



International Coffee Council
117th Session
19 – 23 September 2016
London, United Kingdom

**Draft Programme of Activities for the
Organization – 2016/17**

Background

1. In document WP-Council 269/16 Rev. 1 Members are informed that the recommendations derived from the Strategic Review will be used as the starting point for the development of a new five-year Action Plan. Further to the meeting of the Working Group on the Strategic Review on Tuesday 20 September, the Secretariat revised the document which was subsequently published as WP-Council 269/16 Rev. 2. This document (Rev. 3) incorporates comments received from Members.
2. The document on the Strategic Review also states that the ICO may need to adjust its planning cycle to allow time for the approval of the Strategic Review and consider the submission of a short-term plan in the meantime.
3. In light of the above, this document contains the draft Programme of Activities for the Organization for coffee year 2016/17. It has been prepared bearing in mind that coffee year 2016/17 should be regarded as transitional prior to the approval of the new five-year Action Plan in 2017/18.

Action

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

DRAFT PROGRAMME OF ACTIVITIES FOR THE ORGANIZATION – 2016/17

Goal 1: Delivering world-class data, analysis and information to inform both policy makers and the industry Objective 1: To provide detailed statistical coverage and prepare reports and studies on the market situation and trends and developments in the coffee sector						
Action Step	Responsible Person	Deadline	Necessary Resources	Potential Challenges	Results indicator	Results achieved (to be reported 12 months after approval)
Preparation of monthly trade statistics, quarterly statistical bulletin and annual trade statistics	Head of Operations steering the work	End of every month and every quarter	Accurate and timely data from Members Hardware and software for the statistics activities	Outdated hardware and software. Difficulties obtaining, analysing and processing data from non-Members.	12 Monthly trade statistics reports 4 Quarterly Statistical Bulletins	
Monthly coffee market reports on global production and consumption trends	Chief Economist supervising the work on a daily basis of the Economics Unit	End of every month		Insufficient staff in charge of the preparation of the statistical reports.	1 Annual Trade Statistics report	
Preparation of studies on specific aspects of the world coffee sector and selected country profiles	Statistics and Economics Units executing the activities	March 2017 September 2017		Members not providing the necessary data and/or in the requested format	12 Monthly market reports 2 Economic studies	
Collect and verify daily quotation on physical and futures markets including daily exchange rates	Statistics Committee to provide guidance to the Secretariat	Daily		Lack of training for staff in the latest statistical and econometrics software and methods	Daily coffee price series	
Convene the Statistics Roundtable once a month to provide expert input to the Secretariat		Monthly				

Goal 1: Delivering world-class data, analysis and information to inform both policy makers and the industry Objective 2: Strengthen the ICO's capacity to collect, analyse and interpret data, and deliver policy advice (Strategic Review recommendation)						
Action Step	Responsible Person	Deadline	Necessary Resources	Potential Challenges	Results indicator	Results achieved (to be reported 12 months after approval)
Prepare a timed and costed 5-year strategy for collecting, analysing and disseminating data including aspects such as: (i) Data identification and description (ii) Data architecture and integration (iii) Data storage and technology (iv) Data insight and analysis (v) Data governance, privacy and security (vi) Search for alternative sources of statistics with a view to improving ICO statistical data and broadening coverage of the coffee market (vii) Needs assessment of the Secretariat to determine and address organizational weaknesses within the Economics and Statistics Sections	Operations Unit to provide initial input into the process Head of Operations and Head of Finance and Administration to supervise the process Executive Director steering the process Working Group on the Strategic Review providing guidance during the process International Coffee Council approving the process's outcomes	September 2017	Data Strategy Consultant (tbd) ICC-116-12 Draft Administrative Budget for 2016/17 Document WP-Council 269/16 Rev.1 Draft Report on the Strategic Review	Insufficient funds which will hamper the selection and hiring of a Data Strategy Consultant. Delays in the approval process Member's lack of active participation and involvement Secretariat's lack of expertise in developing this kind of strategy	An approved 5-year Data Strategy for the ICO	

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Objective 2: Strengthen the ICO's capacity to collect, analyse and interpret data, and deliver policy advice (Strategic Review recommendation)						
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NB. The Data Strategy will benefit from the Member and Third Party Engagement Strategy in those sections related to timely and accurate provision of data (see Goal 3, Objective 1).						

Goal 2: Using the ICO's convening power to provide a forum for dialogue between and within public and private sectors Objective 1: Continue to provide a forum for discussion of coffee-related matters						
Action Step	Responsible Person	Deadline	Necessary Resources	Potential Challenges	Results indicator	Results achieved (to be reported 12 months after approval)
Prepare the following meetings and events: (i) Council Sessions and other ICO meetings in March 2017 in London and September 2017 in Côte d'Ivoire (ii) Facilitate Members' discussion on the review of the ICA 2007 (iii) 7 th Consultative Forum on Coffee Sector Finance (iv) Coffee sessions in collaboration with SCAE (v) ICO event to celebrate ICD (vi) Seminar on compliance with the ICO's Rules on Statistics (vii) Missions to Member countries	Secretariat Officer and Communications Officer to provide initial input and attend events when appropriate Head of Operations to oversee general organisation of events and meetings; attend and speak at events when appropriate Executive Director to lead the process; attend and speak at events when appropriate	March and September 2017 September 2017 September 2017 Ongoing 1 October 2017 March and September 2017 Ongoing	External experts and speakers ICC-116-12 Draft Administrative Budget for 2016/17 Appropriate venues ICO and ICD websites Press contacts Social media	Finding the appropriate person to liaise with in Member countries and amongst ICO partners Insufficient funds for travel Insufficient attendees The ICO's lack of visibility	Approved ICC Decisions and Reports of the Committees Approved report and follow up actions Video recordings of the event posted on social media and media coverage Media coverage Improved compliance with the ICO's Rules on Statistics by Members whose representatives attended the seminar Improved Member engagement and increased Member attendance at events and meetings	

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Action Step	Responsible Person	Deadline	Necessary Resources	Potential Challenges	Results indicator	Results achieved (to be reported 12 months after approval)
Attend the following events: (i) UN Conference on Climate Change (COP 21) (ii) Coffee Producers' Summit in Colombia (iii) National and world coffee events (iv) Attend the GCP Board meetings and Annual Assembly Identify high-profile forums at which staff can advocate on coffee matters such as coffee and health, gender, climate change, socio-economic issues, quality. From the above meetings and events: (i) Disseminate results and outcomes (ii) Define and implement follow up actions	Members attend and speak at events when appropriate	December 2016 July 2017 Ongoing Ongoing Ongoing			Stronger relationship with Vision 2020 partner Portfolio of events and contacts for staff to attend	

Goal 2: Using the ICO’s convening power to provide a forum for dialogue between and within public and private sectors Objective 2: Seek to engage with its Members and third parties more effectively and consistently (Strategic Review recommendation)						
Action Step	Responsible Person	Deadline	Necessary Resources	Potential Challenges	Results indicator	Results achieved (to be reported 12 months after approval)
Prepare a 5-year Strategy for Member and Third Party Engagement with a view to obtaining the following outcomes: (i) Member and Third Parties to have thorough insight and knowledge of the ICO’s activities (ii) Increased value created by the ICO for Members and Third Parties (iii) Improved Member engagement and attendance between and at regular ICO meetings (v) Improved Member and Third Party relationships through: the ICO’s website; dedicated assistance and the ICO’s meetings	Operations Unit to provide initial input Head of Operations and Head of Finance and Administration involved during all stages of the process Executive Director steering the process Working Group on the Strategic Review providing guidance during the process International Coffee Council approving the process’s outcomes	September 2017	Document WP-Council 269/16 Rev. 1 Draft Report on the Strategic Review Document FA-126/16 Draft Terms of Reference for the establishment of partnerships between the ICO and other entities ICC-116-12 Draft Administrative Budget for 2016/17	Delays in the approval process The ICO’s lack of visibility Member’s lack of active participation and involvement The Secretariat’s lack of expertise in developing this kind of strategy	An approved 5-year Strategy for the Engagement of the ICO’s Members and Third Parties	

Goal 2: Using the ICO’s convening power to provide a forum for dialogue between and within public and private sectors Objective 2: Seek to engage with its Members and third parties more effectively and consistently (Strategic Review recommendation)						
Action Step	Responsible Person	Deadline	Necessary Resources	Potential Challenges	Results indicator	Results achieved (to be reported 12 months after approval)
(v) Improved ICO governance via the committees and Council (vi) Identified partners for collaboration (vii) Needs assessment of the Secretariat to determine and address organizational weaknesses to allow for stronger Member and Third Party engagement						

Goal 3: Facilitate development projects and programmes through public-private partnerships and other means provided that they are sufficiently funded Objective 1: Continuing promotional activities for the International Coffee Day						
Action Step	Responsible Person	Deadline	Necessary Resources	Potential Challenges	Results indicator	Results achieved (to be reported 12 months after approval)
<p>Define the slogan for the ICD 2017 campaign bearing in mind the following:</p> <ul style="list-style-type: none"> (i) ICD as a day for the coffee industry to report its progress on the path to a sustainable sector (ii) A year-long focus theme for the sector (iii) How best to promote domestic consumption in both producing and consuming countries <p>The activities for ICD 2017 should include:</p> <ul style="list-style-type: none"> (i) Continued use of the ICD website to display information about events occurring around the world (ii) Continued use of social media to promote the campaign (iii) Continued collaboration with national and regional coffee associations 	<p>Secretariat Officer and the Communications Officer to provide initial input</p> <p>Head of Operations to oversee general organisation</p>	1 October 2017	<p>ICC-116-12 Draft Administrative Budget for 2016/17</p> <p>Document FA-126/16 Draft Terms of Reference for the establishment of partnerships between the ICO and other entities</p> <p>Appropriate venues</p> <p>ICD website</p> <p>Press and private sector contacts</p> <p>Social media</p>	<p>Delays in the approval process</p> <p>The ICO and ICD's lack of visibility</p>	<p>An approved slogan for the campaign</p> <p>Events taking place around the world celebrating ICD</p> <p>Significant press coverage</p>	

Goal 3: Facilitate development projects and programmes through public-private partnerships and other means provided that they are sufficiently funded Objective 1: Continuing promotional activities for the International Coffee Day						
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(iv) Increased press coverage of the day including articles in both the industry specific and the general press about ICD as a true and impactful celebration of coffee (v) Increased involvement of coffee retailers as promoters of the Day (vi) Development of ICD social media toolkit to be used by Members						

Goal 3: Facilitate development projects and programmes through public-private partnerships and other means provided that they are sufficiently funded Objective 2: Take opportunities to collaborate with key public and private actors to align objectives and activities, lead programmes where possible, and contribute to others' programmes where practical (Strategic Review recommendation)						
Action Step	Responsible Person	Deadline	Necessary Resources	Potential Challenges	Results indicator	Results achieved (to be reported 12 months after approval)
Develop a 5-year Strategy for Projects with a view to obtaining the following outcomes: (i) Taking into consideration Vision 2020 and its workstreams, define the coffee sector's priorities for projects (ii) Define criteria to identify high impact projects (iii) Define the ICO's role based on the stages of a project established in the Project Life Cycle (identification, preparation, appraisal, presentation, implementation, monitoring and evaluation) (iv) Define actions to engage effectively with donors and other relevant institutions/organization (iv) Needs assessment of the Secretariat to determine and address organizational weaknesses regarding coffee development projects	Chief Economist to provide initial input Head of Operations and Head of Finance and Administration involved during all stages of the process Executive Director steering the process Working Group on the Strategic Review providing guidance during the process International Coffee Council approving the process's outcomes	September 2017	Document PJ-107/16 Strategy for Coffee Development Projects Document WP-Council 269/16 Rev. 1 Draft Report on the Strategic Review ICC-116-12 Draft Administrative Budget for 2016/17 Document FA-126/16 Draft Terms of Reference for the establishment of partnerships between the ICO and other entities	Delays in the approval process Secretariat's lack of expertise in developing this kind of strategy	An approved 5-year Strategy for Projects	