statistics with a view to improving the ICO’s statistical output and broadening coverage of the coffee market • Continue with quarterly meetings of the coffee round table on statistics with private sector analysts <p>Expected outputs:</p> <ul style="list-style-type: none"> • Improved compliance with ICO Statistical Rules • Improved and expanded data on the coffee market <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Statistical reports • Alternative sources of statistics identified • Countries providing timely and accurate data • Roundtable meetings • Changes to the methodology and final output of statistics 	<p>Internal assessment: partially implemented</p> <ul style="list-style-type: none"> • 50 statistical reports and documents have been published, including 12 Monthly Trade Statistics, 4 Quarterly Statistical Bulletins, 1 Annual Trade Statistics and 12 Monthly Prices. • The ICO Statistics Roundtable composed of statistics experts met twice in 2014/15, and reported to the Statistics Committee in March 2015. • Strict Compliance with the Statistical Rules by exporting Members was just 60.1% in September 2015 compared to 67.4% in September 2014. However, when including data received after the stipulated compliance dates, 71.9% of data was received. Compliance by importing Members was 95.9% in September 2015 compared to 99.6% in September 2014. The Statistics Committee reviews compliance by Members at its twice-yearly meetings. • The setting up of a statistical workshop to enhance Members’ compliance will be considered during the week of the ICO meetings held in Addis Ababa in March 2016.

STRATEGIC GOALS AND ACTIONS 2014/15 (PLANNED ACTIVITIES)	IMPLEMENTATION
3. COMMUNICATIONS, PUBLIC OUTREACH AND DISSEMINATION OF KNOWLEDGE	
<p>13. To enhance the viability and execution of projects that benefit Members and the world coffee economy by defining coffee development strategies, monitoring project proposals submitted to relevant donors and supervising their implementation</p> <p>Planned activities in 2014/15:</p> <ul style="list-style-type: none"> • Updating ICO procedures for projects in line with priorities of donors • Updating the ICO coffee development strategy as needed • Submission of ICC approved project proposals to CFC and other potential donors • Monitoring and supervising the implementation of project proposals funded by donors <p>Expected outputs:</p> <ul style="list-style-type: none"> • Updated project procedures in line with priorities of institutional partners • Updated coffee development strategy • Consideration of project proposals by donors • Effective implementation of coffee development projects <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Revised documents relevant to ICO procedures for the projects cycle • New projects approved and funded • Evaluation reports on concluded projects 	<p>Internal assessment: fully implemented</p> <ul style="list-style-type: none"> • In March 2015 the Council endorsed one new project proposal for submission to the CFC (Revitalization of the coffee sector of Zimbabwe through enhancement of the coffee value chain PJ-83/15). The application form issued by the CFC was sent to the proponent in April 2015. • Two revised documents relating to the Terms of reference for the Virtual Screening Subcommittee and the assessment of projects were approved by the Council in March 2015. • The ICO has issued reports on the implementation and supervision of projects funded by donors (see documents PJ-86/15 and PJ-92/15). • Two completion reports for concluded projects were presented to Members in March 2015 (document PJ-87/15): <ul style="list-style-type: none"> • Competitive coffee enterprises programme for Guatemala and Jamaica. • Building capacity in coffee certification and verification for specialty coffee farmers in AFCA countries. • The Projects Committee decided in March 2015 that the Strategic Review of the ICO should include the redefining of the projects area of the ICO's work.

STRATEGIC GOALS AND ACTIONS 2014/15 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>14. To screen project proposals submitted with the support of Members, using consistent mechanisms and external expertise, so as to select proposals that are suitable for potential donors as well as monitoring the implementation and final evaluation of projects</p> <p>Planned activities in 2014/15:</p> <ul style="list-style-type: none"> • Screening of project proposals for submission to the Council • Contributing to design of projects for Members • Identification of resources for developing proposals (e.g. each new proposal should contain suggestions for donors) • Supervision of projects under implementation, through regular reports, coordination of independent consultants, mid-term and final evaluations and contributions to project workshops <p>Expected outputs:</p> <ul style="list-style-type: none"> • New proposals to develop a sustainable coffee sector submitted for approval by the Council • Sound project proposals tailored to specific donors • Donors identified for projects • Effective implementation of projects to improve key areas in the coffee sector <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Proposals screened, revised by the proponents and submitted to the Council for endorsement • New project ideas from Members developed into sound projects for consideration by donors • Projects selected by areas of action matching relevant funding institutions • Projects having obtained funding • Projects implemented and concluded 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • The Secretariat screened one project proposal that was endorsed by the Council in March 2015. Members are invited to suggest donors when submitting their proposals: <ul style="list-style-type: none"> • Promotion of coffee production in Zimbabwe through establishing nurseries, replanting, and capacity building of farmers (Document PJ-83/15). • 6 project reports, mid-term and final evaluations were published in 2014/15. • The ICO is supervising 3 projects that are currently being implemented: <ul style="list-style-type: none"> • Qualitative and quantitative rehabilitation of coffee with the aim of improving living conditions of coffee farmers afflicted and displaced by war in the Democratic Republic of Congo. • Sustainable Credit Guarantee Scheme to promote scaling up of enhanced processing practices in Ethiopia and Rwanda. • Promoting a sustainable coffee sector in Burundi.

STRATEGIC GOALS AND ACTIONS 2014/15 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>15. To seek finance for projects and other activities, such as training courses, that benefit Members and the world coffee economy</p> <p>Planned activities in 2014/15:</p> <ul style="list-style-type: none"> • See Activity 29 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • See Activity 29.
<p>16. To strengthen country ownership of projects and encourage the capacity-building of local communities and small-scale farmers</p> <p>Planned activities in 2014/15:</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 together with coffee authorities (where possible in local languages) • Wide dissemination of project results • Enhanced country ownership and capacity-building <p>Resources: Regular and voluntary contributions</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Reports/materials on project outcomes • Projects with expanded activities in beneficiary countries/replicated in other countries • Countries/producers that benefitted from ICO projects • Use of ICO website 	<p>Internal assessment: fully implemented</p> <ul style="list-style-type: none"> • All new and existing projects contribute to capacity-building of small-scale farmers and local communities. • 3 projects currently under implementation have nationally based PEAs, in addition to 2 concluded projects. • The ICO has issued 2 Executive Summaries of concluded projects (document PJ-87/15). • 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 2014/15 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>17. To encourage greater voluntary technology transfer and technical cooperation, so as to enhance remuneration to producers</p> <p>Planned activities in 2014/15:</p> <ul style="list-style-type: none"> • Encouraging exchanges of information among Member countries on results obtained from successful implemented projects including development of a summary publication of lessons learned from ICO projects • Strengthening the dissemination of project results to Members via dedicated seminars, roundtables and workshops in partnership with existing relevant training/programmes on coffee • Investigation of the use of new technology to enhance access to information • Cooperation with the ABC within the MoU framework <p>Expected outputs:</p> <ul style="list-style-type: none"> • Display of results obtained, and ways to reach them, during the final workshops of each project, and on websites of the ICO and local institutions • Successful project outcomes conveyed to Members more effectively • Cooperation initiated on coffee technology discussion/cooperation with specialized agencies <p>Resources: Regular and donor contributions</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Technology transfer activities promoted by projects implemented • Attendees at seminars, roundtables and workshops on projects dissemination on technology transfer • Projects derived from technologies replicated in producing Member countries • Usage of websites of the ICO and local institutions • Activities carried out within the ABC and the ICO MoU framework 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • A final workshop on the concluded project, 'Building capacity in coffee certification and verification for specialty coffee farmers in AFCA countries' took place in Kampala, Uganda, in November 2014. It was attended by delegates of the Inter-African Coffee Organisation, NGOs and private sector representatives. • All project reports and results are disseminated on the ICO website and the websites of participating PEAs. • One scientific article from the Coffee Leaf Rust project (CFC/ICO/40) was published in the scientific magazine African Crop Science Sociology, under the title 'Resistance to coffee leaf rust among Arabica genotypes in Uganda'.

STRATEGIC GOALS AND ACTIONS 2014/15 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>18. To promote scientific research and development throughout the coffee chain, including alternative uses for low-quality coffee and by-products of coffee processing, and enhancing existing coffee varieties</p> <p>Planned activities in 2014/15:</p> <ul style="list-style-type: none"> • Reporting on scientific research and project outcomes • Investigating additional sources of funding for basic research projects in the pipeline (see Activity 29) • Continuation of cooperation and exchange of information with ASIC and other relevant institutions • Establish a database on coffee scientists and experts • See also Activity 29 • Collaborating with existing coffee research programmes and efforts to support them <p>Expected outputs:</p> <ul style="list-style-type: none"> • Dissemination of information on scientific research and relevant ICO project activities • Sources of finance identified for research projects in the pipeline • Enhanced cooperation and exchange of information on scientific research with other institutions • Database of scientists and experts available for consultation by Members <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Potential donors considering basic research projects/amount of funding secured • Reports and presentations • Relevant specialized conferences and meetings attended • Usage of ICO website 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • The ICO continues to maintain a strong relationship with ASIC to keep up to date on developments in coffee science. The 26th International Conference on Coffee Science will be organized by ASIC in Yunnan, China in 2016. The results of past ASIC conferences are available in the ICO Library for consultation by Members. • ASIC and CABI are approved observers to Council Sessions. • ISIC and ASIC hosted a session on Coffee and Health at the Global Coffee Forum in September 2015. • At its bi-annual meetings the PSCB considered presentations on the work of World Coffee Research, USAID and the Coffee Rust Research Centre on rust-resistant coffee varieties. It also received updates from the Coffee Quality Institute (CQI) on its Partnership for Gender Equity.

STRATEGIC GOALS AND ACTIONS 2014/15 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>19. To develop the role of the ICO as Project Executing Agency in appropriate cases</p> <p>Planned activities in 2014/15:</p> <ul style="list-style-type: none"> • Consideration of the role of the ICO as a PEA for coffee development projects on a case by case basis as appropriate • Implement recommendations by Members after reviewing added value of role as PEA <p>Expected outputs:</p> <ul style="list-style-type: none"> • Clear procedures for the project cycle in a new framework with implementation coordinated by the ICO <p>Resources: Percentage share of total project cost</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Projects successfully implemented under the direct coordination of the ICO as PEA 	<p>Internal assessment: not implemented</p> <ul style="list-style-type: none"> • At the Projects Committee meeting in March 2014 Members felt that the ICO should consider carefully its role as PEA as this would require resources.
<p>20. To organize seminars, roundtables and workshops on coffee-related matters, including project results, and disseminate information presented at these events</p> <p>Planned activities in 2014/15:</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: £2,000</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Usage of ICO website and viewers on YouTube of live and pre-recorded videos • Paying participants • Revenue generated • Media coverage 	<p>Internal assessment: not implemented</p> <ul style="list-style-type: none"> • A seminar has not been held during coffee year 2014/15 as the 5th Consultative Forum took place during the March Session. However, the Organization has participated in a number of scientific seminars organised by third parties as reported in Activity 1.

STRATEGIC GOALS AND ACTIONS 2014/15 (PLANNED ACTIVITIES)	IMPLEMENTATION
4. SUSTAINABLE COFFEE SECTOR	
<p>21. To promote a sustainable coffee sector so as to contribute to the achievement of the Millennium Development Goals, in particular with respect to poverty eradication</p> <p>Planned activities in 2014/15:</p> <ul style="list-style-type: none"> • Engaging with the Vision 2020 task force as a full-time participant, including participating in bi-monthly Vision 2020 task force meetings • Developing a framework for the participation of the ICO, ensuring that the key areas of action of the Organization are fully incorporated within the agenda of the task force • Inclusion of issues related to the MDGs in the preparation and implementation of projects <p>Expected outputs:</p> <ul style="list-style-type: none"> • ICO to be a leading member of the sustainability platform • ICO areas of action incorporated in task force agenda • Increased standards of living of small coffee farmers, particularly in LDCs • Integration of the principles of sustainable development into country policies and programmes <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Task force meetings attended • ICO action areas included in task force agenda • Impact of projects in terms of poverty alleviation 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • The ICO is a partner of 'Vision 2020 for a sustainable coffee sector', an initiative developed by the 4C Association and IDH to develop a vision for a global sustainability platform for the coffee sector. • In May 2015 the ICO, in collaboration with the 4C Association and IDH, hosted two interactive webinars for stakeholder update and input on 'Vision 2020 for a Sustainable Coffee Sector'. The two separate webinars received over one hundred registrations from a diverse spectrum of coffee stakeholders. This enabled valuable feedback and proposals for next steps to be gathered.

STRATEGIC GOALS AND ACTIONS 2014/15 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>22. To disseminate information about economic, environmental and social sustainability, sustainable techniques and practices, and the efficient use of environmental resources throughout the coffee supply chain, including performance indicators and appropriate organizational structures</p> <p>Planned activities in 2014/15:</p> <ul style="list-style-type: none"> • Improvement of information on best practices along the supply chain (including existing certification guidelines) • Continue monitoring implementation and disseminating the results of projects including ‘Building capacity in coffee certification and verification for specialty coffee farmers in AFCA countries’ • Collection and dissemination of information on sustainability and its implications for the world coffee sector • Presentations on sustainability issues to Members • Participation in seminars/workshops on sustainable coffee economy <p>Expected outputs:</p> <ul style="list-style-type: none"> • Reports and presentations to the Council and disseminated on the website • Enhanced information and increased awareness about the challenges of adapting to a more sustainable coffee economy, sustainable issues and sustainable practices • Editing and publication of documents on project results • Sharing of lessons learned from projects currently being implemented and concluded projects that successfully addressed environmental and social issues by Member countries that have participated in ICO projects, with other countries <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Presentations and reports • Usage of ICO website • Seminars/workshops attended • Value of activities promoted by Member countries to address environmental and social issues • Member countries that have organized activities to minimize gender-based disparity in the coffee sector 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • A closing workshop took place in Uganda in November 2014 for the project ‘Building capacity in coffee certification and verification for specialty coffee farmers in AFCA countries’. The Project Executing Agency, AFCA presented the main achievements of the project in March 2015. • See Activity 21 for details of the Vision 2020 webinar hosted by the ICO and its partner organizations. • The Secretariat prepared a study on a sustainable coffee sector in Africa, providing relevant information on the necessary steps towards securing a sustainable coffee sector (documents ICC-114-5 and ICC-114-5 Rev. 1).

STRATEGIC GOALS AND ACTIONS 2014/15 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>23. 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 2014/15:</p> <ul style="list-style-type: none"> • Securing funding for the assessment of the effects of climate change on the coffee sector • Promoting studies on the impact of climate change on coffee production • Strengthening of the links/develop cooperation with organizations working in the field of climate change <p>Expected outputs:</p> <ul style="list-style-type: none"> • Funding for assessing effects of climate change • Provision and wide dissemination of up-to-date information on climate change • Updated study on coffee and climate change • Input into policies and activities to mitigate the impact of climate change • Dialogue with relevant agencies on climate change and establishment of partnerships <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Amount of funding secured • Studies/reports on this topic • Members with policies/activities to mitigate impact of climate change • Contacts/partnerships established with organizations • Projects that tackle/monitor climate change issues 	<p>Internal assessment: not implemented</p> <ul style="list-style-type: none"> • One of the sessions during the Global Coffee Forum in September 2015 was devoted to the issue of climate change. • The ICO continues to cooperate with CABI and other initiatives such as Vision 2020. • All ICO projects contribute to developing a sustainable coffee sector (see document PJ-92/15 for details of projects currently under implementation). • Members decided that the ICO should not take a firm stance on climate change until individual governments had determined their policies.
<p>24. To seek finance for, evaluate and give feedback on project proposals aimed at developing a sustainable coffee sector</p> <p>Planned activities in 2014/15:</p> <ul style="list-style-type: none"> • See Activities 14 and 29 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • See Activities 14 and 29. • A revised version of the study on the Sustainability of the coffee sector in Africa (document ICC-114-5 Rev. 1) was published in September 2015.

STRATEGIC GOALS AND ACTIONS 2014/15 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>25. To improve understanding of market structures, including methods of financing stocks and providing wider access to credit and risk management instruments in producer countries and appropriate for smallholders</p> <p>Planned activities in 2014/15:</p> <ul style="list-style-type: none"> • Inclusion, where appropriate, of risk management and credit access activities in projects sponsored by the ICO • Monitoring implementation of relevant projects, including the ‘Sustainable Credit Guarantee Scheme to promote scaling up of enhanced processing practices in Ethiopia and Rwanda’ • Use of the Forum to promote the exchange of information and possible coordination of activities • Implementing recommendations from the Forum • Development of a strategy to engage private sector institutions with expertise such as banks, investment funds and trading companies to work with the ICO on advancing finance and risk management issues • Disseminating the World Bank/ICO study on risk management in the coffee sector <p>Expected outputs:</p> <ul style="list-style-type: none"> • Expanded knowledge of finance and risk management instruments • Strategy developed and partnerships established with financing and trading organizations • Improved access to credit and risk management tools • Reports and presentations on project implementation facilitating replication of project in other countries <p>Resources: Regular and donor contributions to relevant coffee projects</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Relevant projects successfully concluded and replicated • Presentations/reports disseminated • Private sector institutions working with the ICO on advancing finance and risk management issues • Use of ICO website 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • No new projects with risk and finance components have been put forward for endorsement in 2014/15. However, in previous years 8 out of the 38 projects sponsored by the ICO included risk management and credit access activities. • See Activity 1 for information about the 5th Consultative Forum which promoted an exchange on ‘How to effectively structure a project in order to obtain financing’.

STRATEGIC GOALS AND ACTIONS 2014/15 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>26. To develop an action plan to encourage increased consumption and market development under the ICA 2007</p> <p>Planned activities in 2014/15:</p> <ul style="list-style-type: none"> • Implementation of plan to promote consumption and market development approved by the Council in September 2012 (see ICC-109-13) • Promotion and extension of the use of the ICO CoffeeClub by the world coffee sector • Provision of operational and administrative support for coffee and health programmes (HCP-CEP and Coffee and Health website) • Preparation for and organization of an International Coffee Day on 1 October 2015, in consultation with the PSCB and Council. • Developing projects to promote domestic consumption <p>Expected outputs:</p> <ul style="list-style-type: none"> • Multi-stakeholder network of partners activated • Increased use of CoffeeClub (to be merged into the upcoming ICO Blog), new communities established on issues of interest to the coffee sector, posting of ideas and strategies to promote coffee consumption (through engagement on social media) • Dissemination of scientifically vetted information about coffee and health issues • 1st International Coffee Day launched, raising awareness of coffee • Projects developed to promote domestic consumption • Increased consumption and quality of coffee through promotion initiatives (e.g. coffee cuppings at the ICO headquarters) <p>Resources: Regular/sponsorship</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Partnerships and collaborations with media and research organizations on publications and online awareness campaigns • Authors, readers and online shares on the ICO Blog • Use of ICO and Coffee and Health websites • Media coverage of International Coffee Day • Programmes/projects developed • Data on global coffee consumption and quality 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • In March 2014, the Council agreed to establish an annual International Coffee Day, which was launched on 1 October 2015 during the 115th Council Session and Global Coffee Forum in Milan, Italy. Details of activities were posted on a specially commissioned website for the Day. • Scientifically vetted information on coffee and health issues is regularly posted on the Coffee & Health website and shared on social media. • See Activity 1 for update on media contacts. • A new series of events entitled ‘The Coffee Sessions’ was created and hosted with an aim of providing a platform for speakers on a variety of coffee-related topics. Two events were held in 2014/15 with plans to continue the series in 2015/16. All the events were co-hosted by the Speciality Coffee Association of Europe UK Chapter.

STRATEGIC GOALS AND ACTIONS 2014/15 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>27. To disseminate, in conjunction with the private sector, information about issues related to coffee and health</p> <p>Planned activities in 2014/15:</p> <ul style="list-style-type: none"> • See Activity 26 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • The PSCB regularly considers issues relating to coffee and health. • There was a session dedicated to coffee and health at the Global Coffee Forum in Milan, Italy in September 2015.
<p>28. To encourage quality assurance measures, including the implementation of quality standards for exported coffee (as provided for in Resolution 420)</p> <p>Planned activities in 2014/15:</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 • Updated report on national quality standards • Implement recommendations on CQP following discussions by Members in September 2014 • See Activity 6 <p>Expected outputs:</p> <ul style="list-style-type: none"> • Information on quality and national standards widely disseminated • Enhanced participation in the CQP • Quality of coffee improved <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Reports disseminated • Countries implementing national quality standards • Countries implementing the CQP • Grading results for Arabica and Robusta 	<p>Internal assessment: under implementation</p> <ul style="list-style-type: none"> • 2 reports on grading results for Arabica and Robusta have been published (documents SC-48/15 and SC-57/15). • 2 reports on implementation of CQP have been published (documents SC-49/15 and SC-58/15). • 14 countries implemented the CQP (compared to 17 in 2013/14). • Grading results: a level of 77% pass was recorded by ICE gradings for Arabica coffee, compared to 81% in calendar year 2013.

STRATEGIC GOALS AND ACTIONS 2014/15 (PLANNED ACTIVITIES)	IMPLEMENTATION
<p>29. To develop a fundraising strategy based on specific, measurable, attainable, relevant and time-bound (SMART) criteria</p> <p>Planned activities in 2014/15:</p> <ul style="list-style-type: none"> • Development and implementation of a fundraising strategy to ensure that appropriate organizations are approached and identify alternative sources of finance for projects • Visiting donor organizations to advocate coffee sector issues • Use of the Forum to identify sources of support for projects, studies and other activities, as well as to promote the exchange of information and possible coordination of activities among the development assistance agencies of Members • Contributing to the achievement of the MDGs <p>Expected outputs:</p> <ul style="list-style-type: none"> • A defined strategy for approaching appropriate organizations for finance for coffee sector projects • Identification of additional sources of support for projects and other activities • Dialogue with donors on including coffee sector priorities in their strategies • Dissemination of information on coffee and cooperation with development assistance agencies • Funding secured for projects to improve livelihoods of producers <p>Resources: Regular</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Alternative sources of finance identified • New pledges or contributions from donors for project implementation • Projects funded/total funding for projects • Contacts established/new donor agencies involved • Development agencies including coffee as a priority in their strategies • Usage of ICO website 	<p>Internal assessment: further implementation required</p> <ul style="list-style-type: none"> • The 5th Consultative Forum on Coffee Sector Finance held in March 2015 included representatives from 10 different donor institutions and development assistance agencies including: World Bank, ADB, AfDB, IDH, IADB, USAID and the CFC. • Since the Forum, the Secretariat has been working with IACO and the African Development Bank Group to set up a Coffee Development Facility to finance coffee projects in Africa. A report was made to the Projects Committee in September 2015. A workshop to identify priority areas of intervention will take place in April 2016.